

**A REPOSITIONING MODEL OF THE NATIONAL WOMEN'S MEMORIAL AND
ANGLO-BOER WAR MUSEUM OF THE BOER REPUBLICS**

Field Study by

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Foreword & Acknowledgements

The study is a result of a fusion of personal and professional interests. I have a personal interest in South African and family history. My occupation is in the field of integrated marketing and communication where I specialise in strategy. On a personal level, both sides of my family have been affected by the Anglo-Boer War and its aftermath. My interest in the National Women's Memorial and Anglo-Boer War Museum of the Boer Republics is thus on a cognitive, professional and personal emotive level.

The perception I had of the Museum and Memorial when I was a child compared to my perception today, are miles apart. Certainly the age difference has something to do with it, but the changes in society and the new South African dispensation also plays its part. Numerous notable changes have been effected at the Museum. These changes have raised a number of questions and I am curious about finding some answers to them. Some of these questions are: who were responsible for the changes; what were the changes based upon; what was the reaction to the changes; what was the relationship between the tangible changes and perceptions; how was and can the change and the perceptions be managed? It also raised the issue of how such changes could increase or decrease the relevance of the Museum and Memorial or for that matter any institution, for its target markets.

This study would not have been possible without the support of the curator and staff of the Anglo-Boer War Museum of the Boer Republics. My colleagues at Z2A Village also shared in the passion for this research project. A grateful thanks to my study leader for his patience and guidance. I acknowledge the sacrifices made by my wife, children, family and friends – not only for this field study but also for the duration of my MBA study. It is an honour to serve my Lord and provider with this effort and I feel humbled by being 'rewarded' with the acceptance of some of our proposals including a tangible legacy, 'The Garden of Remembrance' (Addendum E) is currently erected at the Museum, even before this study was submitted. A dream became a reality. What a surprise! The greater reward however is the contribution to the change in people's hearts and minds towards reconciliation and to opt for peace rather than war.

My wish is that this work will contribute towards a tangible and non-tangible level to create social capital in the South African society and assist in particular custodians of our heritage to align themselves in order to remain relevant, sought after and treasured by all.

Wium T. Adendorff

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CHAPTER 1

1.1 Introduction

The National Women's Memorial and the War Museum of the Boer Republics, commonly known as the Anglo-Boer War Museum, are landmarks in Bloemfontein, South Africa. (Addendum A). The Museum tells the story of the South African War better known as the Anglo-Boer War raging the South African landscape from 1899-1902. The National Women's Memorial on the same site commemorates the suffering and death of especially women and children in concentration camps during the war (Anglo-Boer War Museum 2014).

The complex is situated in the middle to southern part of Bloemfontein and can be reached within 10 minutes from the centre of the city. The complex is surrounded by the Bloemfontein Show Grounds to the west, a residential suburb to the south, the Memoriam Graveyard to the south-east and a railway line and industrial area on the north to north-eastern side. The Museum and Memorial is situated on the eastern side of a ridge. The Memorial is a statue of two women and a dying child at the foot of a needle towering upward as a landmark in the surrounding area. The statue and needle are encircled by a sandstone wall. The Memorial and Museum overlook a lawn and veld where a number of magnificent statues and outside exhibitions such as canons, a locomotive with wagons, a hospital shed and fort can be seen. The top of the hill renders a 360 degree view that connects to Naval Hill on the northern side to the above mentioned sites. The Museum consists of two separate building complexes. The main building consists of three floors with exhibition halls, a resource centre, an auditorium, an office wing, storage facilities and workshops. The annex consists of a restaurant and children's museum where thematic exhibitions are displayed and holiday workshops are hosted. The Museum hosts the most comprehensive collection of artefacts and primary resources of the Anglo-Boer War. Although situated in a city, the atmosphere is that of serenity and even to a lesser extent a feeling of sanctity.

The National Women's Memorial and the Anglo-Boer War Museum play an important role in the tourist industry in Bloemfontein with an approximate of 12 000 annual visitors (Swanepoel 2014). These visits create an understanding of the history of the country and its people (Ons Stad, 3 February 2011). However,

compared to other tourist attractions in Bloemfontein, it does not draw as many visitors. Els (2013) reported that Oliewenhuis Art Museum recorded a total of 119 495 visitors in 2012 and Kenny (2013) claims that the Nelson Mandela statue on Naval Hill had an average of 18 000 visitors per month for 2013.

The National Women's Memorial and the Anglo-Boer War Museum does not even feature on the official South Africa Tourism website. It is clear that it does not carry similar status compared to the Voortrekker Museum, Robben Island and the Apartheid Museum, to name a few.

The question can rightly be asked: "Why is this the situation?" A simplistic answer may be that The National Women's Memorial and the Anglo-Boer War Museum are situated in Bloemfontein and that the Free State and Bloemfontein are not major tourist destinations. This argument is, however, not satisfactory and does not answer why the Big Hole in Kimberley, according to Coetzee (2014), an off-route destination without an international airport, attracted a total of 70,383 visitors in 2013.

The tourism industry is commercially driven and marketing plays an important role in positioning a value offering to the tourist. Finding an answer as to why the National Women's Memorial and the Anglo-Boer War Museum are not recognised as one of Bloemfontein's and South Africa's major tourist attractions, might be found in the way the National Women's Memorial and the Anglo-Boer War Museum have been marketed and perceived by tourists and stakeholders. Given this situation, according to the current curator, Pretorius (2014), the Museum and Memorial has started to modify its existing position in the marketplace. Van Zyl (2014) supports this claim and states that it was and is done with limited staff. Marketing was not required in the past and staff members and managers have not been trained or evaluated on aspects of marketing. Therefore, without strategic marketing management skills no formal marketing research has been done and no marketing planning methodologies were structured for a marketing plan.

If the National Women's Memorial and the Anglo-Boer War Museum meet the criteria and importance of being national treasures, there should be a strategy and roadmap to position and utilise this heritage site to take its rightful place amongst

the primary tourist destinations in South Africa. At this moment there is not such a repositioning model.

1.2.1 Problem statement

The National Women's Memorial and Anglo-Boer Museum are supposed to be well-known tourist attractions, but currently are not seen as some of the major tourist attractions in South Africa. A positioning model can help to reposition the National Women's Memorial and Anglo-Boer Museum into a tourist attraction that can generate an increase in tourist numbers and income and contribute to nation-building according to its potential.

1.2.2 Description of problem

The National Women's Memorial and the Anglo-Boer War Museum have unique characteristics and the potential to draw both national and international tourists. Traditionally, the major tasks of the Museum were research, collection of material and artifacts, recording and conservation of material with a particular focus on colonial history. The environment has changed since 1994 as well as the expectations and requirements of visitors and stakeholders (Gore 2005:88). Museums are expected to adapt according to these expectations and requirements and in addition become agents of social change.

There is also a need to address the complexities of the demands of the funders of the Museum, namely the government and its political mandate on the one hand, and the need to attract visitors on the other hand. Currently, according to Pretorius (2014) there is not a marketing plan nor a repositioning framework or model available to address this challenge. A new approach or model is required - which should involve a set of skills, including management and specifically marketing and communication skills.

The study acknowledges progress that has already been made at the National Women's Memorial and the Anglo-Boer War Museum. It also points out the needs and requirements that are not yet addressed. According to Pretorius (2014) an attempt has been and is made to adapt to the needs of stakeholders and tourists. From a marketing perspective it seems, however, unstructured and not coordinated to maximise its potential. The study will, therefore, through empirical research,

attempt to indicate the needs that should be addressed on the one hand and also create a framework and model on the other hand, thus creating a structure and process by ways of developing a repositioning roadmap and model for the National Women's Memorial and the Anglo-Boer War Museum. These needs can be incorporated and structured within in a repositioning model. Through such a model an attempt can be made to clearly portray the value of these entities for tourists and stakeholders.

By focusing on the following research questions, an attempt will be made to determine the needs and requirements to be addressed for such a model.

1.3 Objectives of the study

1.3.1 Primary objective

The primary objective is to develop a repositioning model for the National Women's Memorial and Anglo- Boer War Museum.

1.3.2 Secondary objectives

The secondary objectives are to:

- explore the terms and concepts of heritage, tourism, destination, positioning and repositioning;
- identify the needs of tourists;
- identify the requirements of stakeholders;
- identify the distinction between the needs of tourists and the requirements of stakeholders of the National Women's Memorial and Anglo-Boer War Museum; and
- analyse and prioritise the set of characteristics to develop a repositioning model for the National Women's Memorial and Anglo- Boer War Museum.

1.4 Preliminary literature review

The literature study examined the context within which the National Women's Memorial and the Anglo-Boer War Museum functions. The review has also investigated the main constructs of positioning and repositioning as functions of

strategic marketing. Key concepts and terms were identified as national heritage, heritage tourism, tourist experience and engagement.

1.4.1 The origin and context of the National Women's Memorial and the Anglo-Boer War Museum

South Africa is inherently a diverse society. Having eleven official languages underlines this diversity and potential divisions. National symbols such as the national anthem and flag attempt to unite the diversity and the number of languages and the colourfulness of the flag tangibly demonstrates the unity in diversity. National assets such as monuments, heritage sites and museums are also challenged to portray a balanced perspective of the past and present realities and needs of the South African society (Grobler 2008:166). The National Women's Memorial and the War Museum of the Boer Republics, generally known as the Anglo-Boer War Museum, are no exception.

The Anglo-Boer War Museum depicts a major landmark in recent South African history, a war between the two Boer Republics, *Republiek van die Oranje-Vrijstaat* and the *Zuid-Afrikaanse Republiek*, and the British Empire. It had immense consequences for both the British and the South African landscape. The Museum and Memorial give an insight and understanding of the circumstances during the war, but with an emphasis on the suffering of man and animal during and shortly after the war. The Museum and Memorial represent a remembrance of suffering. According to Van Zyl (2014) casualties on the British side amounted to more than 97 000 of which 21 932 paid the ultimate price. Approximately 6 300 Boers died as soldiers during the war. More than 52 000 white and blacks died in concentration camps, of which the majority were children under the age of sixteen. More than 30 000 homesteads were burned down and 377 000 horses and mules, excluding other livestock, perished. The scars of the war were deeply ingrained in society and left an indelible mark on the South African landscape.

Museums, memorials and heritage sites deal with the past. In understanding their current role, function and complexities, their development and content must be seen within a historical context. It is from this context that their meaning, content and offering are positioned to their target markets. As the demands of stakeholders and needs of society change, so the offering must change. Therefore, the current

positioning should be continuously evaluated and aligned with the changing demands and needs of tourists (Grobler 2008:168). For this repositioning to be effective and have impact on the market, it should be deliberately and strategically planned and approached holistically.

The National Women's Memorial and the Anglo-Boer War Museum also face the challenge to reposition itself in order, not only to be relevant within the current context, but to be a leading agent of change towards a preferred future. A repositioning strategy must therefore account for the historical context and the shifts and changes of the South African political and socio-economic landscape as well as the needs of international tourists.

In order to bring about a repositioning, stock should first be taken of the current positioning. The National Women's Memorial and the Anglo-Boer War Museum's development and positioning must be understood within its historical development context. The National Women's Memorial was erected in 1913 and the War Museum of the Boer Republics in 1931.

The fact that they are two different entities is not well-known. According to Strauss (2013) the National Women's Memorial is stewarded by The National Women's Memorial Commission consisting of volunteers whose financial resources are fully comprised of donations. The Women's Memorial Commission's main objective is the caretaking and conservation of the structure and ethos of the Memorial. Strauss (2014a) elaborates on the Commission's objective by stating that ethos is not restricted and that it is the Commission's task to resolve how it should be interpreted and how the space and place should be utilised in alignment and in support of what the Memorial represents. It is clear that there might be clarity about whose responsibility it is to maintain the infrastructure, but until 2004, when a resolution on the matter was taken no clear and distinct directive of how the ethos should be understood was given. Strauss (2014b) explains this challenge by pointing out that the original documentation and minutes of meetings of the Commission of the National Women's Memorial got lost. It was therefore left to commissions to interpret the intent and meaning of the founders. Strauss (2014a) admits that the Memorial could become subject to what he refers to as 'contextualization'. This term refers to an event when the Memorial and its message becomes secondary to the agendas and messages of the organisations or groups

that have and are using the Memorial either as a symbol or place of gathering. This has happened in the past and might also happen in the future. Therefore Strauss (2014b) compiled an unpublished article *A discussion of some of the inscriptions on the National Women's Memorial* and proposed that the meaning and intent of the Memorial should be interpreted according to the inscriptions on the Memorial. These inscriptions are "Thy will be done", "To our heroines and beloved children", "I will not forsake you" and "For freedom, our people and our country". Strauss (2014b:1) argues that President M.T. Steyn was the founder and father of the Memorial and responsible for the inscriptions but might probably have been influenced amongst others by the charismatic lady Emily Hobhouse.

Strauss (2014b:1) calls for the following interpretation and positioning of the Memorial:

The meaning of the inscriptions and the monument as a whole is embedded in the belief that God determines everything in life. Some events we as human beings cannot explain, but we believe that being in God's hands is always to our advantage.

With this point of departure the message of the monument is not one of hatred, but of love and reconciliation. A message suited for all times and people.

Ambiguity and uncertainty could certainly have played a role in the creation of more than one image or perception of what the Memorial represents. By defining this positioning, the image is narrowed and a strategy can be implemented to assist in focusing the market to this positioning.

The Museum, on the other hand, is a public entity mandated in terms of the Cultural Institutions Act, No 119 of 1998. It resorts under the Department of Arts and Culture Republic of South Africa (DAC), has a full-time staff contingent that is governed by a council, adheres to corporate governance procedures and ultimately reports to the Parliament of the Republic of South Africa. The mission of the Museum currently is: "To collect, curate and display items relating to the Anglo-Boer War of 1899 to 1902; research, publications and education on this theme and cooperation with other organisations, nationally and internationally, in order to develop this theme." (War Museum of the Boer Republics Annual Report 2012/2013:11).

According to Van der Merwe (2014) the Council of the Museum performs an overseeing and governance function. It is responsible for defining the nature and character of the Museum. Although not involved in the operational management of the Museum, it sees to it that policies and resolutions are implemented according to the Museum's policy framework. Van der Merwe (2014) points out that continuous research and an inclusive portrayal of all involved in the War are some of the priorities of the present council. Furthermore, the exhibitions must be of a high standard and the infrastructure must be maintained.

Visitors generally see and experience these two entities, situated on the same premises, as one. They are commonly referred to in singular format, as the Women's Memorial or 'Vrouemonument'. Having ambiguous or different objectives and mandates are and could be a potential cause of conflict. If these two entities would insist on different positionings it could lead to an overall blurred and confusing positioning.

Although it was not the intention of the founders, over time both the Memorial and Museum commonly became and were positioned as symbols of Afrikaner nationalism and anti-British imperialism. Prior to the democratisation of South Africa in 1994, the positioning of these entities were exclusive, only serving the interests of the Afrikaner. It was unfortunate that the other population groups that could not escape being pulled into the fray of the Anglo-Boer War, were given little acknowledgement by both entities (Grobler 2008:170).

This exclusive approach gained momentum with the Nationalist Party becoming the government after 1948. It pitched with the inauguration of the Voortrekker Monument in Pretoria in 1949. Not only the Voortrekker Monument but also related monuments, including the National Women's Memorial, became memorials of anti-British imperialism on the one hand, but also a celebration of white Afrikaner supremacy on the other. The government's policy of guardianship over non-whites and the introduction of 'separate development' commonly known as 'apartheid' followed. With a new political power and ideology, the interpretation and depiction of history followed suit. History became the servant to those in power and symbols, monuments and museums were either created or positioned to serve the political masters of the day. The Anglo-Boer Museum and the Women's Memorial were no exceptions. Thus, the National Women's Memorial and the Anglo-Boer War

Museum's became symbols of and were positioned as a representation of Afrikaner nationalism. This monocular positioning became an increasingly heavy burden to these entities, especially after the dawn of South Africa's democratisation in 1994 (Grobler 2008:172-3).

This policy of apartheid that was rooted in Afrikaner nationalism was internationally rejected as racism and led to isolation and economic and cultural sanctions adopted by the member states of the United Nations. South Africa's internal segregation and fragmented and isolated communities also led to international isolation. This impasse was alleviated after 27 April 1994 when the first non-racial, inclusive and democratic elections were held in South Africa. New symbols of the liberation struggle, with whom the majority of South African citizens could identify, were created. The national anthem, flag and crest as symbols of national unity were followed by newly erected monuments, museums and declaration of heritage sites, such as Freedom Park and Robben Island. Some statues and place names that represented apartheid were removed and/or changed (Grobler 2008:174).

With a new political dispensation, entities such as museums and heritage sites also found themselves on a new playing field. The terms were set by the first President, Nelson Mandela, who introduced the theme of nation building and reconciliation accompanied by a socio-economic arm, namely the Reconstruction and Development Programme (RDP). The following president, Thabo Mbeki, introduced Africanisation and globalisation supported by the Growth, Employment and Redistribution (GEAR) economic policy. The administration of current president Jacob Zuma, promotes social cohesion and job creation and has adopted the National Development Plan (NDP) as a map for the future (Pretorius 2012:549, 551, 553, 557).

The South African government's policies are directed towards an attempt to address socio-economic challenges, including realities such as inequality, job creation, economic development, skills development and social cohesion. From this approach, tourism is seen as a potential source of job creation and an influx of foreign currency. Therefore tourism and tourism development became a focal point in the macro-economic approach of government. Heritage sites and museums' positioning as tourist attractions and income generating sources therefore became more important (Oberholzer 2012:7).

A repositioning model cannot be developed without taking the needs and requirements of tourists and stakeholders, including that of the government, into account. In order to have an internationally recognised reference point, the definition of the concept of heritage as used by Statistics South Africa and The United Nations World Tourism Organisation (UNWTO), will be used. Tourism refers to “a social, cultural and economic phenomenon related to the movement of people to places outside their usual place of residence.” (Statistics South Africa 2014).

Heritage tourism is, according to the World Tourism Organisation, “movements of persons for essentially cultural motivations such as study tours, performing arts and cultural tours, travel to festivals and other cultural events, visits to sites and monuments and travel to study nature; folklore and/or pilgrimages” (Van Zyl 2005:8).

South Africa has seen a significant growth in tourism since 1994. The South African Department of Tourism (2014) reports that 8 339 354 tourists visited the country in 2012. The major attractions are the Big 5 (elephant, lion, rhino, buffalo and leopard), the Garden Route along the south-eastern coast and Cape Town. Van Schalkwyk (2013) reports an increase in the number of tourists visiting heritage sites as well as those who are interested in the so-called ‘roots routes’ (Ivanovic 2011:1). Horn (2014) points out that most tourists, and in particular international tourists, request and prefer an inclusive visitor’s experience with an introduction and exposure to the country’s natural beauty, cultural diversity, the way people live and their history.

The Anglo-Boer War Museum is a prominent historical site and the primary and most comprehensive source and exhibition of the Anglo-Boer War. The Women’s Memorial is also unique and the first to commemorate the suffering of women and children during a war (The Star, 10 August 2007). During the War, the majority of the citizens of South Africa were either directly or indirectly involved. From the British side, both soldiers and support staff were involved. Volunteers from foreign countries fought on both sides and the Boer Republics received sympathy from countries opposed to British Imperialism. The war was fought on South African soil, but had an impact globally. A large number of South Africans and British citizens have ancestors that were involved in the war (Pakenham 1981:i).

The National Women's Memorial and the Anglo-Boer War Museum therefore have the opportunity to tap into both the South African as well as the international market. A strategic marketing plan can assist in realising an increase in awareness of the Memorial and Museum and the number of visiting tourists.

1.4.2 Positioning and repositioning as a function of strategic marketing

The essence of strategic marketing can be summed up in the acronym STP – namely segmentation, targeting and positioning. The strategic marketing process starts off with the first step, namely an analysis of an organisation's current position. Secondly the segmentation variables of the product are identified. Thirdly, the market is segmented and a profile is compiled for each segment. The segments should then be weighed in terms of its strategic importance, profitability and prioritised accordingly. It is only then that the positioning concept can be identified within each target segment market. After this identification, the positioning concept should be selected, developed and refined for the target market. The result should then be included in the marketing mix (Cant and Van Heerden 2010:72-73).

For the scope of this study, the emphasis is on positioning and the development of a repositioning model. It is a general approach and must have the ability to be applied to any organisation. It should ensure that identified targets are addressed effectively within the selected market. It is anticipated that an extended study should be conducted to identify and describe the main target markets of the Museum and Memorial.

The concept of positioning is understood as the target market's perception of the product's key characteristics and benefits, relative to the offerings of competitive products. Ries and Trout (1982:193) explain positioning and its approach as follow: "Instead of starting with yourself, you start with the mind of the prospect. Instead of asking what you are, you ask what position you already own in the mind of the prospect. Changing minds in our over-communicated society is an extremely difficult task. It's much easier to work with what is already there".

This, firstly, means that the Museum and Memorial need to listen to what their targets markets say and what their needs are. Furthermore, it is about humans and to change their perceptions is a strenuous time-consuming task. Therefore, Ries and Trout (1982) proposed that by implication an evolutionary process is more

desirable and that the current positioning should be considered as a departing point and not only the end point. It is thus important that the starting point should focus on an attempt to identify what already exists in the minds of the target markets with an intent to reinforce selected key features of the position of the Museum and Memorial already occupied in the minds of the target markets. With the National Women's Memorial and the Anglo-Boer War Museum, positioning applies both to a product and a brand.

Positioning addresses the question of how an organisation can draw attention to its product, how an organisation can differentiate its product and what positioning should be adopted in a selected market segment. Positioning can thus be applied to an individual or to a range of products within an organisation. A positioning statement or slogan could be developed and should be aimed at the target market, communicating the benefits and differentiation of the product (Cant and Van Heerden 2010:101-102).

The positioning process steps are, firstly, to identify a set of comparative brands, secondly to identify their differentiation variables, thirdly to determine consumers' perceptions, fourthly to analyse the intensity as well as the current position of the brand. It is lastly, used to determine consumers' preferred combination of attributes and finally to select positioning strategies accordingly (Cant and Van Heerden 2010:105-108).

A number of positioning methods can be used, namely attribute-, benefit-, application-, user-, competitor-, product category-, quality- and price positioning (Khan 2013:62). Although aspects of all of these methods might be applied, the attribute- (association with attributes, features or benefits) and user-approach (association with a user or class of users) will be mostly applied.

Kotler and Keller (2012) caution against potential positioning errors. These errors are under-positioning whereby consumers do not sense anything special about the particular brand. Over-positioning represents a very narrow perception of the brand. Confused positioning occurs when the positioning is changed too often and the consumers are unsure of what to expect from the brand. Lastly, doubtful positioning occurs when claims are too good to be true or too hard to believe and thereby

create consumer resistance to the brand (Kotler and Armstrong in Strydom 2004:298).

Repositioning can be derived from positioning as the task to implement a change. The objective is to change the perception of the product's key characteristics and benefits, relative to the offerings of competitive products of the target market. The following four approaches are most common - a gradual, radical, innovative and zero positioning (Cant and Van Heerden 2010:110). The same steps applicable to positioning are also followed for developing and implementing a repositioning strategy.

1.5 Research Methodology

A merger of qualitative and quantitative research methodologies are used in this study. A literature study and empirical research methods are included. The reason for this double-barrel approach was that perceptions, opinions and emotional disposition and styles also had to be considered. A combination of the qualitative and quantitative approach may complement, as well as compensate, for the weaknesses of the two different approaches. The combined approach enriched the study outcome (Cooper and Schindler 2011:183).

This is a quantitative and qualitative study based on primary and secondary data. Primary data were collected by means of self-administered questionnaires and interviews. Secondary data were sourced from articles, books, academic journals, online and other available sources.

The data collected were analysed and interpreted to construct a theoretical model to form a departure point for data collection by means of interviews and questionnaires. The theoretical model was adapted to the realities met in the field. The research process followed a methodological approach and coherent sequence whereby the data will be described in context of the field of study (Cooper and Schindler 2011:89-91).

A post-positivistic approach and grounded theory were applied with structured individual interviews that were conducted within the sample. The objective was to determine the perceptions, requirements of stakeholders and the needs of tourists. The structure of the interviews included closed as well as open-ended questions.

Open-ended questions made provision for scientific uncertainty and non-anticipated outcomes. The idiom, jargon and language style were fitted to the environment of the respondents. All the interviews were conducted by the researcher. Action research in the form of pilot interviews was done before the questionnaire was standardised for the final survey (Cooper and Schindler 2011:173, 182, 407).

The emphasis was on seeking understanding of the needs of stakeholders and visitors and how a repositioning framework should be composed in order to assist in addressing the identified needs.

The positivistic approach was used for the quantitative elements of the questionnaire where responses were coded in numerical format and reported as graphs and correlation figures. The SPSS data analysis software was utilised for the coding of the data.

A developmental and transformational paradigm was used in constructing a framework for a repositioning process.

An information search has been done on the University of the Free State library database. The theoretical framework for the research is rooted in a variety of academic disciplines. The search focused on social and management sciences with specific reference to tourism management, marketing and communication.

The review of the secondary data provided the theoretical framework for the empirical study. The methods and methodology selected are indicated below.

1.5.1 Research design and method of collecting data

The research framework included quantitative and qualitative approaches. The quantitative approach was used to collect the data. The primary research technique selected was a questionnaire to collect responses from a representative sample of a larger visitors population. The questionnaire consisted of analytical questions that were theory based and tested hypotheses. The questionnaire also included a-theoretical exploratory questions.

The first section of the questionnaire captured the demographic information of the sample. The second section measured the sample's current perceived positioning

of the National Women's Memorial and the Anglo-Boer War Museum. The third section determined the desired positioning of the National Women's Memorial and the Anglo-Boer War Museum based on the needs and requirements of tourists and stakeholders.

Apart from the data collected by means of responses from visitors to the questionnaire, a selection of visitors' comments in the visitors' book as well as newspaper clippings were made and processed. These results were analysed and included in the findings of the study.

The research framework also included a qualitative approach and the selected research technique were one-on-one interviews to record the needs and experiences of visitors to the Museum, including opinions of and inclinations towards the value offering and positioning of the National Women's Memorial and the Anglo-Boer War Museum. Interviews have also been done with stakeholders, including government and museum authorities, to determine their requirements. The results of the qualitative interviews have been added to the analyses of the quantitative questionnaires results and complemented the study.

The researcher has looked out for trends and themes surfacing from the research process in an attempt to generalise and utilise findings for similar heritage sites in South Africa.

1.5.2 Sampling frame

In 2012, The Anglo-Boer War Museum was visited by an average of 15 000 tourists. The sample size was set at 99 based on a population of 15 000 with a precision of +- 10% and a confidence level of 95% which is based on the formula developed by Yamane (1967, cited in Israel 1992:3). The qualitative interviews were limited to not more ten (10) with representatives of the National Women's Memorial and the Anglo-Boer War Museum, council members and representatives of the National and Provincial Government.

1.5.3 Sampling method

The sampling method was based on non-probability sampling for the questionnaires. It was a convenience or accidental sample based on availability and

ease of data collection, associated with sampling at visitor attractions, such as museums (Tashakkori and Teddlie 1998:76). The survey was conducted at the Museum.

1.5.4 Data analysis

Microsoft Excel was used for capturing the data and imported to SPSS, which processed the data. The Statistical Services of the University of the Free State has analysed the data. The descriptive statistics were used for the initial data analysis and included in the demographic analysis and means of the sample. The inferential statistics will be used to test the associations pertaining to the objectives of the research.

1.5.5 Demarcation of the field of study

The quantitative study was conducted in Bloemfontein over a period of two weeks in August 2014 amongst visitors to the National Women's Memorial and the Anglo-Boer War Museum.

The qualitative interviews have not exceeded a total of ten (10) interviews with representatives, employees and associates of the National Women's Memorial and the Anglo-Boer War Museum, council members and representatives of the National and or Provincial Government. The National Museum and the Oliewenhuis Art Museum are based in Bloemfontein, but focus on nature, science and art respectively. These two museums can be referred to as a positioning reference point based on its geographic locality. Both are based in Bloemfontein. Strategies that have been applied by other museums that focus on history and heritage might be incorporated in a repositioning model for the National Women's Memorial and the Anglo-Boer War Museum.

The field of study is a convergence of Social and Management Sciences with specific reference to tourism management and marketing and communication as well as Human Behavioural Sciences.

1.6 Ethical considerations

Ethical conduct by the researcher can ensure valid and trustworthy data. It is imperative that all sources, whether documentation, participants' feedback and input, the analysis and reporting of data are truthfully handled and in accordance to their wishes.

This study involved individuals as well as institutions and both have elements of confidentiality. On the individual side, it was requested that participants share their opinions, perceptions as well as their needs and desires. From an institutional perspective, sensitive information such as strategy, institutional politics, financial information, internal and external challenges as well as the complexities of internal and external relationships will not be published without consent of the participants.

The purpose and benefits of the research were explained to prospective participants. The rights of the participants, including non-disclosure without consent, have been explained and an interview did not continue without obtaining informed consent of the participant (Cooper and Schindler 2011:32).

The right of participants to benefit from the study was acknowledged and feedback information was given on request. The research, as well as the implication of the research, will be conveyed and shared with the National Women's Memorial and the Anglo-Boer War Museum whereby the participants can benefit directly from the research.

1.7 Chapter layout of study

1.7.1 Chapter 1 – Research proposal

The reader was introduced to the concepts of heritage tourism and the marketing concepts of positioning and repositioning. The problem statement as well as the primary objective and secondary objectives of the study were described. The motivation and importance of the study and the possible contribution to heritage sites and tourism were discussed.

1.7.2 Chapter 2 – Literature review

A literature review of the available resources on the topic is offered. The purpose, importance and function of marketing with reference to positioning and repositioning are argued. A specific effort is made to highlight the importance of an integrated approach where positioning and repositioning are used in collaboration with other management methodologies. A contextual definition on heritage, tourism, positioning and repositioning is identified. The drivers of positioning are identified and their nature discussed. The state of and changing nature of the National Women's Memorial and the Anglo-Boer War Museum as a heritage site are investigated.

The chapter is concluded by a brief overview of the unique challenges faced by heritage sites, the management thereof and the positioning and repositioning aligned to the needs of tourists.

1.7.3 Chapter 3 – Research methodology

The research process and methodology are motivated and described. The sampling design is explained, namely the research layout, how the data was collected and the approach to the analysis of the data. The shortcomings and gaps are indicated as limitations of the study.

1.7.4 Chapter 4 – Data analysis

The research results are offered and analysed. The objectives of the study are tested and addressed in this section. The perceptions, needs and requirements of participants are selected, and tendencies identified and prioritised. From the data, selected characteristics are formulated and a repositioning framework compiled.

1.7.5 Chapter 5 – Conclusion and recommendations

The study attempted to contribute and made recommendations based on critical information obtained from the field of marketing. Recommendations for development and implementation are suggested. Conclusions from the research, its process, content and findings, are made for further study on this topic.

CHAPTER 2 – Overview of museums and repositioning

2.1 Introduction

This study attempts to develop a repositioning model. This model must be able to address any target market. The literature review will therefore start with an analysis of the concept - positioning. It will also investigate the concept of repositioning. Repositioning is the process of change from a current position to another position, if an alternative position is perceived to be more desirable and advantageous than the current position.

Positioning does not stand on its own. It involves an agent that is responsible for identifying and crafting the positioning, as well as an audience or target, the positioning is aimed at. The role of the agent, the one that is responsible for the positioning, will be probed. An insight in the market concept will be explained by means of the STP-process (segmentation, targeting and positioning) to give an insight in the dynamics in establishing a position or positions for the audience or target markets.

The context of the study is within the domain of a memorial and a museum. The South African Museums Association (SAMA) is a member of the International Council of Museums (ICOM) and subscribes to the definition that was adopted at their General Conference in 2007 in Vienna, Austria:

A museum is a non-profit, permanent institution in the service of society and its development, open to the public, which acquires, conserves, researches, communicates and exhibits the tangible and intangible heritage of humanity and its environment for the purposes of education, study and enjoyment (International Council of Museums 2014).

SAMA also defined and embraces the following definition:

Museums are dynamic and accountable public institutions which both shape and manifest the consciousness, identities and understanding of communities and individuals in relation to their natural, historical and cultural environments, through collection, documentation, conservation,

research and education programmes that are responsive to the needs of society (South African Museum Association 2014).

According to Kayster (2010) this definition implies that museums should be aligned with and represents public life and serves the interest of the society in which they exist. Within the context of a dynamic and changing society, museums therefore also need to adapt and follow as well as lead the change.

The Anglo-Boer War Museum resorts under the Department of Arts and Culture (DAC) of the Republic of South Africa. DAC has recently published an undated *Draft National Museums Policy* (2014) on their website. It states that the aim of the National Museums Policy Framework is to “transform the management and operation in terms of access, redress, equity, social cohesion and nation-building” to “preserve our national heritage while contributing effectively to national development.” (Department: Arts and Culture of the Republic of South Africa 2014:5).

Within this context it proposes the following definition:

A South African museum is a formally constituted institution that promotes the development of society through research, collection, conservation, communication and exhibition of natural and cultural heritage in ways that reflect the diversity and values of a democratic society (Department: Arts and Culture of the Republic of South Africa 2014:19).

This definition further emphasises the role of museums as seen by the government, namely as agents of social change within the parameters of the policy framework and the constitution.

It is thus clear that the positioning and repositioning framework cannot but acknowledge and account for the requirements set by their funding institutions. How it should be implemented is, however, not spelled out in detail. Nuttal (2014) supports the idea that museums need to interact with its stakeholders and visitors and focus on their requirements and needs but also warns that an over-reaction and compensation could threaten the sustainability of the very existence of a museum. Nuttal (2014) claims that a museum is and should remain a non-profit organisation

with the primary purpose of satisfying man's curiosity by doing research, collect, conserve, inform and educate the public within the scope covered by the particular museum.

Nuttal (2014) proposes that museums such as natural museums with a strong focus on natural sciences should not limit themselves to a narrow interpretation of their mandate, namely scientific research. It should also broaden their natural scientific landscape to social and cultural landscapes, for example, by studying an animal or plant not only in terms of its physical and biological attributes, but also in terms of its association with indigenous cultures as totem, superstition or natural medicine. Nuttal (2014) is of the opinion that a history museum such as the Anglo-Boer War Museum might find it easier to create a link and engagement with its visitor because of the human and emotional connection which enables an easier association between the visitor and the object of study on display. Museums depicting people might also find it easier to convey ideas and concepts for the same reason.

Due to the nature of a cultural-historical museum and the level of connection between its visitors and the content of the Museum, the Museum should adopt a pragmatic and customer-centric approach in its methodology and implementation. This study acknowledges the tensions and will explore the concept of museum and heritage from both an institutional as well as a customer-centric perspective.

The primary target market of museums and heritage sites are visitors and tourists. The focal point of this product and service offering has thus shifted towards visitors to these sites. Tourism as already indicated is one of the fastest-growing industries worldwide – also in South Africa. Tourism includes a variety of tourism sectors, of which heritage tourism is one. The Museum and Memorial fall within the scope of heritage tourism, but heritage tourism in itself covers a vast field and therefore heritage tourism will only be discussed in general.

Lee *et al* (2014:239) espoused that a favourable image or perception of a tourist destination leads to a destination choice, enhances a positive onsite experience, higher satisfaction and increased loyalty to revisit or to recommend a visitation to others by word-of-mouth. The image and perception are classified into two types. Firstly, the primary image - which is created after a visit to the destination and site, and secondly, the secondary image - which existed before the visit.

The work of Ekinci and Hosany (2006) proposes that the concept of brand personality as defined by Aaker (1997) must also be applied to tourism destinations. Their findings have indicated that the perception of a destination personality is made up of three dimensions, namely sincerity or authenticity; secondly, excitement; and lastly conviviality or warmth or pleasantness. Their research found that there is a positive correlation between destination personality and its impact on the perceived image and intention to recommend a destination (Ekinci and Hosany 2006:137). The development of a secondary image and the creation of a destination personality should be ruminated on in the development process of a repositioning model.

This study will attempt, amongst other objectives, to determine the role of the onsite experience and interpretation of the modification of the perception and positioning in the minds of visitors to the Museum and Memorial. If the visitors' experiences prove to be a modification driver, the width and depth of customer experience must also be considered in developing a repositioning model.

Perception or image is regarded as a result of the interplay of affective and cognitive evaluations that are manifested in the feelings toward and beliefs about a destination. It is composed of the source, availability, amount and objectivity of information. The process of perception and thereby positioning creation is dynamic and could change throughout the different phases and exposure to elements. A firsthand onsite experience is, however, one of the strongest forces to establish a positioning and destination image (Lee *et al* 2014:239-240).

Neal and Gursoy (2008) point out that customer satisfaction is one of the most frequently examined and important concepts in marketing theory and practice and is considered essential for the sustainability of any business or organisation. Frochot posits that satisfaction should be measured as a marker of attitude and experience as emotional characteristics, whereas quality should be measured if the product is tangible (Frochot 2004:224). A museum's offerings have strong non-tangible characteristics, therefore customer satisfaction with a tourist destination should be understood as a systems process with different stages which collectively contribute to the tourists' satisfaction (Neal and Gursoy 2008:53). These stages are divided into, firstly, where a trip begins and ends; secondly, the transit route; and, lastly, as the destination. The tourist product is a configuration of services, attitudes and

facilities experienced during this process, which culminates in an experience of value to customers (Neal and Gursoy 2008:55). This idea can be extrapolated to the visitor of the Museum which should be the centre of attention of the Museum. By following this line of thought, ways to enhance satisfaction levels and thereby induce positioning and repositioning, can be identified in the different stages.

It is not the objective of this study to deconstruct the target market in detail and to determine a positioning for each particular segment of the market. The primary objective of this study is to propose a general repositioning model, to enable the agent and management of the institution to position and to reposition the Museum and Memorial in the minds of their target markets.

The title of the study refers to repositioning. The author of this study has the view that the current positioning needs to be revisited continuously in order to determine what and to what extent, over time, at least certain aspects need to be repositioned. The National Women's Memorial was erected in 1913, more than a century ago. Society has changed since 1913, with an increase in tempo and depth of change after the democratisation of South Africa after 1994.

The current positioning needs therefore to be analysed, aligned and repositioned within the current socio-political context. Although the DAC has given a broad goal, it has not yet been refined and explained how it should be implemented practically. One of the questions that will be addressed is whether, and if so – why there is a difference in perceptions of visitors who have had a particular perception of the Museum and Memorial before their visit compared to the perception feedback from the same group on reports after their visit. It is also believed that those customers who arrived with a positive perception before their visit will have a stronger positive inclination towards the Museum compared with those visitors with a neutral or negative perception. These assumptions and factors must be tested and considered when developing a repositioning model.

By developing and applying a repositioning model, the process of repositioning can be separated into phases and its success be measured. It can thereby be managed and the risks involved in perception management and positioning can be averted or mitigated.

The literature review will conclude with a proposed theoretical model subject to a developmental and transformational paradigm in constructing a framework. The merit of the model will be tested, analysed and reported on during the next phases of the research process.

2.2 Strategic marketing and positioning

Institutions, organisations and businesses do not exist for their own sake. They exist for their markets. They stand in a relationship with their markets: positive, ambivalent or negative. To create a beneficial relationship, they need to engage with their markets. This process is known as strategic marketing.

Strategic marketing planning originates from the mission and vision of an entity. From the vision and mission, the strategic marketing planning process proceeds to the selection of target markets and formulation of a specific targeting mix. Most organisations understand that it is not possible to be everything to everybody. There is no such thing as one-size-fits-all solution. A positioning statement and objective for each service or product can help to focus resources, promote consistency, and create clarity on the offering of the organisation. According to Kotler and Keller, leading marketing authors, “All marketing strategy is built on segmentation, targeting, and positioning (STP)” (Kotler and Keller 2012:275).

It can thus be concluded that positioning is pivotal in achieving marketing successes and organisational sustainability. Furthermore, positioning should both be planned and regarded as a core strategic marketing function. As with customer satisfaction, the focal point of positioning is the customer. To understand, create, communicate and deliver value and satisfaction should therefore be at the core of strategic marketing. Decision-makers and managers require a deep understanding of their target markets’ needs, expectations and preferences and they must, therefore ensure that they are able to deliver the anticipated value. A marketing strategy must take these needs, expectations and preferences into consideration in the process of developing a repositioning.

For the purpose of this study, Kotler and Keller’s (2012) definition of positioning will be used, namely: “Positioning is the act of designing a company’s offering and

image to occupy a distinctive place in the minds of the target market” (Kotler and Keller 2012:276). The focal point is to place, position and locate the organisation and its offerings in the minds of its target markets, in order to maximize the potential benefit of the organisation. Ries and Trout definition of positioning is added: “Positioning is the first body of thought that comes to grips with the difficult problem of getting heard in our over-communicated society” (Ries and Trout 2001:3). The notion that Ries and Trout advocate is that reality is that which is in the target markets’ minds. Positioning is therefore not to create something new or different, but to manipulate what is already existing in the prospect’s mind and to retie the connections in order to establish the desired positioning (Ries and Trout 2001:5). The element of ‘top-of-mind’, must be added to ‘a distinctive place’ and add to the understanding of positioning which can be summarised as to take a position of being first, clear and firm. Arnott’s definition as cited in Blankson (2004) of positioning is that “...positioning is the deliberate, proactive, iterative process of defining, measuring, modifying, and monitoring consumer perceptions of a marketable object...” and implicates that it is conceptual, strategic and operational in nature. It also implies that the positioning process requires frequent and proactive involvement of the change agent (Blankson 2004:315).

Repositioning is directly related to positioning, but different in intent. The drive for a repositioning is to give a new life to a product or service by a process of associating the brand with a different set of features. Repositioning is related to positioning because it finds its base in the original marketing strategy, objectives and environment but goes further in finding the shortcomings and solutions to the shortcomings.

The need for a repositioning occurs when either the initial positioning was wrong or when the needs of target markets and the environment of the brand have changed and the brand lost market share and relevance. To effect a repositioning is usually more difficult and expensive than establishing an initial positioning. Making a second impression count is more challenging than making a first impression.

Repositioning and positioning’s importance, elements and process are however similar. Repositioning is therefore illuminated by explaining positioning’s place and role in the strategic marketing process.

As mentioned, *positioning* is a step in the strategic marketing planning process. It is preceded by *segmentation* and *targeting*. Positioning interacts directly and indirectly at product level with the well-known P's of the marketing mix. The first four are product, price, place and promotion. On a services marketing level, the interaction is expanded to the additional three P's namely people, process and physical evidence.

Cant and Van Heerden (2010) explains the 7 P's of the marketing mix as follows:

- Product – An organisation should establish the need for a product and develop the right product to meet the need.
- Price - A product is only worth what customers are prepared to pay for it or for the additional characteristics or services that offer better value for money. Price positions an organisation in the market and the higher the price the higher the expectation. Existing customers are generally less price sensitive.
- Place - Where customers buy a product must be appropriate and convenient for the customer. The product must be available in the right place, at the right time and in the right quantity. It also means the way of displaying the product to customers.
- Promotion – It refers to the way an organisation communicates what it does and what it offers. It includes activities such as branding, public relations, advertising, corporate identity, special offers, sales management and exhibitions. The promotion must draw attention, give a consistent message, be appealing, identifiable and above all give the customer a reason to select this product amongst a number of other options to choose from. The benefits that can be obtained from a product should be communicated and not only the features of a product. The offering should be customised and varied to suit the target market and or change it as required.
- People – Any representative or employee will make an impression that can have an effect, either positive or negative on customer's satisfaction. Thus, an organisation's reputation rest in people's hands. It implies that they should be appropriately trained, well-motivated and expresses a positive attitude.
- Process - The process and behaviour displayed when delivering a service are crucial to customer satisfaction. It includes aspects such as waiting time, information made available and the helpfulness and efficiency of staff.

- Physical evidence - Facilities such as a nice, clean and tidy workplace and environment, testimonials, customer feedback and references can assist to assure potential customers that their expectations will be met.

These P's of the marketing mix should be used to continually evaluate and reevaluate the activities of the organisation. These activities include the positioning or repositioning of an organisation. The positioning activity can however also influence and affect any one of the P's. Positioning is therefore a powerful marketing tool. Ries and Trout intuitively touch on its complexity and the difficulty to change from one position to another, or to reposition it. The development of a repositioning model might assist to bridge this gap.

Positioning is the third step in the three-step STP strategic marketing planning process where the "S" stands for segmenting, the "T" for targeting and the "P" for positioning. By following this process a marketing strategy can be developed that ties a company or institution, brand and product and service benefits to specific customer market segments.

Positioning's role and function can be better understood by illuminating the preceding steps of segmenting and targeting. The first step, *segmentation*, starts off with an analysis of the organisation's current position in the market. Thereafter, sets of criteria or variables must be selected according to how the market must be segmented. A wide variety of criteria are available, such as personal characteristics, demographics, behavioural measures and benefits sought after. The data available and its analyses can be used to select the segmentation utilisation technique. By compiling and utilising multiple segmentation variables sets, the risk of error can be reduced. It could therefore be a complex process with a variety of variables that need to be integrated (Cant and Van Heerden 2010:72-73).

Frochot (2004) observes limitations in the traditional marketing models because it lacks the full ability to account for the strong experiential and emotional dimension of the choices made by consumers. Frochot points out that traditional segmentation techniques such as demographic traits, should be complemented with two other traits, namely values and benefits, both which are becoming increasingly important for target markets (Frochot 2004:224).

After the identification of the criteria set, it is prioritised and selected according to how the market can be segmented. After dividing the market into separate sections, the sections should be evaluated and prioritised according to their strategic and beneficial importance to the organisation (Cant and Van Heerden 2010:72-73).

Segmentation is followed by selecting the potential target markets from the identified segments. This step is known as targeting. Criteria for evaluating the target markets include the size and growth potential, potential profitability and attractiveness, the resources and skills of the organisation, whether the target market is compatible with the organisation's objectives and lastly the cost to reach the target market (Cant and Van Heerden 2010:93-94). The targeting process can thus be used to determine the focus of the segments and the nature of the strategy that might be most appropriate for a segment.

The actions of segmenting and targeting lead and enable the marketing manager to select and develop a positioning concept, i.e. the desired position of an organisation in the minds and hearts of the target market in each target market. The reason for developing a positioning is to provide a specific reason for adopting or buying a product or service and also to assist the target to see the advantage of why and how the organisations' offering to the target market differ from one another (Surovitskikh 2007:15). Positioning thus implies that a picture of the organisation's brand or the destination image and its products or services needs to be created and built up. This effort demands creative thinking in acknowledging the interrelationships between the target markets, the competitors' markets and their differentiated value offerings and advantages. An organisation's positioning is established in the minds and hearts of target markets by marketing communications and promotional activations. It is however imperative to remember that positioning based on the management of reputation and perceptions will always only be partly under the control of the marketing manager or agent responsible for the positioning planning process (Surovitskikh 2007:15-16). Given these factors, developing a positioning concept for each target market could be a strenuous endeavor.

Developing positioning concepts for each of the target markets of the War Museum of the Boer Republics, is beyond the scope of this study. Therefore the approach of the proposed repositioning model was general and attempted to address the general needs to enable a marketing manager to reposition these entities in the

minds and hearts of the target markets by developing a positioning concept for each selected target market. The positioning concept and deriving therefrom, repositioning, is discussed more at length in the following section.

2.2.1 The nature of positioning and repositioning

According to Kotler and Keller (2012) a strong positioning should have both a 'foot in the present' as well as a 'foot in the future'. That is, finding a balanced position, taking into account the aspirational position but also the present reality. This position should strive to create a customer-focused value proposition and to maximize it (Kotler and Keller 2012:276).

Developing this position requires that both the similarities and differences between the organisation's brand and its competitors are defined. Kotler and Keller summarises the decisions required to identify a positioning. Firstly, "determining a frame of reference" which includes the identification of the target market and competition relevant to the organisation. Secondly, the identification of "optimal points of parity (POP) and points of difference (POD)" in the frame of reference should be included. POP are applicable to the necessary elements that are required to be identified with a particular category as well as similarities with competitors. POD's are the distinct benefits, attributes and functionalities or marketing mix combination that are uniquely associated with a particular brand. Finally it should be condensed into the creation of a brand mantra as a summary of the positioning and essence of the organisations' brand (Kotler and Keller 2012:276).

The identification of the competitors of the Museum and Memorial was done from a tourist's and stakeholder's perspective. The competition was identified by determining the type of tourist or target market of the War Museum of the Boer Republics, the Women's Memorial, the Oliewenhuis Art Museum and the National Museum. The War Museum is a state organ and a national asset. It can thus be expected that the Museum's or Memorial's value proposition and positioning should have an inclusive target market in order to satisfy most of the needs of South African tourists as well as international tourists. This study's premise and also that of the positioning concept is that it is not possible to be everything to everybody. Therefore the current positioning of the Museum and Memorial requires critical

assessment. The purpose of this study is to develop a repositioning model enabling the leadership and management of these organisations to develop a positioning for their selected and prioritised target markets.

The War Museum of the Boer Republics and the Women's Memorial's offering include elements of a product, service and a brand. Reference was already made of a certain type of target market. It is argued that from a heritage context, tourists should be included and sited at the core of the targeting process.

The distinctive nature of heritage tourism should be addressed in this process. Attention should be given to and an understanding should be obtained in order to be able to be focused on the desires and authentic experiences of the tourists. Therefore, attention is given to organisations that are associated with a product packaged as an experience – such as services organisations including the Museum and Memorial. The Museum and Memorial do not have a singular offering. There are different aspects on offer, for example the exhibitions, a collection of statues, the Memorial, artworks and artefacts on display inside the Museum as well as outside on the premises, the data bases and resource centre, the restaurant, guided tours, garden and terrain to name but a few.

Harrison and Shaw (2004) propose that satisfaction as a driver of positioning should be measured not only subsequent to a visit, but throughout, that is before, during and after a visit. Furthermore that satisfaction and perception should rather be measured as a cumulative experience and not as an incident-specific event (Harrison and Shaw 2004:24). The reason is that satisfaction or dissatisfaction with one aspect cannot be generalised from an overall affective experience. Likewise, loyalty or disloyalty based on a single or limited positive or negative experience cannot be interpreted as overall loyalty or disloyalty. According to Lee *et al* (2014) a tourism destination image is a direct antecedent to satisfaction, perceived quality, intention to return and willingness to recommend others to visit the attraction (Lee *et al* 2014:242). Positioning and repositioning of a tourist destination should therefore be treated as both holistic and process driven, of which the cumulative total is more important than the outcomes of transaction-specific encounters or events.

Blankson and Crawford (2012) identify branding, service and value for money as the most dominant positioning strategies in the services industry. Reliability and

attractiveness as positioning strategies follow suite (Blankson and Crawford 2012:311). Tasci, Gartner and Cavusgil's (2007) work on the construct of destination image identified destination attractiveness, - awareness, - evaluation, - perception, - attributes, - quality, - benefits and destination branding as factors in the conceptualization of a destination image. They conclude, however, that although individual factors might be identified, the defining and measuring of a destination image is nebulous. It should thus be approached holistically and measured beyond a cognitive approach and also include the affective and conative spheres of motivation (Tasci, Gartner and Cavusgil's 2007:196, 217).

A tourist's expectations might differ slightly from the expectations of the average consumers' experiences from services firms. The emphasis will probably be related to a stronger wish to learn, a desire for leisure and a longing for an authentic heritage experience.

2.2.2. Positioning as a function of strategy

Porter (1996) argues that positioning and by implication repositioning, is not only a supplementary part of strategic marketing planning, but should resort to the core of strategy. He includes positioning, amongst others, by referring to it in his explanation of strategy. He defines strategy as "the creation of a unique and valuable position, involving a different set of activities" (Porter 1996:8). It can thus be argued that if there was only one ideal position, there would not be any need for strategy because it could be assumed that all competition between rivals would then have been head-on because of a lack of differentiation.

Porter (1996) unites the function of strategy and positioning into strategic positioning. He brings to light the goal of strategic positioning as an attempt to achieve sustainability through a competitive advantage by preserving what is distinctive about an organisation (Porter 1996:8). In other words, either performing different activities of competitors, or performing similar activities differently.

Three principles that underlie strategic positioning are pointed out by Porter (1996). The first principle is the creation of a valuable and unique positioning, which involves a distinctive and separate set of activities. It can be achieved either by serving a few needs of many customers, serving a wide variety of a few customers,

or serving extensive needs of many customers in a constricted market. The second principle is the requirement to make trade-offs, meaning to take the decision on what not to do. Lastly, it is the creation of 'fit' - collaboration and alignment - among the organisation's activities (Porter 1996:1).

2.2.2.1 Positioning and differentiation

It is especially the principle of creation of a valuable and unique positioning that accentuates the role of leadership, as well as the buy-in of employees. An engaged workforce, supported by collaboration and alignment, can contribute to deepening a strategic position to a point where imitation could not easily be achieved. As pointed out, the choice of which target market, and which of their needs need to be served, is not a decision that can be taken lightly. This decision as well as the implementation thereof requires leadership, an aligned organisational culture, discipline, effective communication and the ability to set limits in order to remain focused.

In the development of a repositioning model, the sources from where strategic positions emerge must be identified. Porter (1996) classified three distinctive sources but is quick to point out that they often overlap and are not mutually exclusive. The first source is called variety-based-positioning, which is based on the choice of service and product varieties instead of customer segments (Porter 1996:6). The focus is on an organisation having the ability to best produce a particular product or service by means of distinctive sets of activities. This source might enable the organisation to serve wide-ranging customers, but limited to a subset of their needs. The second source is referred to as needs-based-positioning. Needs-based-positioning is closer to the traditional thinking of targeting a particular segment of the market. The notion is that the market can be divided into segments and that these separate groups each have different and distinctive needs. A custom-made set of activities are designed and implemented to serve a particular group's needs. Porter (1996) points out that to achieve a meaningful position for these different needs, the set of activities designed to satisfy those needs, need also to differ. It is only then that a unique and valuable positioning can be obtained. The third source is access-based-positioning which is segmenting customers

according to their accessibility or reachability. This source of positioning can be customer geography or customer scale or anything else that requires a unique set of activities to enable the organisation to reach its target market in the best way (Porter 1996:6-8). These sources should be acknowledged and examined in the process of developing a repositioning model for the War Museum of the Boer Republics and the Women's Memorial.

The task of positioning and repositioning is thus not limited to a single operational exercise or minor function that can be delegated for execution to the lower echelons in the organisation. Positioning and by implication repositioning is at the core of strategic marketing as well as management strategy. This implies that the ultimate responsibility for positioning and repositioning is at the helm of leadership and management of organisations.

2.2.2.2 Positioning and trade-offs

In developing a strategic positioning for the War Museum of the Boer Republics, the marketing leadership need to acknowledge the principle of trade-offs. Trade-offs need to be made in order to obtain a strategic and sustainable positioning. Trade-offs in positioning refers to - more of one thing necessitates lesser of the other. Simply put, a stronger positioning will mean a weaker positioning of another.

It is fairly clear that the Museum, like many parastatal organisations in South Africa, have difficulty moving away from the be-all-for-everyone disposition. Often this is not by choice only, but a culture dictated by their mandates. It was already pointed out that The War Museum of the Boer Republics is mandated by the Cultural Institutions Act No. 119 of 1998 as pointed out in Section 17 (Cultural Institutions Act 1998:16). It is governed by its council, board committees and executive management. As mentioned, a positioning must stand with one foot in the future. The mission has already been referred to. The vision of the Museum is 'to be an institution of excellence whereby the inclusivity and suffering of all communities during the Anglo-Boer War are depicted, thus propagating the message that negotiation is preferable to war.' (War Museum of the Boer Republics Annual Report 2012/2013:11).

At first sight it can be questioned whether the vision's current positioning is a result of an internal focus that dominates. The question is to what extent is the positioning at museums a negotiated outcome between internal factors and external target markets' and customers' needs. If not, a repositioning model can probably assist museums to cross the divide and to collaborate with its target markets and co-create a positioning or repositioning.

This study is not an attempt to dictate whether a repositioning is imperative. Nor is it a prescription, to decide whether it should be done, or how it should be done. An analysis of the current positioning can indicate whether there is any ambiguity and whether there is indeed a need to revisit the positioning. However, if there is a desire to revisit the positioning and construct towards sustainability, tough decisions need to be made and their possible implications must be planned and budgeted for. This decision brings us back to trade-offs.

In compiling a repositioning model, trade-offs are inescapable and therefore need to be taken into account. Trade-offs stems from, firstly, inconsistencies in image and reputation of an organisation which confuse customers and as result the credibility of the organisation can come under attack. Secondly, trade-offs can arise from activities themselves. It is important to remember that different positions and their tailor-made activities require different skills, resources, operations, infrastructure, employee behavior and different management systems. The nature of this rethinking of activities should therefore be holistic and systematic. Finally, trade-offs can arise from limits on internal control and coordination (Porter 1996:9-10). This means that senior management needs to communicate and operationalise priorities clearly. By management being unambiguous, employees will have clarity on what is expected from them and more importantly also know what not to do. Acknowledgement of and dealing with trade-offs can strengthen the desired positioning.

2.2.2.3 Positioning and 'fit'

Strategic positioning choices are determined by the uniqueness of the positioning, the different associated activities and the 'cost' and necessity of trade-offs between activities. In addition the positioning choice is also shaped by the principle of 'fit' or

how these activities relate to one another. Porter (1996) points out that organisational strategy also includes decisions on how activities are combined or how they 'fit' (Porter 1996:10). For finding the answer to what the key success factors and core competencies are, it is required to look at the whole system of activities, which includes their differentiation, their competitive advantage - which stems from the pattern in which the activities relate and how they fit and reinforce one another. In this way 'fit' contributes to sustainability and creates a competitive advantage that can lead to notable profitability. Strategy-specific-fit is most valuable, because it strengthens the uniqueness of the position and magnifies the trade-offs.

Porter (1996) distinguishes between three types of fit. First-order fit is simple consistency between the activities and strategy of the organisation. Consistency throughout activities within the organisation, contributes to the competitive advantage. Complimenting consistency, simplicity improves internal and external communication and enhances implementation through a concerted focus. Second-order fit occurs when marketing activities reinforce one another. Third-order fit is optimisation of effort and include information exchange and coordination across activities. The objective of third-order-fit is the elimination of redundancy and wasted effort (Porter 1996:11-12).

'Fit improves and adds to the sustainability of the positioning. Sustainability of positioning is enhanced by the combined or system of activities, rather than the strengths of the individual activities. A combination of these interlocking fits will be difficult to match. It is therefore advisable that a repositioning model for the War Museum should consider an integrated positioning approach in terms of themes or systems and activities related to it.

It can be concluded that 'fit' contributes to positioning. Creating and utilizing fit can take some effort and is time consuming due to its intricacies. Continuity and a reasonable time horizon are required to obtain the desired positioning. Change takes time and even more time and diligence to be established and accepted. Frequent repositioning is risky and therefore not advisable, because of the resistance to change and the risk of being passively or actively rejected.

From the before-mentioned, it is clear that positioning is at the core of strategy. A number of factors and how they relate need to be taken into account when a

positioning or repositioning strategy is crafted. Most of these factors are intertwined. The person responsible for crafting the positioning strategy requires skills, intuition and leadership in order for the desired positioning to take effect.

2.2.3 Positioning and leadership

Positioning has leadership and managerial implications. Conversely, leadership also has a direct influence on the positioning concept. The influence of leadership might even be more relevant to an organisation such as a museum where the target market and public rely on the steward's or curator to represent, deconstruct and reconstruct the past in a meaningful, interesting and engaging way. For this reason, positioning should also be investigated from a steward's or curator's perspective.

Blankson and Crawford (2012) points to the managerial function's influence on the market's positioning by establishing a brand change and thereby an attitudinal change. An attitude change can be realised through direct efforts aimed at the target market in order to reposition their beliefs about the organisation's offerings. It is achieved by using and implementing the positioning and business strategy on a day-to-day basis over a period of time. The manager also has a responsibility to continuously review and analyse the brand's positioning and implement and effect any change in the offering as well as the positioning of the brand (Blankson and Crawford 2012:315-316).

Individuals can play a pivotal role in the positioning process. However, the strength and impetus of the positioning process can be taken to another level if a team effort is put behind the initiative and implementation thereof. A substantial repositioning could be strenuous, costly and time-consuming, both for the driving agents as well as the organisation. It is thus more likely to accomplish effective positioning with the combined skills and efforts of a motivated team, compared to a solo effort of an individual.

Repositioning requires tenacity and resilience to meet and deal with resistance. Not every motivation and explanation for the repositioning will be deemed acceptable and the individual and subsequently the organisation's reputation might suffer. A radical repositioning strategy needs to be carefully considered and is unlikely to be attained without some loss of credibility amongst certain target markets (Baert

2012:315-316). However, a current positioning in dire need of a repositioning might face a similar reputational risk if the leadership resists or fails to either reposition or align according to customers' and stakeholders' needs.

The repositioning's leading agent, needs to consider a vast number of factors in making decisions as well as timing the moves during the implementation of the process. The leader needs to address questions about the socio-political milieu. He should ask questions about how the repositioning potentially could be perceived in different contexts and anticipate when and how the rewards could be expected. Canterucci cited in Recklies (2014) identifies skills and characteristics required to lead change and categorized them into five levels. The first level skill is to accept, communicates and defends the need for change. The second level skill is to define and initiate the change. The third level task is to lead the change and translate the organisation's vision into operational activities. The fourth level requires leaders to understand and manage change in its complexity within an organisation's cultural dynamics. At the fifth level the leader is required to champion the change and challenge the status quo by comparing it to the ideal or intended vision as a result of the change process.

Pretorius (2014) gives a first-hand testimony of the challenges referred to. He has been the curator of the Museum for the last six years and during his tenure a number of initiatives were launched and infrastructure upgraded and expanded. His goal was to transform the Museum to a vibrant institution in terms of activities, research and exhibitions, to increase the scope and offering of the Museum, to be inclusive and to upgrade and expand the infrastructure of the Museum. His goal also included changing the perception of the Museum as a place of hero admiration to one of commemorating and contemplating the suffering caused by the War. The face and operations of the Museum have indeed experienced a transformation. According to Van Zyl (2014) the leadership has succeeded in changing the corporate culture. Pretorius (2014) mentions that although the media gave public support, funding was granted by the DAC and welcomed by individuals. He believes that the initiatives and intended positioning of the Museum has not yet come to fruition. Pretorius (2014) is of the opinion that a communication and marketing function and plan must be developed to assist the management and museum to

effectively change the image of the Museum. That is, to develop a repositioning plan.

It can thus be concluded that leadership plays a central role in change management and as indicated, establishing a repositioning. A repositioning model can hence assist leaders to bring about change in positioning in a planned and structured way.

2.2.4 Developing a repositioning model

Developing a repositioning model, given the factors and forces as pointed out is a challenge.

The outline of the development of the positioning concept – segmentation, targeting and positioning - has already been referred to. The implementation of positioning is a seven step process according to Cant (2010). The first step is to identify a set of comparative brands. Secondly, to identify their determinant variables followed by the third step of determining consumers' perceptions. The fourth step is to analyse the intensity of a brand's current position followed by step five to analyse the brand's current position. The sixth step is determining consumers' preferred combination of attributes and the final step is selecting positioning strategies (Cant and Van Heerden 2010:105).

A repositioning process will have similar features, differing in the sense that the slate already has inscriptions and therefore needs to be revisited and possibly revised.

Perceptual or positioning maps are well-known tools to indicate the perception of a service or product in the mind of the consumer. A current position is identified on a horizontal and diagonal axle with an assigned scale for the variables indicated on the axles. The same exercise can be done to identify a preferred hypothetical positioning in the future, thus plotting the destination of the repositioning concept on a matrix and scale. The repositioning process is to change and map the journey from the current position to the preferred position and intended destination (Venter and Jansen van Rensburg 2009:162-164). These maps can assist the marketing manager in understanding the target market's view and perceptions of products and services and can provide guidance for the development of the positioning and a repositioning model.

The risks involved in a repositioning process should be mitigated by research as advocated in this review.

This study attempts to develop a repositioning model in particular for heritage sites such as the War Museum of the Boer Republics and the National Women's Memorial. A heritage site's customers are mainly tourists. Therefore, an analysis of a Museum and Memorial in terms of heritage on the one hand and tourism on the other is required in determining a repositioning strategy.

2.3. The War Museum of the Boer Republics and the National Women's Memorial as a Heritage site

The origin and history of the War Museum of the Boer Republics and the National Women's Memorial was referred to briefly.

It is important to note that the nature and role of museums have developed and changed over the years. Loulanski (2006) divides this development into three phases. During the first period, museums' approaches were towards preservation and care, with a focus on collecting and displaying of artifacts. This approach lasted until the 1970's and was followed by a conservation approach. The focus on conservation during this second phase entailed larger entities, the protection of places and the declaration of heritage sites. It was not only the attributes of the places and sites that were protected, but also their functions and purposes. During the 2000's, museums' emphasis shifted towards heritage (Loulanski 2006:210; Smith and Luque-Azcona 2012:401). This third phase was, according to Chhabra (2008), marked by a shift from being 'product driven' to a focus on being 'visitor driven' (Chhabra, 2008:428). McDonald (2011) indicates that these shifts have created tension. During this period, the traditional 'glass case' style of heritage protection became at odds with the public's attitudes and behaviours and museums lost the public's adoration of earlier years (McDonald 2011:800). During this period, an extraordinary competitor arose that changed the Museum landscape for ever – television.

Loulanski (2006) recognised the shift during this period and distinguished the adjustment towards heritage into three interrelated directions. The first he coined 'from monuments to people'. The second direction was 'from objects to functions'.

The third direction was 'from preservation to purposeful preservation, development and sustainable usage'. He also identified the following groups of heritage stakeholders, users or markets of heritage as: local communities, governments, owners, academics, businesses and organisations, developers and tourists (Loulanski 2006:207). The Anglo-Boer War Museum is a public entity. A repositioning model making provision for checks and balances and promoting a responsible and balanced management approach would best serve the interests of the Museum, its stakeholders and its target markets.

Loulanski (2006) rightly points out that heritage conceptual development is an ongoing and evolutionary process (Loulanski 2006:208). He describes heritage as a cultural process and a human condition, therefore people will and always should be at the centre of heritage (Loulanski 2006:227). Butler (2004) concurs and applies it to heritage tourism. A heritage site is not only defined in terms of a place where artifacts are hosted. It is also a tourist destination and the concept of a heritage destination should specifically be explored and understood in terms of the relationship between the tourist and the heritage that is presented. This relationship also refers to the tourist's perception of the presented heritage as part of his or her own heritage, thus a personal and intimate connection or experience. Heritage is therefore not only something to gaze at, but something to engage with (Butler 2004:21).

Against this backdrop of change, the role of museums has also changed. Museums are expected to follow as well as lead the social and cultural shifts within its target markets or the society where it is established. Museums as heritage sites are required to have a distinctive value offering as dictated by their stakeholders and target markets. Chhabra (2008) identified authenticity, selectivity and ownership as the fundamental aspects to measure a museum's distinctiveness. As in previous eras, the modern museum, its collections and displays, are not immune to present influences on society and museums. They often reflect these contemporary influences. The understanding and positioning of a modern museum thus include more than only an expression and representation of its mandate, mission or a curator's sentiment. A museum's positioning also comes to life and is defined by its exhibits and how the Museum, its infrastructure and staff engages with its target markets and stakeholders (Chhabra 2008:430-431). The modern museum is

challenged to serve a myriad and diverse audience through means of its offering and activities. Chhabra (2008) concludes by stating that a museum's role is stretched between that of collection, verification and preservation on the one hand and providing a place, activities and experiences of learning, engagement and enjoyment on the other hand (Chhabra 2008:441).

The modern museum's reason for existence can partly be found in its ability to link to the needs and the reasons for tourists visiting them. Li and Lo (2005) identify three factors contributing to the popularity of heritage tourism, namely nostalgia, globalisation and social and cultural change (Li and Lo, 2005:325). Butler (2004) furthermore distinguishes three categories of motivation for visiting heritage sites. They are firstly labeled as a want of a heritage experience, secondly for the need of a learning experience and thirdly for a desire of a recreational experience. These needs, reasons and motivations are drivers in creating the tourist's perception of the heritage that is presented to him or her. The heritage or the heritage place is also evaluated in terms of the tourist's concept and understanding of his or her own heritage as well as their open- and willingness to be introduced to another or new heritage or experience (Butler 2004:19). McDonald (2011) elaborates on this view. He points out that the level of interest or involvement in heritage, correlates with the level of a personal connection with the presented heritage. This connection can also be applicable to groups and can become a critical element in group identity formation. Inspiration and a connection can also manifest only after visiting a heritage site or attending an associated event. Such an experience can incite a desire to learn more about or engage deeper in a particular heritage. What is important is that once a personal connection is established, the value of the heritage increases and the individual will show interest to protect the heritage (McDonald 2011:799).

From the literature it seems that the two most common reasons why heritage sites are visited are a wish to learn and a desire to be entertained. In an attempt to develop a positioning and a repositioning model for the Memorial and the Museum, the concepts of heritage and tourism should be accounted for and understood also as a social phenomenon. Although the most typical motivators have been identified as education and entertainment, no general understanding seems to have emerged as to why heritage is supported or engaged in. McDonald's (2011) research

indicates that it is not an 'either or' approach that most appeals to visitors. It is most likely an integration of a variety of aspects that appeals to visitors on the one hand and a clear, but balanced management strategy and implementation on the other hand, that will deliver the dividends sought after (McDonald 2011:798).

2.4 Conclusion

It is clear that for a modern museum to remain relevant there should be a continuous evaluation of its positioning. Positioning and the change thereof, namely repositioning, is not a peripheral activity, but forms the core of the marketing management function. Positioning is the last step in the STP process which forms part of a marketing strategy. Porter (1996) indicates the link and importance of marketing, and in particular positioning, in the creation of growth and sustainability of an organisation. Positioning is thereby not limited to marketing strategy but also drawn into the sphere of management strategy. The relationship between positioning and the importance of differentiation as a function of competitive advantage has been shown. The implication of focus on selected activities implicates a trade-off. More of one means less of another. Creating fit between functionalities and the offering within an organisation was indicated as a contributor to positioning. Lastly, the role of leadership was shown as pivotal in order to achieve a successful repositioning.

The link between museums and heritage on the one hand and marketing and positioning on the other, is fairly recent. It implicates that museums are drawn into the field of marketing and strategy. This shift is accelerated by visitors' needs and stakeholders' desires concerning heritage sites. Daengbuppha, Hemmington and Wilkes (2006) necessitate the need for research into the visitor's experience and the nature of the relationship between the objects and subjects that create the experience (Daengbuppha *et al* 2006:368). By developing a repositioning model for the Museum and Memorial, it is believed that their value offering will be more distinctive and attractive. A distinctive and differentiated value offering, aligned activities and a focused communication strategy can assist in creating a clear positioning, which can be adapted and adopted in the minds of the target public.

This could result in an increase in tourist numbers, enhance reputation of the heritage site and ultimately contribute towards profitability and sustainability of the Museum and Memorial.

The literature study is summarized in the framework (Figure 2.1) following this description. The framework will serve as departure point. A repositioning model will be investigated, tested through primary research by means of a survey and refined accordingly.

The two axels of the framework represent the positioning and the success of fulfilling the mission and vision of the institution and the elapse of time on the other axel. The *Intended Positioning* is defined by the vision and mission of the institution and indicates where and how the institution wants it target markets to perceive it. The intended positioning is likely driven by the position that will create the biggest benefits for the institution and its customers and portraying a clear differentiation from its competitors (Fuchs and Diamantopoulus 2010:1765). The intended positioning is thus a result of 'negotiation' between an institution, its stakeholders and target markets to find a position where all receive a maximum benefit with the least possible cost or disadvantage to the parties. The 'negotiation' is done against the backdrop of by political, economic, social, technological, legal and environmental (PESTLE) forces within a macro environment and within the parameters of organisational capabilities and capacities.

The *Perceived Positioning* is the positioning formed in the minds of the consumer based on the marketing and communication messages from and about an institution or brand and indicates the complex corporation of thoughts, beliefs, impressions and feelings about and towards the institution or brand (Fuchs and Diamantopoulus 2010:1766).

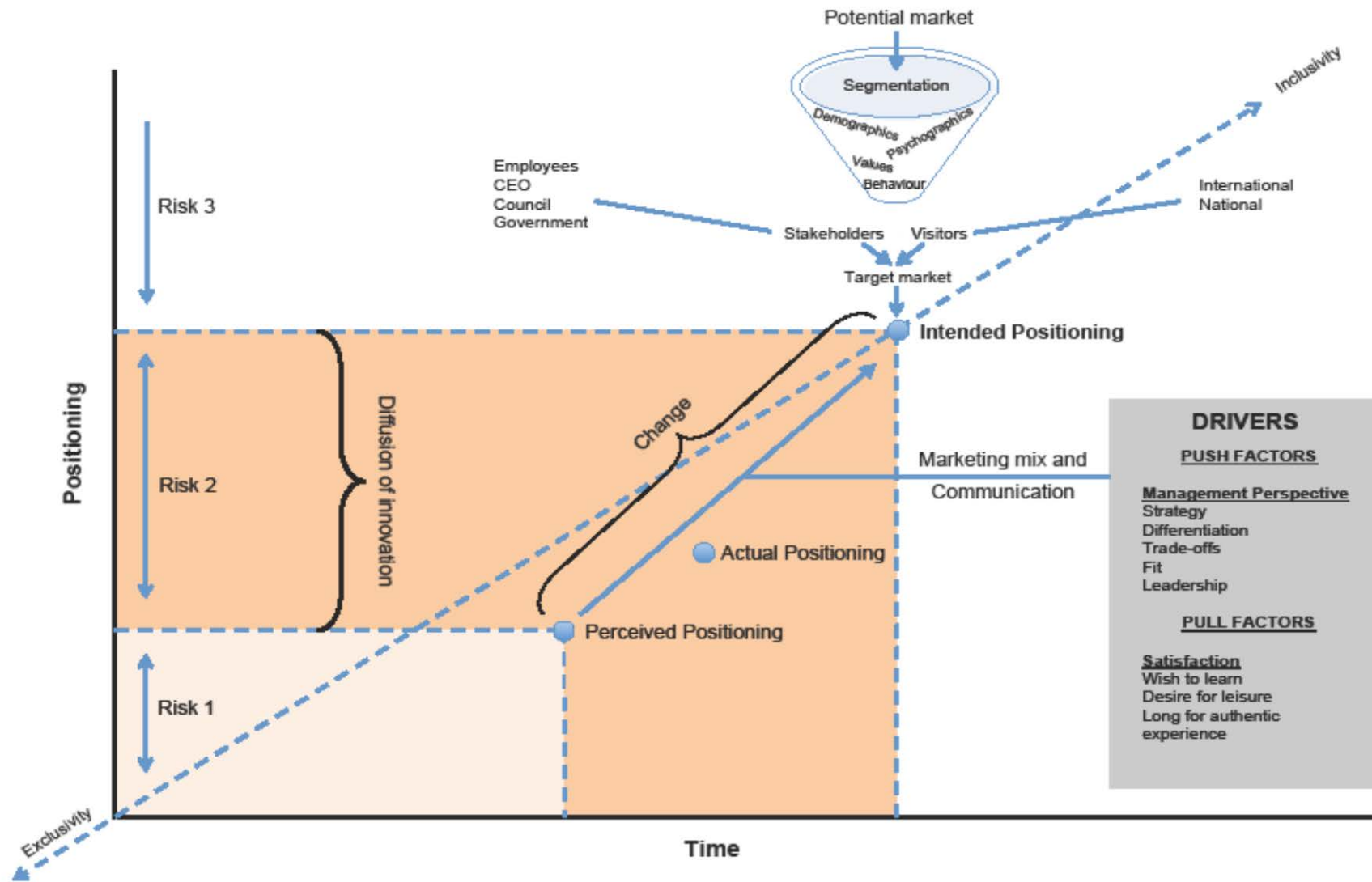
The *Actual Positioning* is reflected in and through the information that is presented by the institution or brand to consumers through marketing and communication tools such as advertising, external communication, visual communication, public relations, reputation, brand management and activations within the domain of integrated marketing and communication (Fuchs and Diamantopoulus 2010:1765).

The intended positioning is focused on customers and stakeholders who are segmented and selected according to a set criterion and divided into subgroups as

differentiated target markets. For each of these target markets the marketing and communication message and channels must be adapted according to their needs and requirements to enable and assist the target market and ultimately the consumer to align their positioning with the intended positioning. The target markets for a museum or memorial will include their stakeholders as well as visitors and tourists which are an extraction of the potential market.

The change or movement that needs to be achieved will be from a *Perceived Positioning* to the *Intended Positioning*, thus creating a repositioning. The repositioning is driven by *Push Factors* and *Pull Factors* which are discussed in the literature review. Each positioning and change in positioning have risks that can be associated with the speed and extent of change. The adoption and rate of adoption of a new positioning can be estimated according to the Diffusion of Innovation Theory. In order to plan and manage a change of a positioning or a repositioning concept an attempt will have to be made to develop a repositioning model for the Anglo-Boer War Museum and the National Women's Memorial.

Figure 2.1 The repositioning framework (Researcher's own creation 2014)



CHAPTER 3 – Research Methodology

3.1 Introduction

The research design and the methodology can be seen as the framework for and process to operationalise the research question. The research questions – based on the current positioning and perspectives of visitors and stakeholders – are answered by an analyses of and compiling a repositioning model for the National Women’s Memorial and Anglo-Boer War Museum of the Boer Republics. The research design provides a roadmap for reliable research inquiry by achieving the research objectives and reaching the destination in answering the research question. The methodology provides the suitable instruments and tools, such as the sampling strategies to ensure scientifically acceptable and reliable results.

The research process involves the process of gathering, designing, analysing and reporting data and information in order to address the research question. The steps in marketing research can be set out as firstly to define the research objectives and setting the parameters, secondly choosing the data sources, thirdly to design and implement data collection procedures, fourthly to analyse the data and finally to present the results (Sudman and Blair 1998:8-10).

The need for research is motivated by a need for information in order to make decisions. The National Women’s Memorial and Anglo-Boer War Museum of the Boer Republics are subject to changes in the environment and need to align and position itself accordingly to remain relevant and gain relevance. The intent of this research is to identify and know what-to-adapt and how-to-adapt to meet the needs and requirements of the target markets. These needs determine the research question or opportunity, and culminate in the problem statement, which leads towards the establishment of the research objectives as stated in Chapter 1. The research objectives are metaphorically speaking the road markers, indicating whether the milestones are reached and whether the research process is on track. By reaching these milestones it is assumed that the destination, namely the research question, will be reached and answered.

3.2 Research Design

The research design provides a strategy to reach the research objectives and address the research question. The research is guided by the question, on the one hand to determine the needs, requirements and forces that are to be considered in positioning the National Women's Memorial and Anglo-Boer War Museum of the Boer Republics. On the other hand, these needs, requirements and forces need to be incorporated in developing a model or framework according to which a repositioning can be done in a systematic and measureable way.

Three research approaches can be utilised to collect either quantitative and/or qualitative research, depending on the research objectives and question that need to be addressed. The three research types are exploratory, descriptive and casual (Cant, Gerber-Nel, Nel and Kotze 2003:27).

Exploratory research was done through interviews with knowledgeable people, media, on-line desktop research and investigation of case-studies and articles on the topic. The information was collected in an informal and unstructured manner and was used to clarify and define the nature and scope of the research problem. It also provided guidance on how the research should be approached (Cant *et al* 2003:27-29).

The descriptive research approach is used to describe the research problem in detail by means of asking the so called '5W & H-questions': why, who, what, when, where and how. By finding answers to these questions, detail can be obtained in terms of the research problem, demographics of the target market, attitude and behavioural patterns and the potential support for the Museum and Memorial. The sampling of information included a cross-sectional study whereby data was interpreted and summarised by means of statistical measurements including percentages and averages (Easwaran and Singh 2010:77). This information was summarised and graphically displayed by means of graphs (Cant 2003:31-32). The interpretation and discussion of the statistical reports were supported by views and insights gathered through qualitative interviews.

The study was steered in two phases with a focus on exploratory research during the first phase and descriptive research during the second phase. Casual research

whereby one variable cause or determine another variable was not used for this study. Causal research might be useful in an extended study on the topic (Cant 2003:33).

3.3. Research Methodology

A merger of qualitative and quantitative research methodologies was used in this study; a literature study and empirical research methods. The reason for this pronged approach was that perceptions, opinions, emotional dispositions and styles were needed to be considered. A combination of the qualitative and quantitative approach complemented, as well as compensated for the weaknesses of the two different approaches (Cooper and Schindler 2011:183). It is believed that this combined approach might have enriched the study outcome.

It was a quantitative and qualitative study based on primary and secondary data. Qualitative research is exploratory and unstructured by nature. It was conducted by using relatively small samples and in this study the qualitative technique of interviews was also applied. The qualitative approach produced insight into perceptions, attitudes, understandings and motivations of the participants (Wiid and Diggins 2009:86).

Quantitative research is structured and the data collected were quantified and applied by means of statistical analysis. The nature of quantitative research allowed for a greater number of participants to be included in the sample. Thereby a broader and more representative overview of the population was extracted (Wiid and Diggins 2009:86). The quantitative research methodology that was applied in this study is self-administered questionnaires.

The type of data that was collected can be distinguished between primary and secondary data. Primary data were collected by means of self-administered questionnaires, interviews and a sample collection of inscriptions and comments in the visitor's book. This data were filtered and are particularly valuable in terms of its demographic and socio-economic characteristics, perceptions, attitudes,

knowledge, motives and behaviour of participants (Wiid and Diggines 2009:84). The processing of this data was time consuming and required statistical analyses skills.

Secondary data were sourced from articles, books, academic journals, online and other available sources. Secondary data can assist the researcher to identify and define the research problem, interpret the primary data, monitor the external and competitive environment, create a reference for decision-making and establish whether trends appear against the background of longitudinal research studies (Wiid and Diggines 2009:70).

A theoretical model was created as a departure point for the collection of the data, ordered and constructed as well as analysed and interpreted. The theoretical model is flexible and adapted according to the realities met during the research process. The research process followed a methodological approach and coherent sequence whereby the data was described in context of the field of study (Cooper and Schindler 2011:89-91).

A post-positivistic approach and grounded theory were applied with structured individual interviews that have been conducted. The objective was to determine the current positioning perception as well as the requirements and expectations of a sample of stakeholders and the needs of tourists. The tourist grouping was divided between international and South African based tourists. The structure of the interviews followed a similar pattern of the questionnaires and had closed as well as open-ended questions. Open-ended questions make provision for scientific uncertainty and non-anticipated outcomes. The idiom, jargon and language style fitted the respondents' environment. All the interviews were done by the researcher. Action research in the form of pilot questionnaires and interviews were done before the questionnaires were standardised for the final survey (Cooper and Schindler 2011:173, 182, 407).

The emphasis of the survey was not only the collection of demographic data but particularly seeking an understanding of what the views and needs of visitors to the Museum and Memorial are and how a repositioning framework should be composed in order to assist in addressing the identified needs.

The positivistic approach was used for the quantitative elements of the questionnaire where responses were coded in numerical format and reported as graphs and correlation figures. Microsoft Excel was utilised for the coding of the data with support of the SPSS data analysis software, especially to determine cross-sectional data relations and analyses.

An information search has been done on the University of the Free State library's database. The theoretical framework for the research is rooted in a variety of academic disciplines. The search focused on social and management sciences with specific reference to strategic marketing, tourism management, change management and integrated communication.

The review of the secondary data provided the theoretical framework for the empirical study. The methods and methodology selected are indicated below.

3.3.1 Questionnaire and method of collecting data

A questionnaire was developed for the purpose of the study. Currently there is no existing questionnaire available to measure the perceived outcomes. The questionnaire was divided into two major sections: Section A and Section B. Section A of the questionnaire was handed to visitors for completion as they arrived at the National Women's Memorial and the Anglo-Boer War Museum. The first part is chronologically numbered and directly linked to the Section B form with the same chronological number. Section B was completed after the visit to the Museum. These forms were handed out to visitors and collected from the respondents in person in the reception area of the Museum.

The first part of Section A captured the demographic information of the sample respondents. The second part of Section A measured the current perceived positioning of the National Women's Memorial and the Anglo-Boer War Museum on a Likert scale consisting of five plus one options. The first five options were from *Strongly Disagree* to *Strongly Agree* and the sixth option makes provision for a *Not Applicable* response. A visitor's origin was also captured. The purpose of establishing where a visitor originates from is to differentiate between South African and international visitors, thus two distinctive target markets. Amongst numerous

target markets, these two general target markets have been selected for a comparative analysis.

Completion of Section A was planned not to exceed 2 minutes and thereby attempts to lessen resistance to complete Section B.

The Section B form was handed to visitors after their visit to the Museum. The first part of Section B determined whether there was a change in the perceived positioning of the National Women's Memorial and the Anglo-Boer War Museum before their visit compared to their perceived positioning after their visit. The same set of statements made in Section A was repeated in Section B. Eight additional questions have been added to cross-correlate the answers but also focus on the respondents' experience. The same Likert scale format as in Section A was used to create continuity and to ease understanding and to decrease the resistance of completing the questionnaire. A total of 15 statements thus captured the respondent's experience and perceptions. The second part of Section B was an open-ended questionnaire focusing on the respondents learning, leisure and emotive experience as well as critique of and proposals how to improve future experiences and perceptions of the Museum and Memorial. It was anticipated that respondents could show resistance in expressing their views and experiences in the open-ended questions section. The sampling agent made attempts to personally motivate respondents to complete at least one open-ended question. The agent was identified by name with a name badge and the table was marked with a notice that a survey is being conducted. A button with the logo of the National Women's Memorial was given as a token of gratitude for a questionnaire that was received.

Due to the unpredictability of visitors to the Museum, it was decided to extend the method of collecting data by including a sample of the visitor's book. The visitor's book has an average of approximately 150 inscriptions and comments per month. It was decided to cover the period until 1 January 2010. Every twentieth comment during this period was recorded and separately analysed from that of the data gathered from the questionnaires. The results of these comments were used during the interpretation and discussion of the statistical results obtained from the questionnaires.

English was the selected language that was used for the questionnaire. The nature and style of the questionnaire made provision for clear and unambiguous communication. It was attempted to take the respondent on a logical path and motivate and support the respondent to complete the questionnaire. Double-barreled and leading questions were avoided.

The set of questions were selected from information and derived from insights obtained through the secondary and literature research (Addendum B).

The researcher looked out for trends and themes surfacing from the research process. Such findings were analysed to determine whether it could be generally applied for similar heritage sites in South Africa.

3.3.2 Sampling frame

The exhibition halls of the Anglo-Boer War Museum were renovated and therefore closed to visitors for the period April 2012 – August 2013. Since 5 August 2013 – 11 August 2014 the Anglo-Boer War Museum was visited by 15 501 visitors. The minimum sample size was set at 100 visitors with a precision of +/- 10% based on the formula developed by Yamane (1967, cited in Israel 1992:3). The qualitative interviews were limited to ten (10) with representatives of the National Women's Memorial and the Anglo-Boer War Museum, council members and stakeholders.

3.3.3 Sampling method

It was not possible to collect data from the total population. Therefore non-probability sampling was chosen as an acceptable research method. Conclusions were drawn from the whole population from a portion of the total population. It was a convenience or accidental sample based on availability and ease of data collection, associated with sampling at visitor attractions, such as a museum (Tashakkori and Teddlie, 1998:76). The survey was conducted at the Women's Memorial and War Museum from 09:00 – 16:00 during weekdays and the required minimum completed questionnaires were exceeded. The sampling was implemented and primary data collected in addition to the information and insights gathered and compiled from secondary research.

3.3.4 Data editing, coding and analysis

Before the processing of the data commenced, the questionnaires were first checked for completeness. The incomplete or faulty questionnaires which could not be rescued, were rejected. The approved data were captured and coded with numerical values in order to produce statistical data. Microsoft Excel was used for capturing the data and imported to SPSS which processed the data. The Statistical Services of the University of the Free State analysed the data and produced statistical reports. The descriptive statistics were used for the initial data analysis and included the demographic analysis and means of the sample. The inferential statistics were used to test the associations pertaining to the objectives of the research. The data were analysed and interpreted to produce useful information to assist in addressing the research problem, namely to produce a repositioning model.

3.3.5 Demarcation of the field of study

The quantitative study was conducted in Bloemfontein over the period of one to two weeks in September 2014 amongst visitors at the National Women's Memorial and the Anglo-Boer War Museum.

The qualitative interviews were limited to ten (10) with representatives of the National Women's Memorial and the Anglo-Boer War Museum, council members and stakeholders.

The field of study is a convergence of Management and Social Sciences with specific reference to strategic marketing management, tourism management, change management, integrated communication as well as Human Behavioural Sciences.

An analysis was done from this perspective with the objective of creating a repositioning model. In order to create, but also enhance the sustainability of such a model, factors and forces were recognised and addressed from a variety of scientific fields.

3.4 Ethical considerations

Ethical conduct of the researcher ensured valid and trustworthy data. It was imperative that all sources, whether documentation, participants' feedback and input, the analysis and reporting of data were truthfully handled and in accordance to their wishes.

This study involved individuals as well as institutions and both had elements of confidentiality. On the individual side it was requested that participants share their opinions, perceptions as well their needs and desires. From the institutional perspective, sensitive information such as strategy, institutional politics and relationships, financial information were taken into account to create a general background perspective of the challenges faced by the institutions. The detail was however not revealed.

The purpose and benefits of the research were verbally explained to prospective participants. The participants' rights and protections were explained and an interview did not continue without obtaining informed consent from the participant.

Participation in the survey was on a voluntary basis. The questionnaire form did not require identification of participants and was therefore anonymous. The information and comments made in the visitor's book of the Museum were regarded as public information. Comments made in the book were reported verbatim and acknowledgement will be given to the author, as well as the date of the comment and the country of origin.

The identity and privacy of interviewees were protected, unless arranged differently with their consent. In the event where the participant was not the director or a senior manager of an institution, a mandate or letter of consent had to be provided by the institution to confirm that the person had the mandate to share institutional information (Cooper and Schindler 2011:32).

The right of participants to benefit from the study is acknowledged. Aspects of or the whole report will be made available to participants inquiring about the report. The research, as well as the implication of the research will be conveyed and shared with the National Women's Memorial and the Anglo-Boer War Museum.

3.5 Conclusion

The research process was illuminated in this chapter. The planning of the process started with the design, and the implementation of the methodology was explained. The rationale and layout of the questionnaire was described as well as how the data will be collected. Details were given of the sample frame and the method that was followed. The reason for the editing, coding and interpretation of the data was clarified. The field of study was demarcated to specific scientific fields. The importance of ethical conduct and factors that needed to be considered, were mentioned.

The following section concentrates on the outcome of the primary research and collates and interprets the responses captured in the questionnaires of the respondents.

CHAPTER 4 – Data Analysis and findings

4.1 Introduction

The objective of this chapter was to analyse, correlate and interpret the feedback obtained from the primary research findings. The data analysis was done against the background setting provided by the secondary research. The questionnaire's results were transformed into credible evidence in support of testing and establishing a repositioning model.

The data were analysed and directed to address the secondary research objectives as set out in Chapter 1 to meet the primary objective of developing a repositioning model for the National Women's Memorial and Anglo- Boer War Museum.

The questionnaire was directed at visitors to establish their perceived positioning. The questions also attempted to establish what factors could be addressed that could be utilised in the development of a repositioning model. According to the secondary research, there is a correlation between positioning or place image and repositioning on the one hand and satisfaction of visitors, in particular tourists, on the other hand. The literature review has also indicated that the three primary pull factors for tourists are a wish to learn, a longing for an authentic experience and a desire for leisure. It was from this perspective that the questions were formulated. The focus was to establish, if and to what extent these pull factors are valid and applicable in the creation of a repositioning model for the Museum and Memorial.

The analysis was done in two sections according to the structure of the questionnaire. The first section collected demographical information of the respondents and measured their perceptions prior to their visit to the Museum. The second section was divided into two parts. The first part was a recording of the respondents' experience and perception of the Museum and Memorial. The second part was an open-ended question where respondents could give voluntary and unrestricted feedback to the questions.

The set target of 100 completed questionnaires was exceeded and a total of 141 valid and useable forms were collected from the Museum from 1-7 September

2014. The results could therefore be trusted and valid as set according to the parameters of validity for the study.

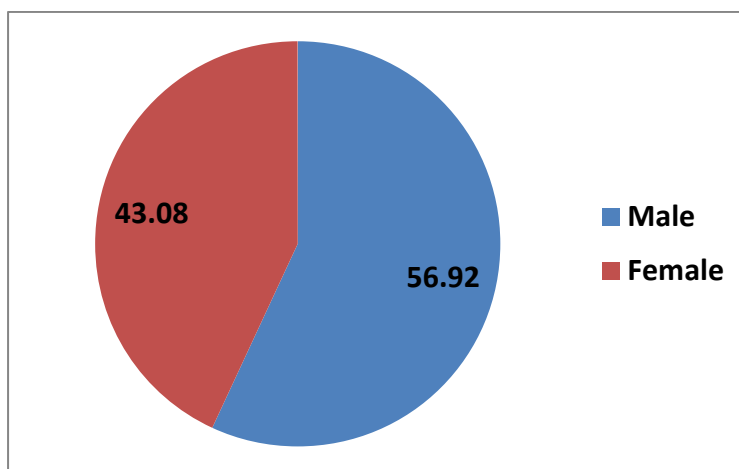
The data were translated into a statistical format by SSPS software to enable the researcher to find information, trends and insights. Valid percentages were used which included valid responses only. Where percentages were indicated it was rounded off to the nearest whole number. The portion and size or lack of a particular response determined whether it was individually interpreted and discussed. The responses to each of the open-ended questions have also been grouped into categories to establish an overall weight and trend of the total responses. The open-ended questions were contained in Section B's second part and were voluntary. Questionnaires with incomplete answers in the second part of Section B were not disqualified because the questions were an extension of what was asked in the first part of Section B.

Every 20th comment in the visitors' book since January 2010 was also recorded. A separate list of notable comments was also recorded and will be used to illuminate the feedback received from the questionnaires.

4.2 Demographic information

The goal of the first five questions was to obtain the respondents' demographic information. The first question in this set asked for an indication of gender.

Figure 4.1 Gender of respondents

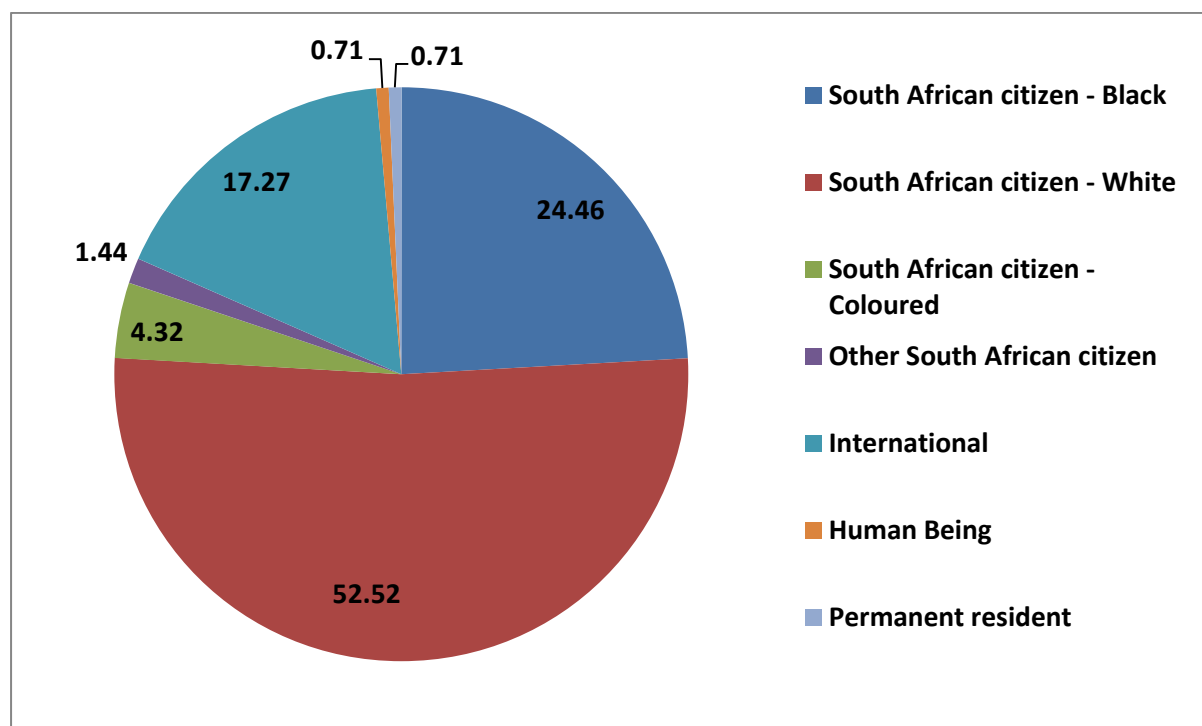


From the 141 sample, a total of 130 answered the question with a distribution of 57% male and 43% female. The total number of men were higher than anticipated

and might be contributed to a perception that men are more interested in war and issues related to war. This view might be countered by the perception that the National Women’s Memorial was anticipated to draw more women to the Museum and Memorial. The researcher is of the opinion that not too much should be made of the statistical difference. For a start, in the analyses’ sample size allows for a 10% margin of error. Further research can establish if the Museum and Memorial are more likely to be associated with those traits.

Question 2 asked whether the respondent was a South African citizen or an international visitor. If South African, they were asked with which race they associated. Of the 141 respondents 139 completed the question. Two respondents defined themselves as ‘human beings’ under the category – *SA citizen - other*.

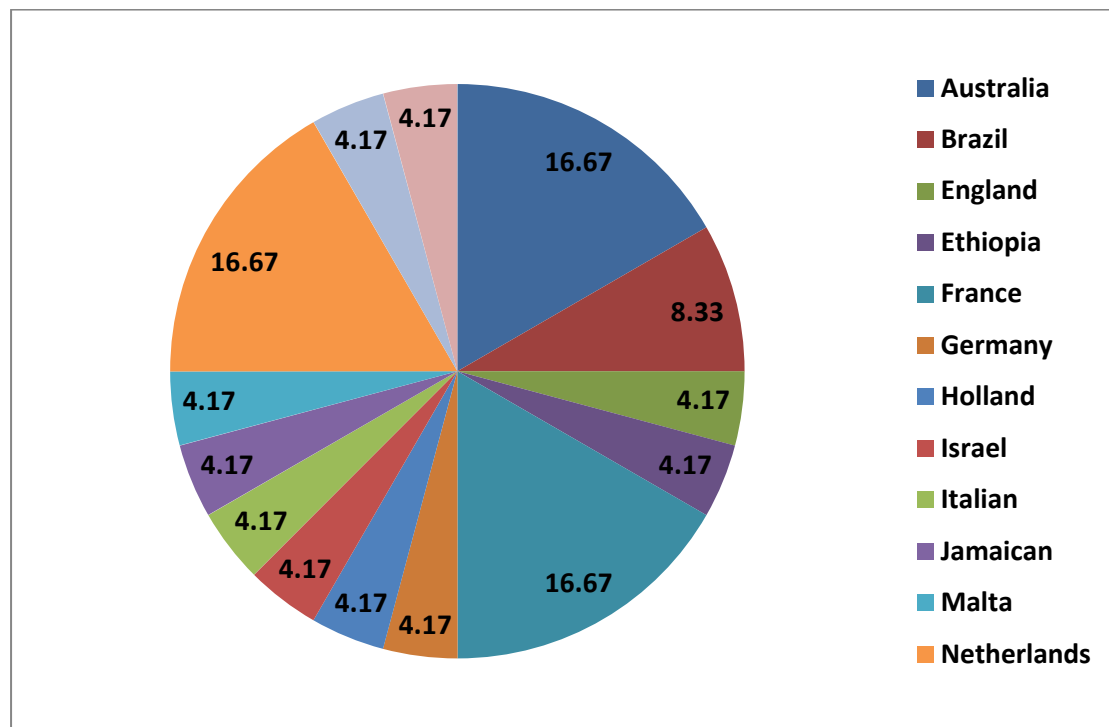
Figure 4.2 Nationality of respondents



Of the total respondents 53% identified themselves as white South Africans and 25% as black South Africans. Although white South Africans were the majority of the visitors, black South Africans should be viewed as a potential market that could be tapped into. The needs of this underutilised market should be considered and addressed in the development of a repositioning model for the Museum.

International visitors came from 12 different countries and constituted 17% of the sample. From the total of 24, 6 came from the United Kingdom and Australia and 13 came from Europe.

Figure 4.3 Nationality of international respondents

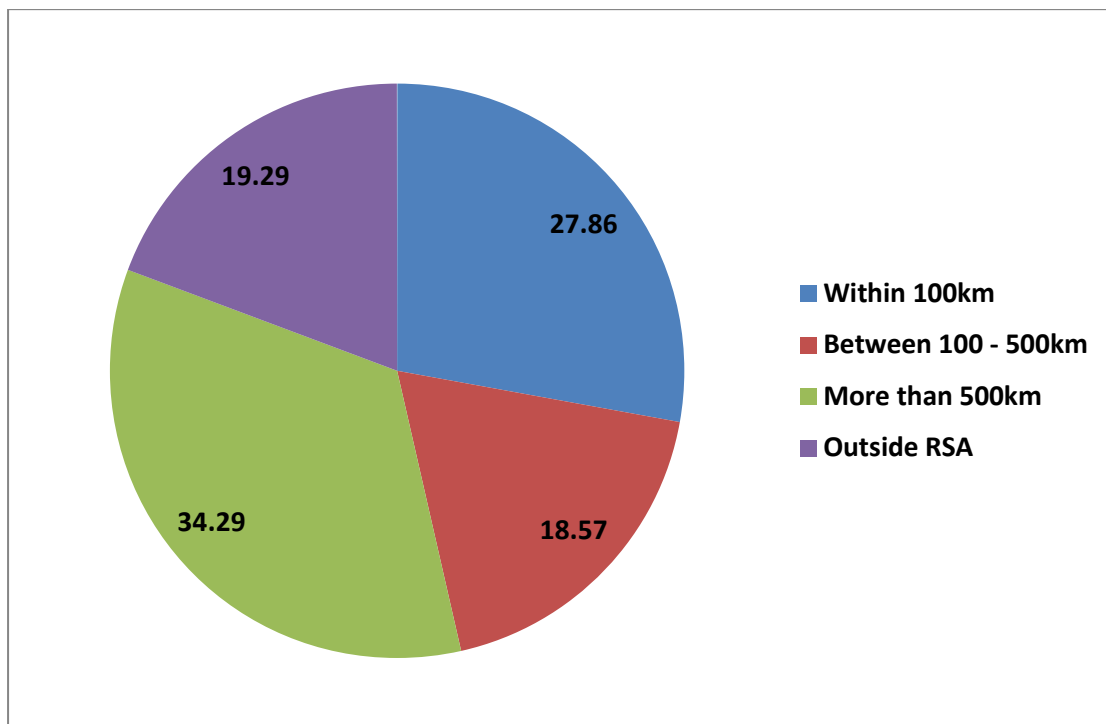


Unfortunately Mangaung Tourism Board was not able to provide statistical information on the number of international tourists visiting Bloemfontein. As a result, the number of international tourists visiting the Museum and Memorial could not be expressed as a percentage of the total number of international tourists that visits Bloemfontein. Despite the lack of statistical information, Venter (2014), the tourism officer at Mangaung Tourism, reported that according to verbal feedback and enquiries the Museum and Memorial are generally seen as one of the main tourist attractions in Bloemfontein. Horn (2014), a city tour guide, reported that the majority of international visitors to Bloemfontein do online research to determine which destinations and places they would select to visit in the time they have available. The importance of the Museum and Memorial as a tourist destination is according to Venter's (2014) impression, positioned alongside other destinations such as Naval Hill, which includes the statue of Nelson Mandela and the Planetarium. The City of Bloemfontein and Mangaung's official website does not refer to the Anglo-Boer War Museum and the Women's Memorial. Tourists finding their online way to the

Museum and Memorial have heard of it and seen it from other sources. The researcher is of the opinion that the Museum and Memorial is a tourist asset to the city and should be marketed accordingly. Unfortunately it does not happen, but this drive could be supported by marketing the destination at accommodation establishments, the airport and with tour operators. The Museum and Memorial should also build relationships and partnerships with the local government authorities to establish the Museum and Memorial as a 'must see' destination for visitors to the city and province.

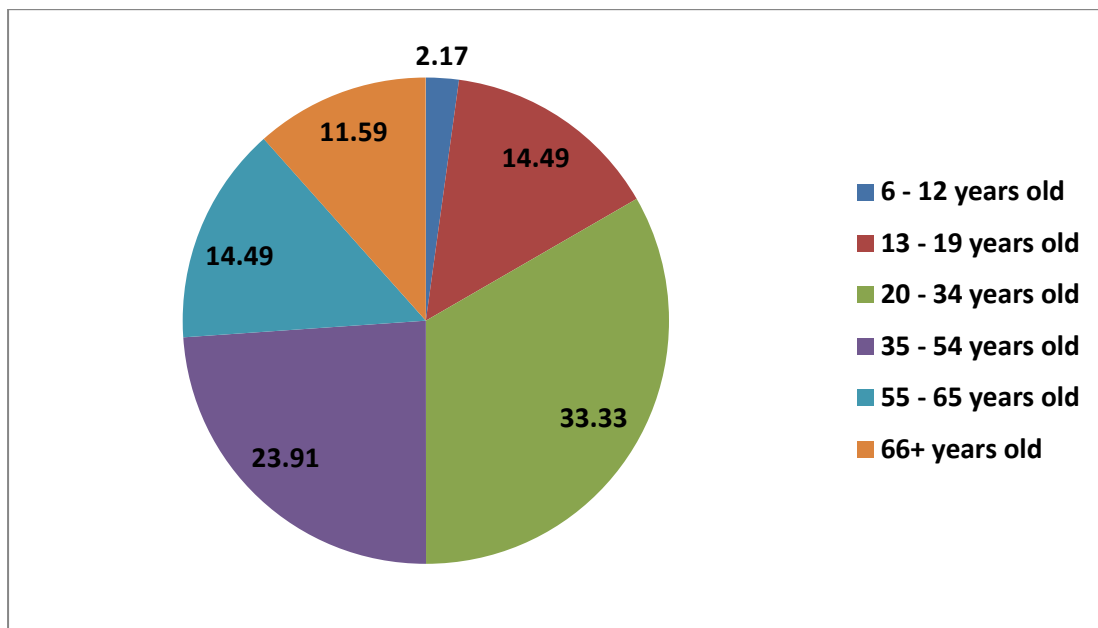
In question 3, the respondents were asked how far they reside from the Museum. Only one respondent did not answer the question. Nearly 20% indicated that they live in another country, 34% live further than 500km, 19% live between 100 - 500km from the Museum and 28% live in Bloemfontein. Living further than 100km implies that the visitor made a calculated decision and effort to visit the Museum and Memorial. In the decision-making process aspects such as a wish to learn, desire for leisure and a longing for an authentic experience have been considered. An in-depth study should be able to tell whether a correlation can be found between the frequency of visits and the distance from a respondents' home to the Museum.

Figure 4.4 Distance from respondents' homes to the Museum



The age distributions of respondents were indicated in question 4 of the survey. The highest scoring category (34%) was the age group between 20-34. This segment was followed by the age group 35-54 which represented 24% of the visitors. The two age groups 13-19 years and 55-65 years respectively received an allocation of 14% each. Respondents older than 66 years contributed to 12% of the total respondents and children under the age of 12 years only 2%.

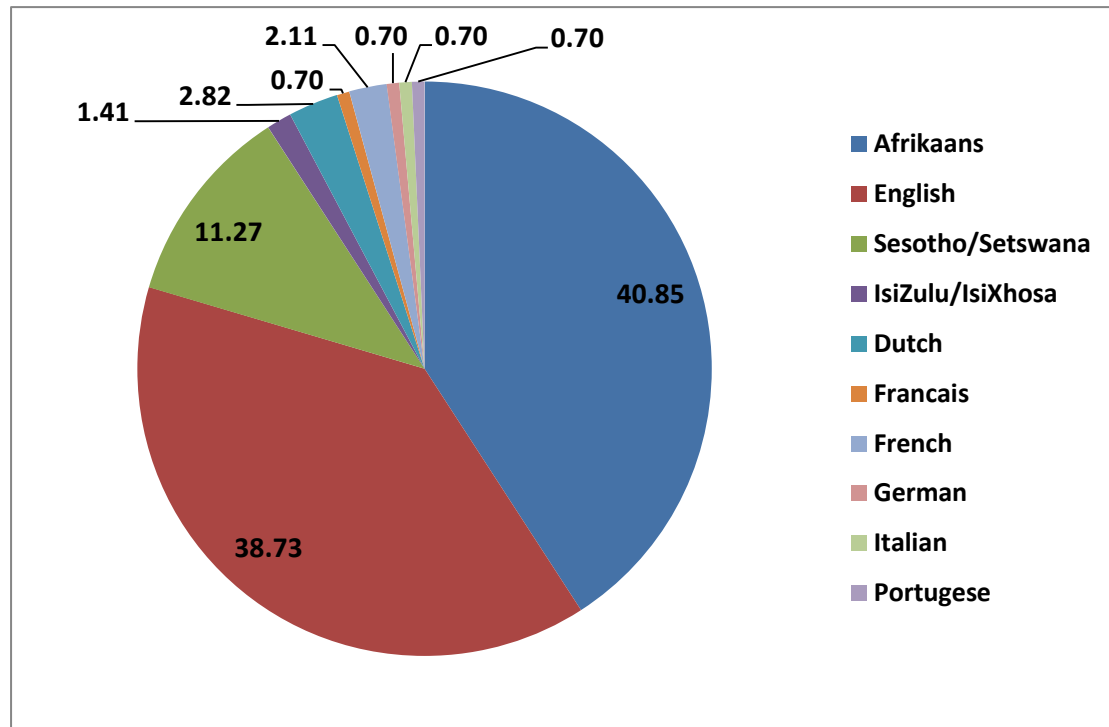
Figure 4.5 Age categories of respondents



According to the visitation statistics the conclusion is that the Museum and Memorial appeals mostly to young adults and respondents in their midlife. The Museum and Memorial might be perceived not to be ideally focused on the needs of children and/or the elderly. If the Museum is able to position it as a destination especially for grandparents and grandchildren this pattern might be addressed and turned into stronger segments. It can be assumed that the respondents in the age group 13-19 years old were accompanied by adults and might have been part of a family visit. The Museum should take note to align its offering, marketing and communication with these target markets. The researcher is of the opinion that opportunities exist to increase visitor numbers in particular in the categories of 6-12 and 13-19 years combined with the group of 35-54 years as well as the group exceeding 66 years and who are mostly retired. Programmes compiled for schools and tours for the retired are possibilities. Attention should however also be given to the elements of leisure, fun and relaxation and a value offering for families.

Question 5 dealt with the preference language of respondents: Afrikaans with 41% and English with 39% are the languages preferred by most of the respondents. Sesotho or Setswana, which are closely related languages, follow with 11% and a conglomerate of European languages contributes to 9%.

Figure 4.6 The preferred language of respondents



According to Van Zyl (2014) the choice and recognition of language in a museum could be a contentious issue. It can divide or unite. A respectful and careful selection and use of language is a pivotal ingredient of social cohesion and nation building. Museums and heritage sites have been especially earmarked by government as carriers and builders of social cohesion and nation building. Museums thereby are partly dictated by their most influential stakeholder and funder to create and enhance the concept of nation building.

However, museums should be cautious not to turn away its focus from their customers or being perceived as doing so. Therefore, signs of discontent such as an inscription in the visitors' book on 19 November 2013, indicating a need for the Museum's books to be translated in Afrikaans also, made by Brooks and Gezina Coetzee, need to be taken note of. By acknowledging customers' needs, their experience of acknowledgement and satisfaction is addressed - which in turn

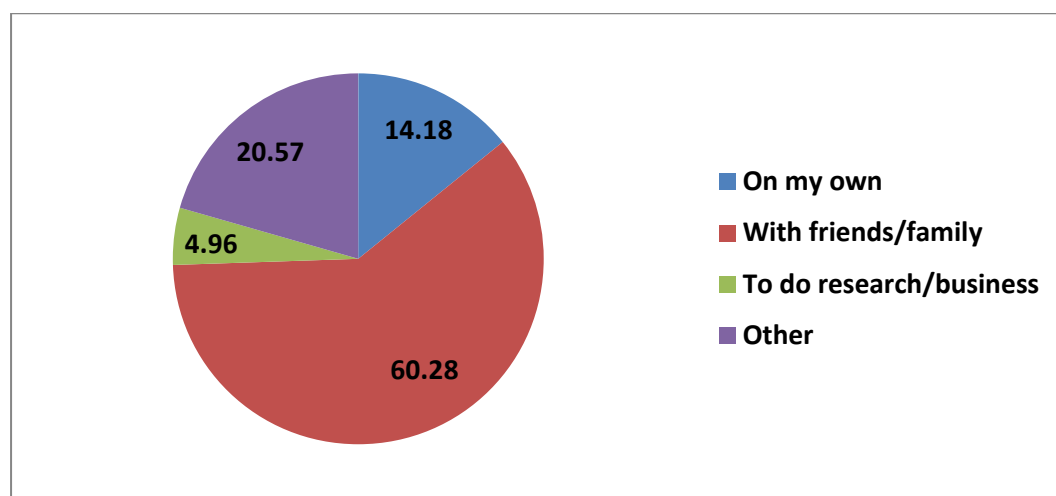
influences the image and positioning of the institution in the mind of the customer. A museum especially provides a learning experience and therefore both the accessibility in the visitor's language of preference, as well as the selection of what, the way and at which level it is being communicated, is important. Each of these aspects influences a particular view or image in the mind of the tourist and ultimately the positioning.

In a very practical way, by using Afrikaans, English and Sesotho as subtexts in displays, the message of inclusivity, reconciliation and most importantly acknowledgement and respect for the needs of visitors are communicated. Within a museum and South African context, the expansion and the application of language should be a continuous priority and should be integrated at all levels and channels of communication.

4.3 Behavioural intent and frequency information

After the questions dealing with demographical traits, respondents were asked in Question 6 in which capacity they visited the Museum - whether it was as an individual, with family or friends, on business, or to do research or as a member of a tour group. Of respondents 60% indicated that they were with family or friends; 21% were mainly made up of school tours and tour groups; and only 14% were single visitors.

Figure 4.7 The capacity in which respondents visited the Museum



These 'group' categories composed the way in which the majority of visitors visited the Museum and Memorial. Based on this composition, facilities such as parking, ablutions, restaurant, seating, exhibition halls and displays and general offerings should be directed at groups such as friends and families, tour and school groups.

The exhibitions and displays show elements of family life, but an even bigger focus on families in the displays might be considered. The number of younger children visiting might be increased by the thematic creation of experiential play and learn areas. Currently, only the outside displays such as the locomotive, fort and canons make provision for a sensory experience like touching and climbing on the items. This type of experience can be enhanced by the utilization of nature and space such as the garden, veld and the little hill that can be mounted. A panoramic view to the north includes a view of the city connecting with Naval Hill and the statue of Nelson Mandela, but also a view of the Women's Memorial at the foot of the hill with its needle pointing towards the sky. This vista is complemented by the impressive outdoor statues and artefacts that are on display. The researcher is of the opinion that a vast scope exists to leverage the environmental elements in order to create a sensory and satisfying experience, in particular for groups and thereby reposition the Museum and the Memorial's utilitarian value and benefits in the minds of visitors.

From a managerial perspective, a balance should be found between displays behind glass panels and a sensory engagement and experience that address the needs of visitors.

Although only 5% of the respondents identified themselves as researchers and two (2) persons as filmmakers, they should be regarded as significant and very important visitors. Research, publications and filmmaking are channels to carry content, messages and images and create perceptions, influence opinions and positionings of the Museum and Memorial. These channels should be seen as partners and publicity to enable the Museum and Memorial to formulate and carry messages. A museum should therefore give special attention to enhance ease of access to material and render assistance and in doing so add to a positive positioning of the Museum as resource centre on the Anglo-Boer War. Continuous research produced in publications or in film format, either by the Museum or independent researchers and

producers, is of utmost importance to communicate and interpret the message, credibility and function of the Museum and the Memorial.

Question 7 stated *I am visiting mainly because I...* followed by options whereby respondents could select the most prominent pre-conceived intention to visit the Museum and Memorial. Five possible options were provided of which a maximum of two could be selected. Two options were given in order to identify if, and to what extent secondary reasons, or a combination of reasons, determined the decision to physically visit the Museum and Memorial. Of the 141 respondents 139 answered the question by indicating at least one option and 50 indicated a second option, thus 35% of the respondents.

Wish to learn something scored the highest with 30%, a wish to connect with personal history was second with 25%. The association with what the Museum and Memorial stands for scored 18%, longing for an authentic experience scored 15% and a good relaxing time scored 12%.

Table 4.1 Respondents’ reasons for visiting the Museum and Memorial

	Respondents	Percentage
Wish to learn something (1)	58	30.37%
Want to relax and have a good time (2)	23	12.04%
Long for an experience (3)	28	14.66%
Connect with my personal history (4)	48	25.13%
Associate with what the Museum and Memorial stands for (5)	34	17.80%

The first three statements referred to in Question 7 were identified through the secondary research as major pull factors in the decision-making process to visit a destination. The two additional factors, the personal connection and engagement with the recent past history and the association with the message of the Museum were added in the set of statements as secondary pull factors.

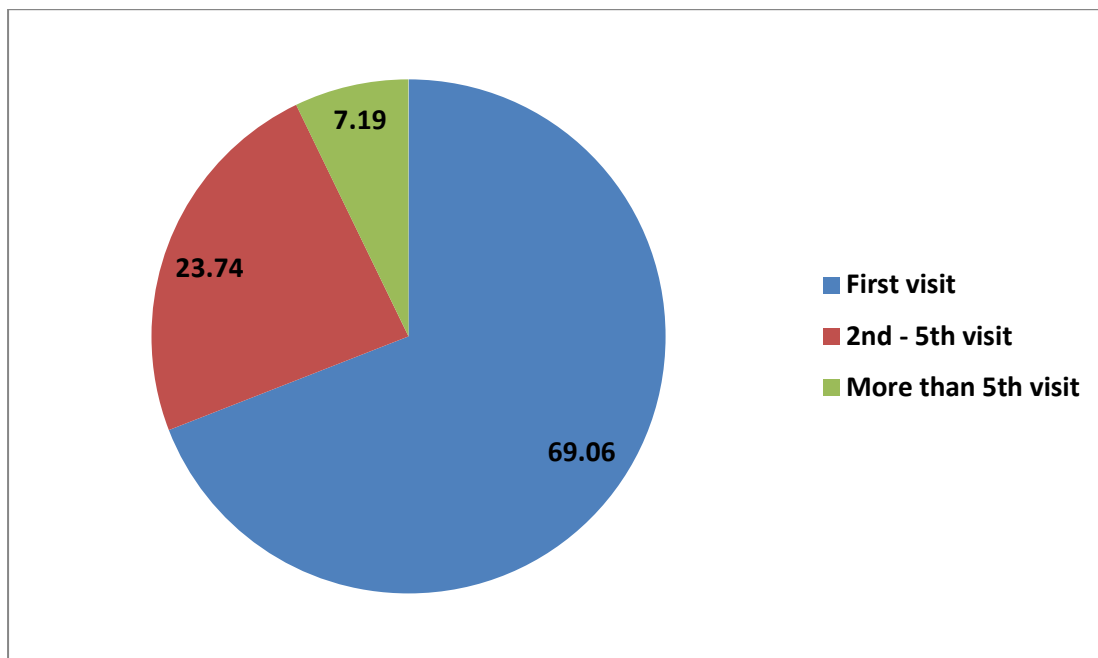
Wish to learn scored the most with 30% and the result was surprising because to learn and obtain knowledge is usually associated with a visit to a museum. The want to *Connect with my personal history* came second with 25%. Here the respondents indicated the longing for a connection or reconnection with their history. This history being 110 years old is rapidly fading into the past and some do have a need to do

some kind of a pilgrimage to the Memorial and Museum to reconnect, confirm or to re-establish identity formation with their ancestors. According to Van Zyl (2014) the majority of enquiries received from the public are for genealogical information on ancestors involved in the war and especially about prisoners of war.

Association with what the Museum and Memorial stands for scored 18% and this tally is a confirmation that values should be added as a segmentation marker to the framework as proposed in Chapter 2 (Figure 2.1). Values are of universal nature and therefore appeal to a broader target market. It is anticipated that the link between the perception or image of the Museum and Memorial, and the connection formation with that of the individual's value set will play a more significant role in the decision-making process to visit the Museum and Memorial.

In question 8 the respondents were simply requested to indicate the number of visits they had since 1994. The majority, 69% of the respondents, indicated it was their first visit and 31% indicated it was their second or more.

Figure 4.8 Respondents' number of visits to the Museum since 1994



The returning visitors are an indication of a positive experience and favourable image of the Museum and Memorial. The frequency is also an indication of the depth and scope of the offering, in other words it is not possible to consume and digest the Museum's offering with one visit only. A previous visit could also have been

enjoyable and worthwhile to be repeated, or something new could have been added to the exhibitions that could have functioned as a draw card for those interested and curious. The frequency of visits could thus be interpreted as an indicator of visitors' expectations to learn more, find something new, interesting and enjoyable with a follow-up visit.

4.4 Pre-visit perceptions

Section A of the questionnaire was concluded with a set of six place statements. The statements were an extension of question 7's statements and respondents had to indicate whether they agreed or disagreed and also indicated the strength of their conviction. These place statements tested the image or positioning of the Museum in terms of the satisfaction determined by the elements of leisure or enjoyment, personal connection and learning. The element of association through values was added.

Three positioning statements were tested, namely *A place exclusively for the Afrikaner*, *A place depicting the suffering caused by war* and *A place for reconciliation between races and nations*, thus from a narrow and exclusive to a broad and universal view. Each set of options included a *neutral* as well as a *not applicable* option. No respondent was thus limited to or forced to give preference to any particular statement.

The question was concluded with *I have no preconceived view at all* whereby respondents could indicate that they had no view or image of the Museum before they arrived.

The highest response on the subset statements was 140 from a total of 141 and the lowest was 119 from 141 in statement 9.7.

Figure 4.9.1 Respondents' perceptions before a visit to the Museum 1/2

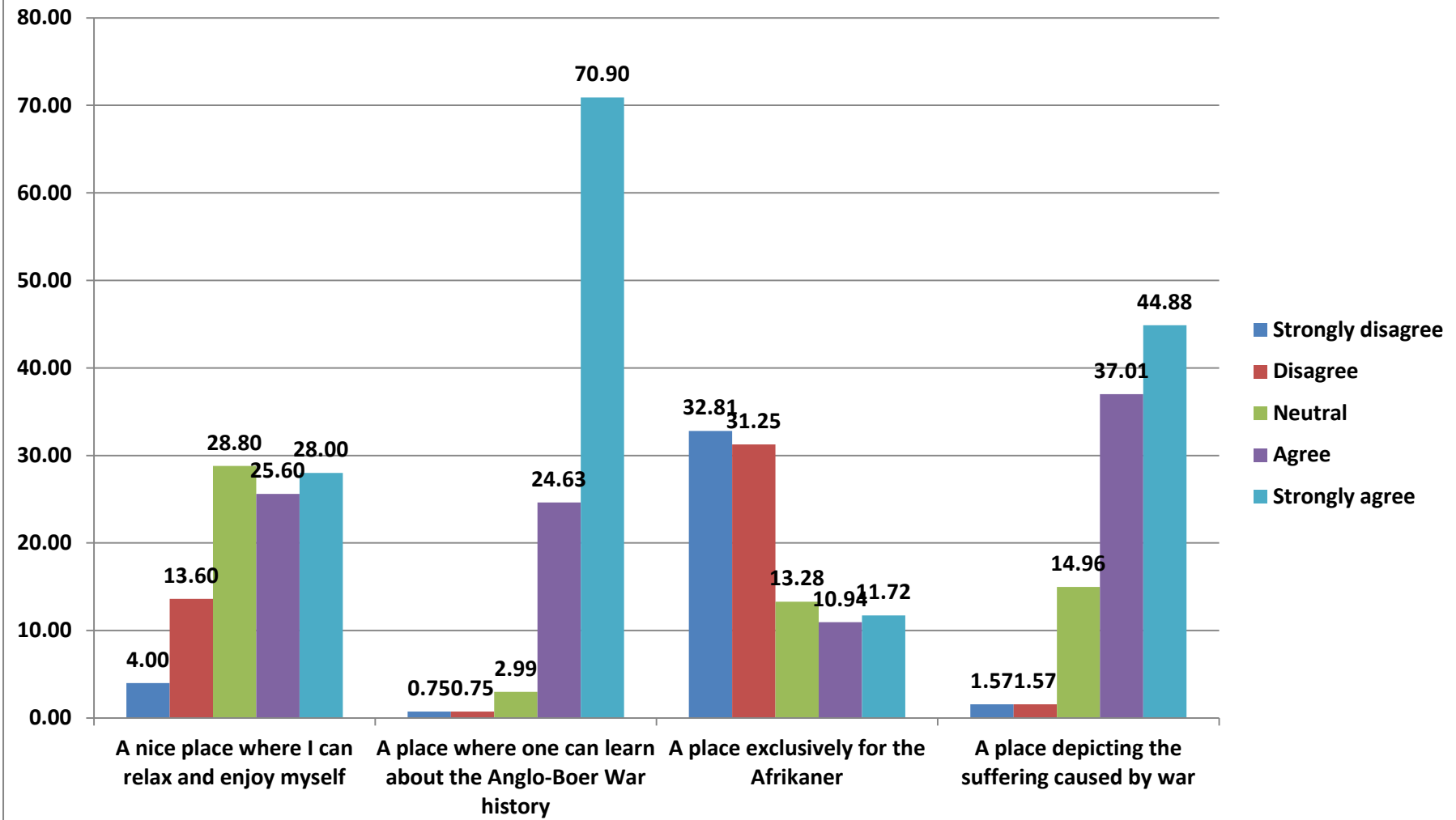
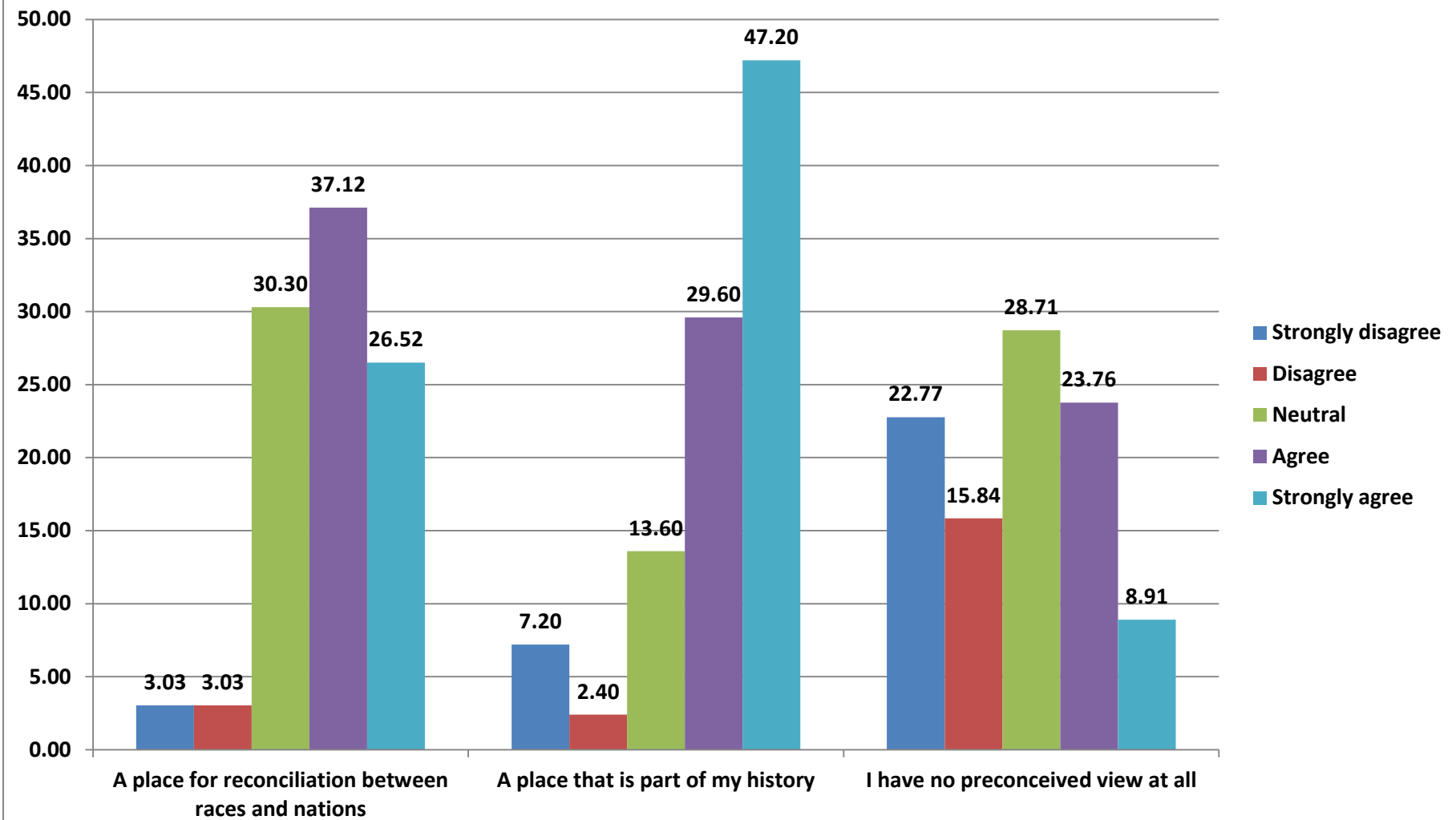


Figure 4.9.2 Respondents' perceptions before a visit to the Museum 2/2



Statement 9.1 referred to leisure, relaxation and enjoyment as one of the pull factors in the positioning process. Fifty-three per cent (53%) of the respondents viewed or strongly viewed the Museum and Memorial as a place where they could relax and have a good time while 29% indicated a neutral response and 18% disagreed. The majority associated and defined the Museum and Memorial in terms of a destination where they could spend time for enjoyment.

Statement 9.2 focused on the perception that the Museum and Memorial is a place where things about the Anglo-Boer War can be learned; information received and processed in a way that could be understood by visitors. Seventy-one per cent (71%) of respondents strongly agreed with this statement supported by 25% that agreed – a total of 96%. Respondents indicated that the positioning of the Museum as a centre of learning in relation to the Anglo-Boer War was thus firmly established. Compared with results of the other statements, *A place where one can learn* towered above the rest as the pre-visit view of the Museum and Memorial.

Statement 9.3 is an exclusive statement with contestant views on who and what defines an Afrikaner. A narrow view of an Afrikaner is a person that speaks Afrikaans, associate him- or herself with other Afrikaners and within the context of the Anglo-Boer War Museum would probably further be narrowed down to a white or coloured person. Some groupings within the ranks of the Afrikaners refer to themselves as *Boere*. The term *Boere* means farmers but also descendants of the Afrikaner citizens who were predominantly farmers that fought against British Imperialism during the Anglo-Boer War. For some time, as indicated in the introduction of the study, the Museum and especially the Memorial that was already erected in 1913 were viewed by many as a sacred place. According to Van Zyl (2014) this view came about not only as a commemoration stone of the deceased in concentration camps, but also because it is the burial site of heroes of the Boer Republics, namely President M.T. Steyn, General C.R. de Wet, Rev. J.D. Kestell and Emily Hobhouse. This place view evolved over time and the association with the Afrikaner became an association with the policy of apartheid and exclusivity.

Therefore, this statement was made to determine to what extent this perception is still alive and whether it contributes to the exclusion of others. Of the 134 respondents 13% were neutral; 23% agreed and 64% disagreed that the place was exclusively for

the Afrikaners. Thus the majority of the respondents that have indicated that Afrikaans was their language of preference and indicated that they were white, disagreed with the statement.

The statement in 9.4 was selected from the vision statement of the Anglo-Boer War Museum. The vision points to the inclusivity and suffering of all communities during the war, including nature and depicts the suffering graphically in its exhibitions and publications. A combined 82% of the respondents indicated that they, before they conducted their visit, assumed and perceived the Museum to be a place that tells the story of suffering caused by war. The perception and expectation is also stemmed in the name of the Museum and Memorial.

Statement 9.5 referred to the Museum and Memorial as a place with the attributes of peace and reconciliation in contrast to a place commemorating hardship, loss and death with the purpose of feeding animosity and hatred. Sixty four per cent (64%) of the respondents indicated that they viewed the Museum and Memorial as a place that endorsed and supported reconciliation between races and nations. Thirty per cent (30%) of the respondents were neutral and only 6% disagreed with the statement.

Statements 9.6 tested the level and strength of connection and possibly to a lesser extent, loyalty between respondents and the Museum and Memorial. Seventy-seven per cent (77%) of the respondents viewed the Museum hosted an aspect of their personal history. This view and feeling of connection is a strength that could be built upon. The Museum should capitalise on the historical fact that the ancestors of the majority of contemporary South Africans have been touched in some way or another by the Anglo-Boer War. Furthermore, a basic understanding of the consequences of the Anglo-Boer War is pivotal in understanding later happenings and the development of the South Africa of today. The lessons of this war are universal and not only restricted to South Africa and should be unlocked for all generations in all societies across the globe.

In statement 9.7, one third (33%) of the respondents indicated that they had no preconceived view or positioning of the Museum and Memorial before their visit.

Thirty-nine per cent (39%) indicated that they had a view before their visit and 29% indicated that they were either neutral or marked not applicable.

As indicated in the literature review, research showed that visitors who arrived with a preconceived idea were more likely to strengthen that particular idea, either favourable or unfavourable. A destination therefore needs to go out of its way in order to change an existing perception. The survey results indicated that a relatively large amount of visitors had no preconceived perceptions, were neutral or indicated neutral and therefore there was a greater opportunity to convince them otherwise. The principle of first impressions count, must be adhered to and the needs of visitors should be focused on in all aspects of the operations of the Museum and Memorial.

This question concluded the first section of the survey. With the completion of the first section the objective to obtain information in order to segment the market were achieved. Secondly, the pull factors identified in the secondary research have been confirmed to be valid. Lastly, the positioning of the Museum and Memorial have been established in the minds of the visitors.

The second section, Section B, was handed out to visitors after their visit to the Museum and a discussion of the results would follow.

4.5 Post-visit experience information

Respondents received Section B, which consisted of two parts, after they exited the Museum.

The first question consisted of nine (9) statements according to which respondents could indicate whether they agreed or disagreed. The first seven (7) statements were emotive and included experiential expressions which could be relayed to the identified pull factors as identified in the framework as set out in Chapter 2 (Figure 2.1). These statements also linked with question 7's statements that were evaluated before the visit. The last two questions tested the strength of the experience and whether it would transpire into action such as that the person would tell someone else or consider becoming a member.

Figure 4.10.1 Respondents' responses to statements after a visit to the Museum 1/2

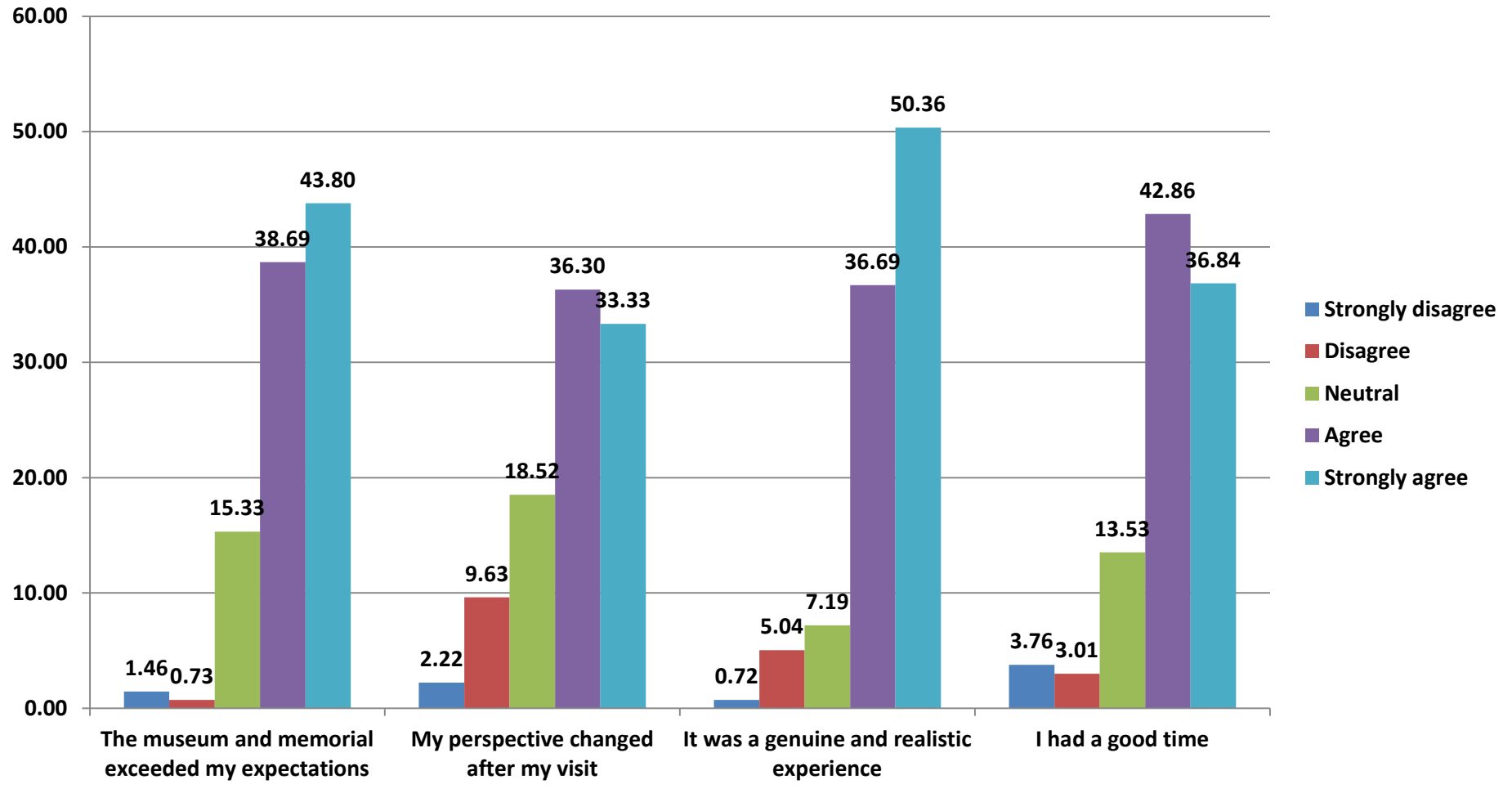
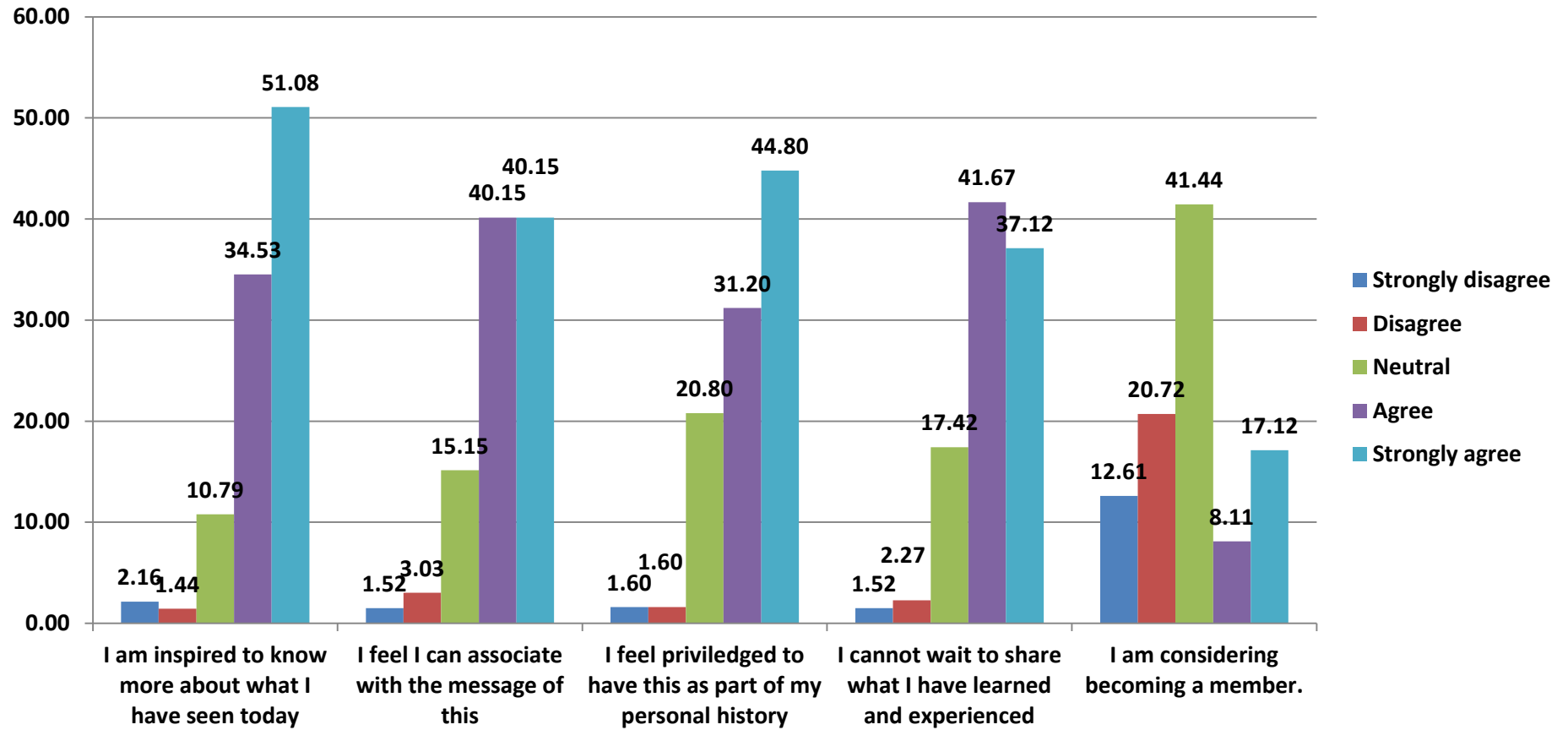


Figure 4.10.2 Respondents' responses to statements after a visit to the Museum 2/2



Eighty-three per cent (83%) of the respondents' expectations were exceeded, of whom 44% felt strongly so. The initial view or perception was hence lower before the visit but improved due to the exposure and visit to the Museum and Memorial. This result confirmed the existence of a positioning gap between the visitors' pre-visit positioning of the Museum and the positioning after the visit. This gap seems to be of fair magnitude and as indicated in the framework in Chapter 2 (Figure 2.1) this gap calls for a repositioning intervention to close the misperceptions between the perceived, actual and intended positioning.

Statement 10.2 was a follow-up on statement 10.1 and respondents were directly asked whether the way they thought about the Museum and Memorial changed from the time they arrived until after the visit.

Only 12% of the respondents indicated that their perspective did not change. In other words, their view remained the same, or there was no existing gap from before to after the visit. Nineteen per cent (19%) indicated they had a neutral stance and that might be interpreted as uncertainty and a majority of 70% indicated that their perspective had changed and consequently their positioning about the Museum also changed. A firsthand experience and exposure to the Museum and Memorial had a significant influence on the way visitors thought about the Museum before their visit compared with their thoughts after the visit.

Statement 10.3 prompts respondents to say whether they had a genuine and authentic experience. The statement is directed at both an affective as well as a cognitive experience.

Thirty-seven per cent (37%) and 50% of the respondents respectively pointed out that they agreed and strongly agreed that they experienced and believed that the Museum's offering was authentic and real. This result is aligned with the outcome of statement 10.1 which indicated a strong response of expectations that have been met. On the one hand, the Museum can interpret this result as a view and vote of confidence in the Museum as authority on the Anglo-Boer War and the message it conveys. On the other hand the management of the Museum should also take note that the view and meaning of the Museum and Memorial is not limited to a cognitive

evaluation but subject to fairly strong affective forces that influence the creation of its image or positioning.

Statement 10.4 asked respondents whether they enjoyed the time they spent at the Museum. It also addressed the issue of a desire for leisure and whether the visit was worthwhile.

The results show that 80% of the respondents agreed, of whom 37% strongly agreed that they had a good time. The vast majority left with a good feeling after visiting and this feeling will positively influence the image they have of the Museum and Memorial. The current offering of the Museum consequently succeeds in addressing the majority of visitors' desire for a good feeling and time of enjoyment.

Statement 10.5 tested the respondents' intention to gain deeper and more information, either by reading or another visit.

Eighty-five per cent (85%) of the respondents have indicated that they were inspired and 51% indicated that they strongly felt they wanted to know more of what they had been exposed to. The Museum had recognised this need and has books that are on sale on topics related to the war. A condensed booklet of the Museum and Memorial could assist in addressing this need for guiding the visitor through the indoor and outdoor exhibitions. This offering could be expanded to interested individuals by offering a subscription to a monthly or quarterly newsletter containing information of activities, publications, interesting facts and general information on the War.

Frochot (2004: 230-231) has usefully clustered visitors to historic sites into four categories: casual historians, browsers, historians and family trippers. The Museum's offerings should make provision to appeal to each category in terms of the required depth and width as well as style in which the information is transferred. In conclusion this need was identified and by addressing the need, loyalty could be enhanced and thereby the positioning of the Museum and Memorial could be positively influenced.

Statement 10.6 checks whether respondents associate with the Museum's message as revealed to them.

Eighty per cent (80%) of the respondents indicated that they could associate with the Museum's message, while 15% gave a neutral response and only 5% disassociated them from the message. This result underlined the strength of the message as being a universal message transgressing space and time. According to statement 9.7 in the previous section 33% of the respondents had no preconceived idea of the Museum and Memorial. According to this result, it could be confirmed that a positive bond was created during the visit and was furthermore, like the previous statement, not limited to a cognitive experience only, but touched visitors also on an affective level. It seems that by combining the cognitive and affective, or knowledge, beliefs and feelings it could result in a strong view, image or positioning.

Statement 10.7 looked at the respondents' nature of their relationship and connection with the Museum.

Seventy-six per cent (76%) of the respondents acknowledged a connection, of whom 45% indicated that they experienced a strong connection with their past and expressed gratitude for the connection with their personal history that was made possible by the Museum and Memorial. This result is also an augmentation of the result of Question 7 in which a quarter of the respondents indicated that a connection with their personal history was a motive to visit the Museum. As with the discussion of question 7, the Museum and Memorial should tap into the positioning opportunities posed by the connection with personal history.

Statement 10.8 incited respondents to show whether the exposure to the Museum would motivate them to share their experience and knowledge with someone else.

Seventy-nine per cent (79%) of the respondents denoted that they would wish to tell someone about what they had learned and experienced. Word of mouth is seen as one of the epitomes of marketing. It is therefore suggested that the Museum should boost it by actively promoting and inviting visitors to join the Museum's Facebook page and post comments about their visit. Visitors should also be invited to write comments in the visitor's book. Postcards of the Museum and Memorial could be sold, stamped and posted at the Museum and in doing so, could become a collector's item but also a point of discussion beyond the visit. Friends or relatives can thereby be motivated to visit the Museum but in the gesture of sending it to someone, the

message will be conveyed that it is a destination of note and memory and worthwhile visiting.

Statement 10.9 was an extension of statement 10.8 and prompted respondents to indicate whether they would consider becoming a member of the Museum.

Twenty-five per cent (25%) of the respondents indicated that they would consider becoming a member, of whom 17% indicated a strong inclination to join. This result should be an indication to management that there is indeed a willing target market that desires to engage at a deeper and sustainable level. From this target market brand ambassadors for the Museum and Memorial could evolve. It is suggested that platforms such as Facebook and 'The Friends of the Anglo-Boer War Museum Society' might be enhanced and utilised to connect and direct enthusiasts to assist in positioning the Museum and Memorial.

Question 11 in Section B was a replica of Question 9 in Section A. The responses recorded after the visit to the Museum are indicated in the following two graphs.

Figure 4.11.1 Respondents' perceptions after a visit to the Museum 1/2

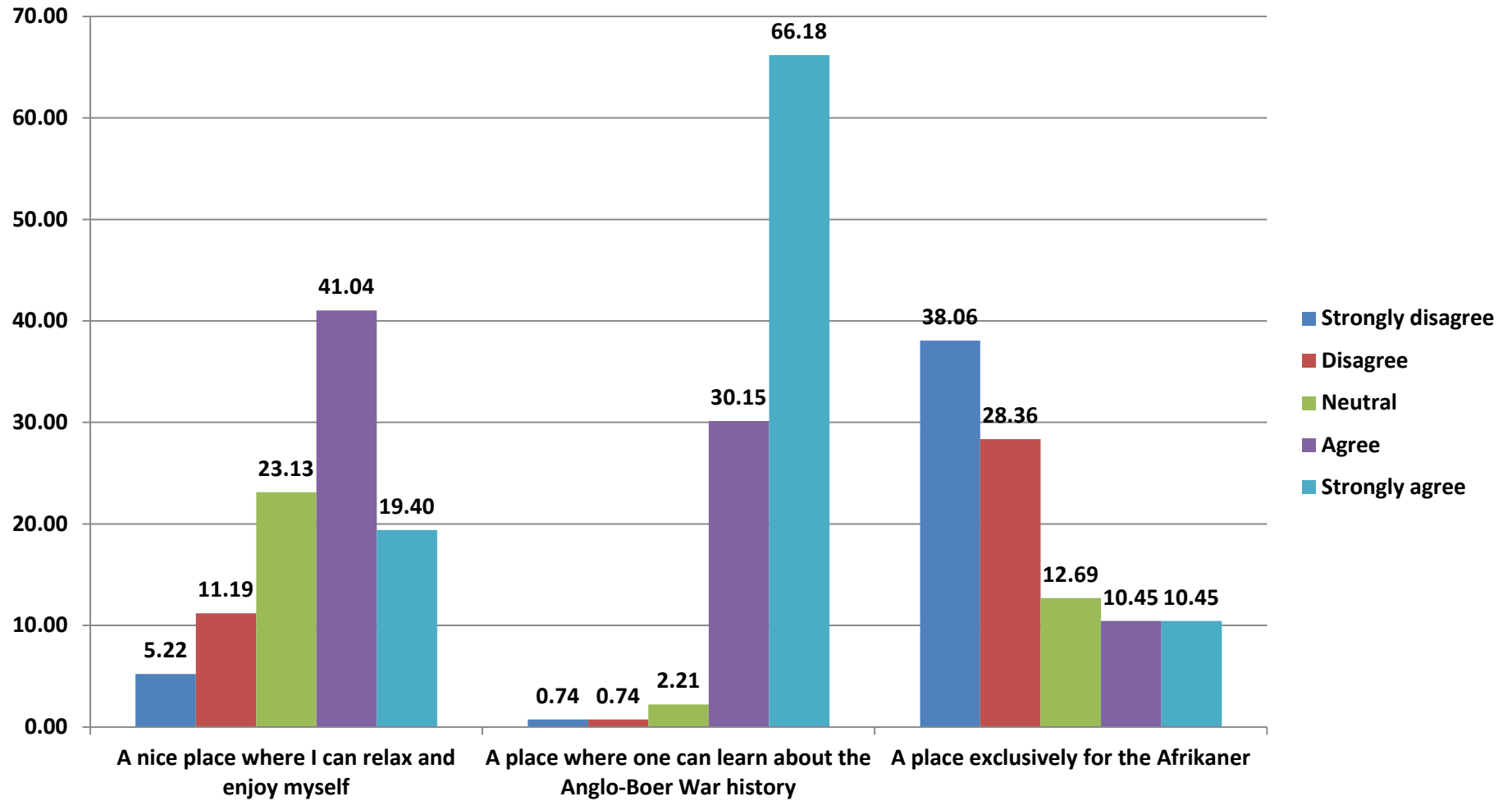
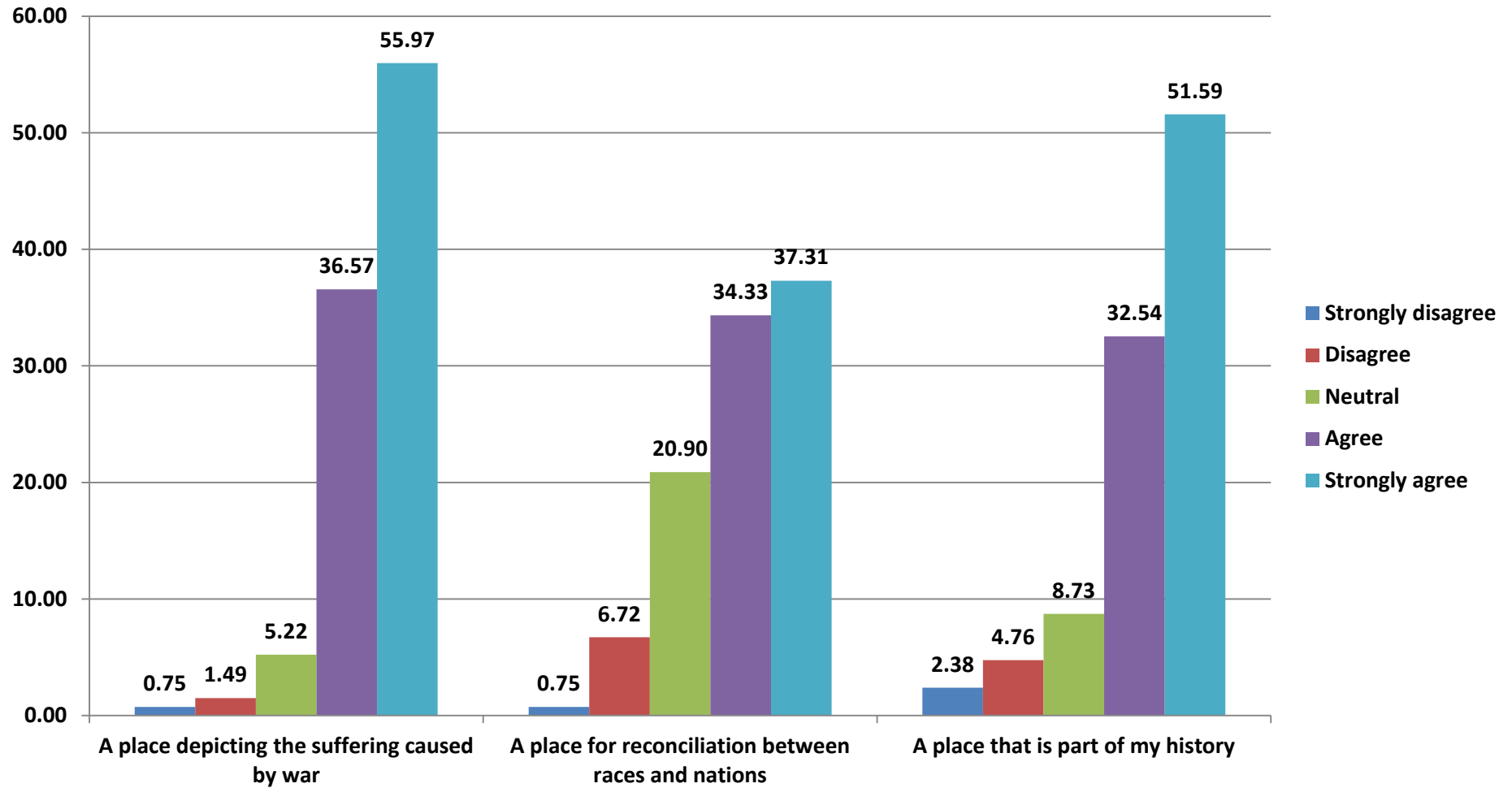


Figure 4.11.2 Respondents' perceptions after a visit to the Museum 2/2



To the question whether the Museum were regarded as a nice place which were enjoyed 23% of the respondents gave a neutral response compared to 29% before the visit. After the visit 41% agreed and 19% strongly agreed compared to the response of 26% and 28% respectively before the visit. A shift occurred from the peripheries to the central agree position, gaining from both neutral as well as strongly agree. However, it is doubted whether the shift can be regarded as a significant perception shift due to the nature of the expected relaxation and enjoyment. The Museum and Memorial are by nature not places for lighthearted relaxation and enjoyment, but offers it in another format and should rather be considered as a place for reflection, pondering and meditation.

Statement 11.2 assessed the difference between how the respondent envisaged the Museum as a place for learning after the visit. Both before and after the visit 96% of the respondents perceived the Museum as a source of knowledge and learning about the Anglo-Boer War. The positioning in the minds of respondents about the Museum and Memorial as a place where something can be learned is deeply engrained. This specific image seems to be a natural strength and could be utilised in combination with other images to strengthen the overall positioning of the Museum and Memorial.

With statement 11.3 respondents were asked whether they associated the Museum as a place exclusive of the Afrikaner. The reason for this particular statement was discussed in question 9.3. Even though the numerical results before and after the visit did not differ significantly, this statement could be at the heart of visitor's belief system. A change in this belief, however small, could be significant for the individual. The number of respondents that strongly disagreed with the statement increased from 33% to 38% and strongly agree and agree recorded an insignificant decrease from 23% to 21%. The management of the Museum should take note that an exclusive positioning only exists amongst 21% of the respondents and that a visit to the Museum could assist in reducing the narrow view of the Museum as an exclusive destination for a minority group.

Statement 11.4 addressed the image of the Museum as a place that displays and reveals the suffering caused by war.

A shift was noted before and after the visit in the responses on the view of the Museum as a place depicting suffering. Before the visit 15% indicated a neutral standing which decreased to 5% after the visit. The respondents who agreed remained at 37% but those who strongly agreed increased from 45% to 56%. Respondents were moved by their exposure to suffering as exhibited in the Museum and the result probably correlates with the results of statement 11.1. The concept of suffering is universal and not bound by time. The move in perception indicates a potential strength that the Museum could explore and expand upon.

Statement 11.5 focused on the image of the Museum and Memorial as a place of reconciliation between former enemies and different groups of peoples. The move in perception of respondents before the visit to the one after, is noteworthy. Before the visit 30% of the respondents recorded their views as neutral which decreased to 21% after the visit. The 37% who strongly agreed decreased to 34% and the 27% who strongly agreed increased to 37%. The 10% increase in strongly agree is indicative of a notable shift, towards a view of the Museum and Memorial as a place of reconciliation. This shift must satisfy the Museum's management because the exhibition succeeded in embodying the vision and conveying one of the key objectives of the Department of Arts and Cultures' policies, namely a focus on social cohesion and nation building.

Statement 11.6 was the last comparative statement and ascertained whether there was a change in the respondents association with a past they also perceived as being personal and intimate. Without exception respondents indicated that they had a stronger rapport with the Museum and Memorial as a representation of their personal past after the visit. Respondents who strongly disagreed with the statement decreased from 7% to 2%, neutral from 14% to 9%. Those who agreed increased from 30% to 33% and strongly agreed from 47% to 52%. This indicator should be taken into account when planning exhibitions and activities. The development and erection of the Garden of Remembrance with names of the deceased in concentration camps will probably grasp the imagination of many visitors and enhance the human factor and bond with the Museum and Memorial as a physical place where this connection can be cherished.

4.6 Post-visit open-ended questions and remarks

The responses to the open-ended question section were recorded and thereafter collated according to type as determined by the responses and not predetermined by the researcher. The total of each of the grouped responses were expressed as a percentage.

The section's opening question was a request to indicate the highlight of the visit which made the biggest impression on the respondent. Of the 141 samples 101 remarks were received.

Table 4.2 The highlight of the visit which made the biggest impression on the respondents

	Respondents	Percentage
The devastation, suffering and misery caused by war (especially on women and children) (1)	25	24.75%
Agterryer statue, other statues or the Women's Memorial (2)	4	3.96%
The Sol Plaatje exhibition and role of black people in the war (3)	10	9.90%
The expansion and changes at the Museum and the integrated and reconciliatory manner in which material is presented (4)	8	7.92%
The material presented in the Museum itself (5)	44	43.56%
The honour and art of war (6)	3	2.97%
The tenacity, suffering and will-power of the Boers (7)	4	3.96%
Other comments (8)	3	2.97%

Forty-four per cent (44%) of the respondents made reference to the material, displays and exhibitions which were perceived as neat, logical and well kept. The physical artefacts and the level of maintenance of the Museum made a positive impression. It was followed by 25% of the respondents that commented on the suffering caused by war. Ten per cent (10%) observed the role of black people in the war and 8% referred to the changes made in exhibitions and the addition of artefacts and displays. The perceived condition and standard of the premises and facilities plays a significant role in the creation of a destination image. As pointed out in the secondary research, place or destination image which is also determined by attributes such as location, ambiance, beauty, neatness and level of maintenance is a major contributor to a positioning within the mind of the visitor.

Question 13 asked whether there was something that the Museum could do to make an experience more memorable. Sixty-four (64) answers were given.

Table 4.3 Respondents' suggestions to the Museum to make an experience more memorable

	Respondents	Percentage
Responses unrelated to the question (1)	5	7.81%
No changes have to be made, everything satisfactory (2)	18	28.13%
Written material to support the presentation by the tour guide (3)	7	10.94%
More interactive presentation (video, sound) (4)	15	23.44%
Learn more about specific exhibitions (5)	6	9.38%
Design, accessibility and consistency of information (6)	3	4.69%
Allow taking of photographs (7)	4	6.25%
More material about black people role in the war (8)	4	6.25%
More places to rest (chairs) (9)	2	3.13%

Twenty-eight per cent (28%) of the respondents pointed out that they were satisfied and nothing additional needed to be done. Twenty-three per cent (23%) of the respondents expressed a need for more interactive exhibitions, including sound and imagery and visitor interaction. Eleven per cent (11%) of the respondents longed for a tour booklet or guide to assist in unlocking the exhibitions. Nine (9%) of the respondents indicated that they wanted more information on specific exhibitions. The Museum should take note of these suggestions and needs but will need to prioritise taking into account limited resources and limited exhibition and storage space. Nonetheless, it should be remembered that what may be regarded on the level of a need today may emerge as a requirement and expectation in the future.

Question 14 alluded to the issue of value for money, or value received for the time spent. Ninety-five (95) responses were received.

The reaction to the questions of value showed that 56% of the respondents found value in what they learned from the history that was portrayed. Another 15% remarked that they sensed a connectedness with their origin, ancestors and country. Nine per cent (9%) of the responses implied that all the elements contributed to a holistic experience.

Table 4.4 Respondents’ perceptions of value for money or value received for the time spent at the Museum

	Respondents	Percentage
I have to come back and spend more time at the Museum (1)	1	1.05%
The historic value and what I have learned (2)	53	55.79%
Accurate portrayal of the war (3)	7	7.37%
Connection with my country, religion or self (4)	14	14.74%
Responses unrelated to the question (5)	4	4.21%
Feeling responsible for the war (6)	1	1.05%
The tour guide was very good (7)	4	4.21%
That black people were part of the war (8)	2	2.11%
Everything together contributed to the experience (9)	9	9.47%

Question 15 prompted those respondents that indicated that the visit was not worthwhile to indicate why it was the case. Only 22 answered the question of whom 68% selected the not applicable option, Eighteen (18%) of the responses were not applicable and 10% of the respondents indicated that they had too little time available.

Table 4.5 Respondents’ reasons, if indicated that the visit to the Museum was not worthwhile

	Respondents	Percentage
Not applicable (1)	15	68.18%
Because it was difficult to see all the suffering (2)	1	4.55%
Had too little time to experience the Museum fully (3)	2	9.09%
Responses unrelated to the question (4)	4	18.18%

The result of the response in question 15 showed that respondents did indeed feel that the visit was worthwhile.

Question 16 asked the respondents what they thought might be of interest and importance to other people. Eighty-six (86) feed backs were received.

The primary response scoring 43%, was that people should learn about war and its consequences. The notion of learning was supported by another 8% of the respondents that thought others might find the facts and exhibitions interesting. Twelve per cent (12%) believed they would convey the authentic depiction of war and its consequences to others. Twelve per cent (12%) said that they would not be able

to suitably convey what they have experienced and learned and would rather motivate others to go and see for themselves. Lastly another 12% thought they would choose to convey the relationship between and the joint suffering of black and white South Africans.

Table 4.6 Respondents' views of what other visitors might find interesting and important

	Respondents	Percentage
The Museum will open your eyes, mind and heart (1)	2	2.33%
It is an interesting learning experience (2)	7	8.14%
It's important to learn about war (3)	37	43.02%
It's a realistic, honest, truthful depiction of the war (4)	10	11.63%
Responses unrelated to the question (5)	5	5.81%
It's worth a visit, you have to go and see for yourself (6)	10	11.63%
Everything about the Museum (7)	5	5.81%
The relationship between the Boers and black people during the war (8)	10	11.63%

Question 17 asks the respondent to indicate, whether the respondent believed that the Museum should not be visited and for what reasons. The question proved to be ambiguous and most of the 28 results were not coherent in the context of the question. The exceptions were the advice given to people the respondents perceived as being racists to rather not visit the Museum. There was also a request to the Museum for the installation of a credit card or an ATM machine to draw money in order to buy books.

Table 4.7 Respondents' reasons why the Museum should not be visited

	Respondents	Percentage
Responses unrelated to the question (1)	3	13.04%
The history (2) (Respondents answered "history" – not related to question)	6	26.09%
Not applicable/disagree) (3)	11	47.83%
If they are racist (4)	2	8.70%
Not having a card machine available, would have liked to purchase books (5)	1	4.35%

Question 18 enquired about the one aspect the respondent enjoyed the least in other words the most negative aspect experienced or observed during the visit. Only 23 responses were received.

Table 4.8 Respondents' least enjoyable experience during their visit to the Museum

	Respondents	Percentage
I didn't enjoy seeing people dying/suffering (1)	3	3.90%
Poor choice of music (2)	6	7.79%
Lack of information, information printed too small, no direction no signage (3)	15	19.48%
Air conditioning (too cold) (4)	9	11.69%
No food/snacks on Mondays, poor restaurant	1	1.30%
I enjoyed everything (6)	20	25.97%
The security guard following us (7)	1	1.30%
That no photos may be taken (8)	6	7.79%
Lack of interactive displays (9)	1	1.30%
Response not applicable to question	15	19.48%

Of the 23 responses 26% gave feedback that there was nothing to be reported and that they enjoyed everything. Nineteen per cent (19%) specified either a lack or absence of information or signage and that in some cases the letter type was too small to read. Twelve per cent (12%) complained that the air-conditioning system made the exhibition halls too cold, Eight per cent (8%) requested that the choice of music that was played could be reviewed and another 8% asked why photos may not be taken. The above remarks were mostly a matter of taste but the Museum should seriously consider these points to enhance a positive customer experience and thereby contribute to satisfaction and a positive positioning.

Question 19 invited suggestions on what could be done to improve the Museum's offering and experience.

Table 4.9 Respondents’ suggestions on what the Museum and Memorial can improve or change

	Respondents	Percentage
Increase font size on signs, provide directions, signage, represent all languages (1)	14	20.59%
No suggestions for improvements, everything is great (2)	11	16.18%
Include more interactive displays and life-like models (3)	18	26.47%
More consideration for black people (4)	5	7.35%
Allow photographs (5)	6	8.82%
Not applicable (6)	10	14.71%
Responses not related to the question (7)	1	1.47%
Movement requirements (8) including more places to rest	1	1.47%
Include ATM machines for visitors to draw cash (9)	1	1.47%
Increase marketing to international tourists (10)	1	1.47%

Sixty-eight (68) responses which represented a response rate of 48% were received. Of these responses 26% indicated a preference for an increase in interactive displays and life-like models. Twenty-one per cent (21%) requested an increase in the number, readability and number of languages displayed on signage. Sixteen per cent (16%) were satisfied and had no recommendations. Nine per cent (9%) requested that photographs should be allowed and 7% proposed that the role of black people in the war must be increased.

This feedback is of value and the management of the Museum should consider what steps could be taken to address these issues. By addressing these aspects the visitor experience can be positively influenced. The positioning of the Museum and Memorial in the mind of the customer could be altered according to the framework in chapter 2 (Figure 2.1) from a *Perceived positioning* to move closer to an alignment with the *Intended positioning*.

Question 20 prompted the respondent to select three (3) words and concepts from a list of 17 possibilities which they would use to describe the Museum to a friend. Three hundred and seventy-six (376) responses were received from a possible total of 423 and represent a response rate of 89%.

Table 4.10 Respondents' selection of three words to describe the Museum to a friend

	Respondents	Percentage
<u>Criteria marked:</u>		
Interesting (1)	77	20.48%
Modern (2)	10	2.66%
Deeply moving (3)	49	13.03%
A learning experience (4)	87	23.14%
A nice place to relax (5)	6	1.60%
A true reflection (6)	37	9.84%
For everyone (7)	14	3.72%
Enjoyable (8)	15	3.99%
Boring (9)	1	0.27%
A waste of time (10)	1	0.27%
Universal message (11)	22	5.85%
Good for children (12)	10	2.66%
Irrelevant (13)	0	0.00%
Everyone should see it (14)	30	7.98%
Doesn't relate to me (15)	3	0.80%
Beautiful (16)	14	3.72%
Other (17)	0	0.00%

The aspects that referred to a wish to learn, *A learning experience* and *Interesting* scored a total of 44%. The longing for an authentic experience were represented by *Deeply moving* and *A true reflection* and totaled 23%. The cluster of *Everyone should see it*, *Universal message*, *For everyone* and *Good for children* contributed totaled 20%. The physical attributes of *Modern* and *Beautiful* added up to 6% and a desire for leisure, *A nice place to relax* was the choice of 6%. Only 1% reported that they would use any of the words *Doesn't relate to me*, *Boring*, *A waste of time* and *Irrelevant*.

It can thus be concluded that if the respondents selected these terms, they would also be included as image building blocks in the mind of the recipients and thereby not only influence the perception and positioning of the Museum and Memorial of the sender, but also of the recipient.

Question 21.1 asked respondents whether they would recommend others to visit the Museum and Memorial. One hundred and thirty-four (134) responses were received. Fifty-nine per cent (59%) responded that they would highly likely and 35% likely

recommend a visit to the Museum, thus 94% in total. This level of propensity to recommend a visit can be interpreted as a vote of confidence and overall satisfaction with the culminated offerings of the Museum and Memorial.

Table 4.11 Respondents’ likeliness to recommend the Museum and Memorial to a friend

	Respondents	Percentage
Extremely unlikely (1)	0	0.00%
Unlikely (2)	1	0.75%
Uncertain (3)	7	5.22%
Likely (4)	47	35.07%
Highly likely (5)	79	58.96%

In question 21.2 respondents were requested to indicate the likeliness of a revisit within the next three years. One hundred and thirty-two (132) feedbacks were received of which 43% expressed a highly likely and 35% likely desire to return for another visit, in total 78%. Twelve per cent (12%) indicated that they were uncertain whether they would return and 10% said they would not return. Interestingly the total of 12% is even less than the 17% of the total number of visitors that consisted of international tourists. With this question answered, the survey was completed.

Table 4.12 Respondents’ likeliness to revisit the Museum within the next three years

	Respondents	Percentage
Extremely unlikely (1)	5	3.79%
Unlikely (2)	8	6.06%
Uncertain (3)	16	12.12%
Likely (4)	46	34.85%
Highly likely (5)	57	43.18%

The statistical results of the primary research highlighted a number of factors that influenced visitors’ perceptions about the Museum.

In the questionnaire provision was made for questions covering the aspects of a wish to learn, a desire for leisure and a longing for an authentic experience. The yearning to create a personal connection with history and the association with universal values were also tested. The responses both in the closed-ended questions as well as the

answers in the open-ended questions proved these aspects were indeed driving factors, whether directly or indirectly.

4.7 An analysis of cross tabulations

Apart from the frequency analysis cross tabulations were made and analysed to determine what factors need to be considered in developing a repositioning model.

The results of combining question 3 dealing with the distance respondents reside from the Museum and question 8 on the frequency of visits to the Museum and Memorial are indicated below.

Table 4.13 Cross tabulation: Residing distance from the Museum and number of visits since 1994

	Distance	1 st visit	2 nd -5 th visit	5 th + visits	Total
1	Within 100km	17.9%	39.4%	90.0%	28.3%
2	Between 100 - 500km	21.1%	15.2%	10.0%	18.8%
3	More than 500km	34.7%	39.4%		33.3%
4	Outside South Africa	26.3%	6.1%		19.6%
	Total	100.0%	100.0%	100.0%	100.0%

It shows that the respondents living within 100km from the Museum and Memorial are most likely to repeatedly visit the Museum and Memorial. The highest percentage of first time visitors was respondents living further than 500km. The marketing strategy and effort of the Museum need to acknowledge the differentiation in location between potential repeated and first time visitors.

A cross tabulation of question 5 on the language of preference and question 8 on the frequency of visits indicate the perceived personal connection. Afrikaans has the highest frequency of repeated visits, English the highest of first time visitors followed by a small first time visitor percentage by African languages. The growth potential for first time visitors is particularly in the African language segment of the market.

Table 4.14 Cross tabulation: Language of preference and number of visits since 1994

	Language	1 st visit	2 nd -5 th visit	5 th + visits	Total
1	Afrikaans	29.8%	60.6%	100.0%	42.3%
2	English	46.8%	27.3%		38.7%
3	Sesotho/Setswana	12.8%	12.1%		11.7%
4	IsiZulu/ IsiXhosa	2.1%			1.5%
5	Other	8.5%			5.8%
Total		100.0%	100.0%	100.0%	100.0%

Pre- and post-visit cross tabulations of the language of preference and perceptions were done.

A nice place where I can relax and enjoy myself as one of the pull factors (Figure 2.1) are compared with the language of preference of the respondents. When the positive response of agree and strongly agree are combined there are not significant differences for Afrikaans (1), English (2) of African languages (3&4) between the pre- and post-visit results. However, the shift in the intensity level between *Strongly Agree* (SA) and *Strongly Disagree* (SD) suggests that the Museum and Memorial do have the elements of enjoyment but with a revered atmosphere. The response of international tourists (5) do however show that after the visit 28,6% indicated that they do not view the Museum and Memorial as a destination associated with leisure and enjoyment.

Table 4.15.1 Cross tabulation: Pre-visit - A place of relaxation and enjoyment and language of preference

		Language					Total
		1	2	3	4	5	
1	SD	5.7%	4.2%	0.0%	0.0%	0.0%	4.0%
2	D	1.9%	22.9%	28.6%	0.0%	0.0%	12.9%
3	N	18.9%	35.4%	21.4%	100.0%	62.5%	29.0%
4	A	20.8%	22.9%	50.0%	0.0%	37.5%	25.8%
5	SA	52.8%	14.6%	0.0%	0.0%	0.0%	28.2%
Total		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 4.15.2 Cross tabulation: Post-visit - A place of relaxation and enjoyment and language of preference

		Language					Total
		1	2	3	4	5	
1	SD	5.4%	3.8%			28.6%	5.3%
2	D	1.8%	17.0%	28.6%			10.6%
3	N	16.1%	32.1%	21.4%	50.0%	14.3%	23.5%
4	A	42.9%	39.6%	28.6%	50.0%	57.1%	40.9%
5	SA	33.9%	7.5%	21.4%			19.7%
Total		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

The cross tabulation between language and the pull factor of a wish to learn and well as a correlation between the pre and post-visit experiences show little difference when the totals scores are compared. As indicated in the table below, it seems that Afrikaans has a slightly higher expectation on the *Strongly Agree* (SA) level before the visit but is aligned with the results of the other language categories after the visit. The perception and expectation to learn about the Anglo-Boer War before the visit are met and confirmed with the results after the visit.

Table 4.16.1 Cross tabulation: Pre-visit - A place of learning about the War and language of preference

		Language					Total
		1	2	3	4	5	
1	SD	1.9%					.8%
2	D			6.7%			.8%
3	N		7.4%				3.0%
4	A	16.7%	25.9%	40.0%		37.5%	24.1%
5	SA	81.5%	66.7%	53.3%	100.0%	62.5%	71.4%
Total		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 4.16.2 Cross tabulation: Post-visit - A place of learning about the War and language of preference

		Language					Total
		1	2	3	4	5	
1	SD	1.8%					.7%
2	D			7.1%			.7%
3	N		3.7%			12.5%	2.2%
4	A	30.4%	31.5%	28.6%		37.5%	30.6%
5	SA	67.9%	64.8%	64.3%	100.0%	50.0%	65.7%
Total		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

A cross tabulation between language and the perception of the Museum and Memorial as an exclusive place for the Afrikaner, was made. Seventy-three per cent (73,1%) Afrikaans, 76,8% English and 80% of Sesotho/Setswana respondents were neutral and disagreed with this view before the visit. After the visit 67,9% Afrikaans, 85% English and 84,7% Sesotho/Setswana respondents disagreed with the statement. The responses for all the language categories before the visit were higher than anticipated by the researcher. The view of the Museum and Memorial of an exclusive destination for one language and cultural group is limited to a minority in each language category. The post-visit results further show that a visit to the Museum does have a slight positive influence towards an inclusive view with the exception in the Afrikaans category. However, this result should maybe not be interpreted from an exclusive view of nationalism or racism only and should also be compared with the results of the view *A place that is part of my history*.

Table 4.17.1 Cross tabulation: Pre-visit - A place exclusively for the Afrikaner and language of preference

		Language					Total
		1	2	3	4	5	
1	SD	23.1%	36.5%	40.0%		66.7%	32.3%
2	D	36.5%	28.8%	26.7%	50.0%	16.7%	31.5%
3	N	13.5%	11.5%	13.3%	50.0%	16.7%	13.4%
4	A	13.5%	11.5%	6.7%			11.0%
5	SA	13.5%	11.5%	13.3%			11.8%
Total		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 4.17.2 Cross tabulation: Post-visit - A place exclusively for the Afrikaner and language of preference

		Language					Total
		1	2	3	4	5	
1	SD	23.2%	49.1%	38.5%	50.0%	50.0%	37.1%
2	D	28.6%	30.2%	23.1%		37.5%	28.8%
3	N	16.1%	5.7%	23.1%	50.0%	12.5%	12.9%
4	A	10.7%	11.3%	15.4%			10.6%
5	SA	21.4%	3.8%				10.6%
Total		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

The pre- and post-visit perceptions of respondents in the different language categories on the vision of the Museum, namely to depict the suffering of all communities caused by war, were analysed. All the language categories shown an increase in the combined agree (A) and strongly agree (SA) results from before to after the visit. It is in particular the neutral response that decreased significantly and the response of international tourists (5) spiked to strongly agree response of 85,7% after the visit from a 28,6% before the visit.

Table 4.18.1 Cross tabulation: Pre-visit - A place depicting the suffering caused by war and language of preference

		Language					Total
		1	2	3	4	5	
1	SD		3.8%				1.6%
2	D		3.8%				1.6%
3	N	14.3%	9.4%	20.0%	50.0%	42.9%	15.1%
4	A	34.7%	34.0%	60.0%		28.6%	36.5%
5	SA	51.0%	49.1%	20.0%	50.0%	28.6%	45.2%
Total		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 4.18.2 Cross tabulation: Post-visit - A place depicting the suffering caused by war and language of preference

		Language					Total
		1	2	3	4	5	
1	SD	0.0%	1.9%	0.0%	0.0%	0.0%	.8%
2	D	0.0%	1.9%	7.1%	0.0%	0.0%	1.5%
3	N	7.1%	3.7%	7.1%	0.0%	0.0%	5.3%
4	A	44.6%	35.2%	21.4%	50.0%	14.3%	36.8%
5	SA	48.2%	57.4%	64.3%	50.0%	85.7%	55.6%
Total		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

The cross tabulation below, language and the view of *A place for reconciliation between races & nations* before the visit and thereafter are compared. The results indicate an overall increase in the agree and strongly agree response from 64,1% to 71,2%. When the language category of *Other* (5) is excluded from the calculation and only languages generally spoken in South Africa are included, the comparative result is an increase from 57,9% to 70,7%. It show that a visit to the Museum and Memorial contributes in achieving towards the vision of the Museum that negotiation and reconciliation is preferable to war. This contribution must be noted and brought under

the attention of especially the Department of Arts and Culture (DAC) because this result supports their objective to build towards social cohesion.

Table 4.19.1 Cross tabulation: Pre-visit - A place for reconciliation and language of preference

		Language					Total
		1	2	3	4	5	
1	SD	3.6%	1.9%	7.1%			3.1%
2	D	5.5%	1.9%				3.1%
3	N	30.9%	24.5%	42.9%	50.0%	28.6%	29.8%
4	A	25.5%	49.1%	42.9%		42.9%	37.4%
5	SA	34.5%	22.6%	7.1%	50.0%	28.6%	26.7%
Total		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 4.19.2 Cross tabulation: Post-visit - A place for reconciliation and language of preference

		Language					Total
		1	2	3	4	5	
1	SD		1.9%				.8%
2	D	8.8%	1.9%	7.1%	50.0%	14.3%	6.8%
3	N	26.3%	21.2%			28.6%	21.2%
4	A	28.1%	38.5%	42.9%		57.1%	34.8%
5	SA	36.8%	36.5%	50.0%	50.0%		36.4%
Total		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

The results of a correlation between the pre- and post-visit view of a personal connection with the history as displayed by the Museum and Memorial indicate a combined agree and strongly agree average increase from 77,4% to 83,9%. For English the the increase was 12,2% from 70,8% to 83,0% and Sesotho/Setswana 4,9% from 66,6% to 71,5%. These levels of the before and after visit perceptions of these language groups are heartening but can still improve to the level of 96,5% as indicated by the Afrikaans category since all communities were affected by the Anglo-Boer War in some way.

Table 4.20.1 Cross tabulation: Pre-visit - A place that is part of my history and language of preference

		Language					Total
		1	2	3	4	5	
1	SD	3.6%	4.2%	6.7%	100.0%	60.0%	7.3%
2	D	1.8%	4.2%				2.4%
3	N		20.8%	26.7%		40.0%	12.9%
4	A	20.0%	37.5%	53.3%			29.8%
5	SA	74.5%	33.3%	13.3%			47.6%
Total		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 4.20.2 Cross tabulation: Post-visit - A place that is part of my history and language of preference

		Language					Total
		1	2	3	4	5	
1	SD		2.1%		100.0%	20.0%	2.4%
2	D	1.8%		14.3%		60.0%	4.8%
3	N	1.8%	14.9%	14.3%		20.0%	8.9%
4	A	26.3%	42.6%	42.9%			33.1%
5	SA	70.2%	40.4%	28.6%			50.8%
Total		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

In the development of a repositioning model for the National Women’s Memorial and Anglo-Boer War Museum the potential market must be segmented and target markets identified according to the proposed repositioning framework (Figure 2.1). Therefore the ages of the respondents were categorised in order to establish whether specified positionings must be developed for each segment and target market.

This cross tabulations to follow must also be compared with the age frequency displayed in the graph. The post-visit responses on the pull factors of satisfaction and the view on the objectives of the Museum are indicated in the following tables.

The 6-12 years old category was 2,17% of the total respondents. It is a small percentage of the total and the results can therefore not be generalized. This category agreed to all statements except with the view that the Museum is a place exclusively for the Afrikaner (Q11.3) which a strongly disagree of 66,7%. The respondents also had different views whether it was part of their personal history or not.

The 13-19 years old group representing 14,5% of the respondents similarly agreed with the statements with the exclusion of statement Q11.3 and also indicated a varied response on whether they regard the Museum as a nice place where they can relax and enjoy themselves. For this age category the positioning of leisure and fun is important and should be considered in the development of a repositioning strategy.

The group of 20-34 years old represented the largest percentage of the respondents with 33,3%. In this category a wider range in the level of responses are seen. As with the previous age group, agreement with the perception of the Museum and Memorial as places of relaxation and enjoyment is the lowest score for the group with 64,4% compared to the highest of 95,4% of the Museum as a place where can be learned about the Anglo-Boer War.

The 35-54 year old group was 23,9% of the respondents. No notable differences are identified between this group and the group of 20-34 years old with the exception of their view of the Museum as a place exclusive for the Afrikaner. Compared with 20-34 years old group, it weighed heavier towards disagreement.

The age group of 55-65 years of age was 14,5% of the respondents. This group indicated with a score of 84,2% that they viewed the Museum as a place of relaxation and enjoyment. This is 19,8% higher than the closest score of 64,4% of the 20-34 years old group. This group's average response of agree and strongly agree were similar to the other age groups. The level of disagreement with the view of the Museum as a place exclusively of the Afrikaner risen with 8,3% from 66,7% to 75,0%. Contrary to the expectation, this rise increased with 12,5% to 87,5% for the age group of 66+ years of age. The age group of 66+ represented 11,6% of the respondents. A notable exception in this age group's response was only a 40% agreement of the Museum as a place where one could relax. This result compared only with the response of 36,9% of the 13-19 years old group. The researcher view these two results, although similar, differently. The older group probably partly views the Museum and Memorial as consecrated whereas the younger group's view of enjoyment and relaxation are probably coupled with entertainment and activities.

Though the statistical analysis might show small differences between categories and intensity of a response, a small shift in a perception might indicate a trend or shift

towards changes that are about to occur. A small change might therefore have an effect that many are affected by it.

Table 4.21.1 Cross tabulation: Post-visit - A place of relaxation and enjoyment and respondents' age categories

	Age	SD	D	N	A	SA	Total
2	6 – 12				100.0%		100.0%
3	13 – 19		36.8%	26.3%	31.6%	5.3%	100.0%
4	20 - 34	4.4%	4.4%	26.7%	44.4%	20.0%	100.0%
5	35 – 54		10.0%	30.0%	40.0%	20.0%	100.0%
6	55 – 65	5.3%	5.3%	5.3%	47.4%	36.8%	100.0%
7	66+	26.7%	13.3%	20.0%	33.3%	6.7%	100.0%
Total		5.3%	11.5%	22.9%	42.0%	18.3%	100.0%

Table 4.21.2 Cross tabulation: Post-visit - A place of learning about the War and respondents' age categories

	Age	SD	D	N	A	SA	Total
2	6 – 12				66.7%	33.3%	100.0%
3	13 – 19		5.0%	5.0%	25.0%	65.0%	100.0%
4	20 - 34	2.3%		2.3%	29.5%	65.9%	100.0%
5	35 – 54			3.2%	25.8%	71.0%	100.0%
6	55 – 65				36.8%	63.2%	100.0%
7	66+				37.5%	62.5%	100.0%
Total		.8%	.8%	2.3%	30.8%	65.4%	100.0%

Table 4.21.3 Cross tabulation: Post-visit - A place exclusively for the Afrikaner and respondents' age categories

	Age	SD	D	N	A	SA	Total
2	6 – 12	66.7%		33.3%			100.0%
3	13 – 19	40.0%	20.0%	15.0%	20.0%	5.0%	100.0%
4	20 - 34	31.0%	31.0%	9.5%	14.3%	14.3%	100.0%
5	35 – 54	36.7%	30.0%	20.0%	6.7%	6.7%	100.0%
6	55 – 65	35.0%	40.0%	10.0%	5.0%	10.0%	100.0%
7	66+	62.5%	25.0%	6.3%		6.3%	100.0%
Total		38.9%	29.0%	13.0%	9.9%	9.2%	100.0%

Table 4.21.4 Cross tabulation: Post-visit - A place depicting the suffering caused by war and respondents' age categories

	Age	SD	D	N	A	SA	Total
2	6 – 12	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
3	13 – 19	0.0%	0.0%	5.3%	42.1%	52.6%	100.0%
4	20 - 34	0.0%	2.3%	11.4%	36.4%	50.0%	100.0%
5	35 – 54	3.2%	3.2%	3.2%	38.7%	51.6%	100.0%
6	55 – 65	0.0%	0.0%	0.0%	47.4%	52.6%	100.0%
7	66+	0.0%	0.0%	0.0%	26.7%	73.3%	100.0%
Total		.8%	1.5%	5.3%	37.4%	55.0%	100.0%

Table 4.21.5 Cross tabulation: Post-visit - A place for reconciliation and respondents' age categories

	Age	SD	D	N	A	SA	Total
2	6 – 12				33.3%	66.7%	100.0%
3	13 – 19	5.3%	21.1%	10.5%	21.1%	42.1%	100.0%
4	20 - 34			31.0%	35.7%	33.3%	100.0%
5	35 – 54		3.2%	25.8%	38.7%	32.3%	100.0%
6	55 – 65		5.0%	20.0%	30.0%	45.0%	100.0%
7	66+		18.8%	6.3%	50.0%	25.0%	100.0%
Total		.8%	6.9%	21.4%	35.1%	35.9%	100.0%

Table 4.21.6 Cross tabulation: Post-visit - A place that is part of the respondents' history and the respondents' age categories

	Age	SD	D	N	A	SA	Total
2	6 – 12		33.3%	33.3%		33.3%	100.0%
3	13 – 19		10.5%	21.1%	26.3%	42.1%	100.0%
4	20 - 34	7.9%	2.6%	5.3%	34.2%	50.0%	100.0%
5	35 – 54			6.9%	37.9%	55.2%	100.0%
6	55 – 65			10.5%	26.3%	63.2%	100.0%
7	66+		13.3%		40.0%	46.7%	100.0%
Total		2.4%	4.9%	8.9%	32.5%	51.2%	100.0%

4.8 An examination of the relationship between selected nominal variables

The Chi-square test is used to determine whether there was a difference between perceptions of respondents before and after entering the Museum by examining the relationship or association between two categorical variables.

Except for the comparison between Q9 vs. Q11, the following hypothesis and interpretation will be used.

The null hypothesis exists when two variables are independent or no association can be found between them. The alternative hypothesis is when two variables are dependent or an association between the two variables can be found. The conclusion is determined by the p-value result of the Chi-square test as indicated in the table. If the p-value is less than 0.1 (10%), it can be concluded there is an association between the two variables in question and they are dependent. However if the p-value is greater than 0.1, the conclusion is there is no association between the two variables and they are independent.

Question 8 (Q8) capturing the frequency of visits compared with question 2 (Q2) asking the race of the respondents gave a less than 0.1 p-value and it can be concluded that there is significant association between the frequency of visits and the race of the respondents. A comparison between Q8 and question 3 (Q3) which ask for the distance respondents live from the Museum also had a p-value of less than 0.1 and thus there is a association between frequency of visits and the distance from the Museum. Question 5 (Q5) indicating the language of preference compared with Q8 had the same result and therefore there is an association between language and frequency of visits.

Table 4.22.1 Chi-square test: Examination of the relationship between frequency of visits, race, distance to the Museum and language of preference

Variables		Value	P-value
Q8	Q2	22.786	0.004
	Q3	30.445	0.000
	Q5	26.378	0.001

Significant associations were also found between the following variables:

- Language of preference (Q5) and pre-visit *A nice place where I can relax and enjoy myself* (Q9.1);
- Language of preference (Q5) and pre-visit *A place that is part of my history* (Q9.6);

- Language of preference (Q5) and *A place that is part of my history* (Q9.6);
- Language of preference (Q5) and post-visit *A nice place where I can relax and enjoy myself* (Q11.1);
- Language of preference (Q5) and post-visit *A place exclusively for the Afrikaner* (Q11.3);
- Language of preference (Q5) and post-visit *A place that is part of my history* (Q11.6);
- Race (Q2) and *The Museum and Memorial exceeded my expectations* (Q10.1);
- Race (Q2) and *My perspective changed after my visit* (Q10.2);
- Race (Q2) and *I feel I can associate with the message of this* (Q10.6);
- Race (Q2) and *I feel privileged to have this as part of my personal history* (Q10.7);
- Race (Q2) and *I am considering becoming a member* (Q10.9).

Table 4.22.2 Chi-square test: Examination of the relationship between language of preference and pre- and post-visit responses to statements

Variables		Value	P-value
Q5	Q9.1	47.039	0.000
	Q9.2	21.093	0.175
	Q9.3	10.774	0.823
	Q9.4	18.432	0.299
	Q9.5	13.865	0.609
	Q9.6	72.754	0.000
	Q9.7	23.252	0.107
	Q11.1	36.045	0.003
	Q11.2	17.335	0.364
	Q11.3	24.477	0.080
	Q11.4	11.489	0.778
	Q11.5	20.269	0.208
	Q11.6	105.444	0.000

Table 4.22.3 Chi-square test: Examination of the relationship between race and post-visit responses to statements

Q2	Q10.1	30.604	0.015
	Q10.2	27.298	0.038
	Q10.3	13.776	0.615
	Q10.4	14.188	0.585
	Q10.5	9.075	0.910
	Q10.6	31.238	0.013
	Q10.7	52.434	0.000
	Q10.8	14.447	0.565
	Q10.9	26.996	0.042

Language of preference and race have are therefore strong indicators of associations and should be considered as segmentation variables in the development of target markets and thereby in the development of a repositioning model.

The age categories were compared with the post-visit responses of question 10 and question 11. Age proved to be related to the following variables:

- Age (Q4) and *It was a genuine and realistic experience (Q10.3)*;
- Age (Q4) and *I feel privileged to have this as part of my personal history (Q10.7)*;
- Age (Q4) and *A nice place where I can relax and enjoy myself (Q11.1)*;
- Age (Q4) and *A place for reconciliation between races and nations (Q11.5)*.

As referred to in the cross tabulations, the different age categories experienced different levels of enjoyment and relaxation during their visit. It can be assumed that these categories have different expectations and in order to address these needs an in depth analysis should be done to determine and address the respective needs.

The Chi-square test confirms the association of the cross tabulation results between age and the view of the Museum as a place for reconciliation and between races and nations as an inverse relationship. That is, the older the age category the stronger the agreement with the post-visit view that the Museum and Memorial are places for reconciliation between races and nations.

The hypothesis and interpretation of the comparison between the same set of variables but applied before the visit with Q9 and after the visit with Q11 differ from the before mentioned. The null hypothesis is two variables that are independent or no significant difference between the variables exist. The alternative hypothesis is two variables that are dependent or a difference exist between the variables. The conclusion is derived from the p-value. If the p-value is less than 0.1 (10%), it is concluded that a difference between the variables in question exist. If the p-value is greater than 0.1, the conclusion is that there is no association between the two variables.

The results of all the comparisons are 0.000 which are less than 0.1 (10%). This means there is a significant difference between perceptions of respondents before and after visiting the Museum.

Table 4.22.4 Chi-square test: Examination of the relationship between pre- and post-visit responses to statements

Variables	Value	P-value	Variables
Q11.1	Q9.1	122.659	0.000
Q11.2	Q9.2	158.301	0.000
Q11.3	Q9.3	108.440	0.000
Q11.4	Q9.4	62.689	0.000
Q11.5	Q9.5	118.686	0.000
Q11.6	Q9.6	106.572	0.000

4.9 A reliability test for selected nominal variables

The Cronbach's Alpha coefficient test is used to determine the reliability of the results from selected variables. A coefficient value higher than 0.5 (50%), is required to confirm reliability of the scale.

Three variables were constructed: Perceptions before the visit (Q9), Perceptions after the visit (Q11) and Experience after the visit (Q10). This involves a summed calculation of all the responses of the relevant questions. That is Q9.1 - Q9.7 for a result for Q9, Q10.1 - Q10.9 for Q10 and Q11.1 - Q11.6 for Q11. From the constructed variables, the Cronbach's Alpha results were all greater than 0.5 except

for Q11 where *A place exclusively for the Afrikaner* (Q11.3) had to be excluded to obtain a reliable variable.

Table 4.23 Cronbach's Alpha coefficient test: Examination of the pre- and post-visit perceptions and experiences

Variables	Cronbach's Alpha	N
Perceptions before	0.527	7
Experience	0.796	9
Perceptions after*	0.518	5

* - excl Q11.3

These constructed variables were used in the T-test and the analysis of the variance is indicated in the table below.

4.10 Testing significant differences between two variables

The T-test is only used when there are only two variable groups. The test was used to determine if the group means of interval variables differ from one another. The T-test was applied to determine whether or not males and females have different perceptions before visiting the Museum, perceptions after the Museum as well as differences in the Museum experiences.

For conclusions on whether the variables are different or not, the calculated p-value was compared to a value of 0.1 (10%). If the p-value was less than 0.1, then males and females have different perceptions before visiting the Museum, perceptions after the visit to the Museum as well as differences in the Museum experiences. If the p-value was greater than 0.1, then males and females had similar perceptions before visiting the Museum, similar perceptions after the Museum visit as well as differences in the Museum experiences.

Table 4.24 T-test: Examination of differentiation of perceptions between males and females

Variables	T-statistic	P-value
Perceptions before	0.129	0.644
Experience	-0.164	0.577
Perceptions after	0.892	0.525

The p-values for the three variables were all greater than 0.1. It can therefore be concluded that males and females had similar perceptions before visiting the Museum, perceptions after the Museum as well as differences in the Museum experiences.

4.11 Testing significant differences between demographic groups

The Anova test was used to do analyse the variance and test whether or not there were significant differences among the demographic groups. The Anova test is also used for three or more groups to see if the group means of interval variables differ from one another. The test was applied to race (Q2), distance (Q3), age (Q4) and frequency of visits (Q8).

For conclusions on whether the variables are different or not, the p-value is used and compared to a value of 0.1 (10%). When two averages differ, the p-value will be less than 0.1 and vice versa. The comparison show whether the different demographic groups had different perceptions before visiting the Museum, perceptions after the Museum visit as well as differences in the Museum experiences.

The Anova-test was applied to race (Q2) with the results indicated in the table below.

Table 4.25 Anova-test: Examination of variance of demographic groups pre- and post-visit perceptions and experiences

Variables	F-statistic	P-value
Perceptions before	4.863	0.000
Experience	7.551	0.000
Perceptions after	17.606	0.000

The p-values for all three variables were less than 0.1 (10%). This means that there were significant differences in the perceptions as well as experiences among the racial groups. In other words, the respondents from the five racial groups had different perceptions before visiting the Museum, perceptions after the Museum visit as well as differences in the Museum experiences.

Because of these differences between the three variables a post hoc test, namely the Tukey HSD test, was used to determine which of the racial groups displayed significant differences.

Table 4.26 Tukey HSD-test: Examination of significant differences between races

Variables	Race		Mean Difference	P-value
Perceptions before	White	SA Other	11.847	0.018
	White	International	3.306	0.066
	Coloured	SA Other	13.500	0.022
Experience	Black	International	8.642	0.000
	White	International	7.250	0.000
Perceptions after	Black	SA Other	8.406	0.004
	Black	International	4.073	0.000
	White	International	3.893	0.000
	White	SA Other	-8.226	0.004
	Coloured	SA Other	8.833	0.007
	Coloured	International	4.500	0.019

A p-value of 0.1 (10%) is used to determine the difference.

The important result for a difference in perceptions before the visit was between SA citizens (whites) and international visitors. The test proves that SA citizens (whites) and international visitors have different perceptions. For experience, the differences of importance in museum experiences were between SA citizen (blacks) and international visitors as well as between SA citizens (whites) and international visitors. For perceptions after, the difference in perceptions after visiting the Museum of note were, between SA citizen (blacks) and international visitors, between SA

citizens (whites) and international visitors, as well as between SA citizens (coloureds) and international visitors.

The Anova-test was applied to the living distance from the Museum (Q3). The results are indicated in the table.

Table 4.27 Anova-test: Examination of variance of distance from the Museum and pre- and post-visit perceptions and experiences

Variables	F statistic	P-value
Perceptions before	1.583	0.198
Experience	11.984	0.000
Perceptions after	8.600	0.000

The objective of this test was to determine whether perceptions before visiting the Museum, perceptions after visiting the Museum as well as experiences during the visit differed for the categories based on the living distance from the Museum. A p-value of less than 0.1 indicates significant differences in perceptions before visiting the Museum, perceptions after the visit as well as differences in experiences during the visit based on the living distance from the Museum. A p-value greater than 0.1, indicates no significant differences in perceptions before and after based on the living distance from the Museum.

The p-value for perceptions before was 0.198 which was greater than 0.1. It implies no significant differences in the perceptions before visiting the Museum based on the living distance from the Museum. The p-value for experience was 0.000 which is less than 0.1. This result means there are significant differences in museum experiences based on the living distance from the Museum. The p-value for perceptions after the visit was 0.000 and less than 0.1 which means there are significant differences in the perceptions after visiting the Museum based on the living distance from the Museum.

Because significant differences for some of the variables were found, the Tukey HSD posthoc analysis was done to determine which of the distances had significant differences.

Table 4.28 Tukey HSD-test: Examination of significant differences between distances from the Museum

Variable	Distance		Mean Difference	P-value
Experience	Within 100km	More than 500km	4.526	0.011
		Outside SA	9.162	0.000
	100 - 500km	Outside SA	7.406	0.001
	More than 500km	Outside SA	4.636	0.024
Perceptions after	Within 100km	Outside SA	3.994	0.000
	100 - 500km	Outside SA	3.624	0.001
	More than 500km	Outside SA	2.799	0.003

For experience, the difference in museum experiences was between those respondents:

- living within 100km of the Museum and those living more than 500km away;
- living within 100km of the Museum and those living outside South Africa;
- living between 100km - 500km from the Museum and those living outside SA;
- living more than 500km away from the Museum and those living outside SA.

The distance from the Museum and Memorial is therefore a factor that needs to be considered in the development of a marketing strategy.

For perceptions after, the difference in perceptions after visiting the Museum are between those respondents:

- living within 100km of the Museum and those living outside South Africa;
- living between 100km - 500km from the Museum and those living outside SA;
- living more than 500km away from the Museum and those living outside SA.

The Anova-test was also applied to the age groups (Q4) with the following results indicated in the table.

Table 4.29 Anova-test: Examination of age categories and pre- and post-visit perceptions and experiences

Variables	F statistic	P-value
Perceptions before	1.007	0.416
Experience	2.193	0.064
Perceptions after	1.492	0.197

A p-value of less than 0.1 (10%), indicated significant differences in perceptions before visiting the Museum, perceptions after the Museum as well as differences in the Museum experiences among the six age categories. A p-value greater than 0.1 (10%), indicated there were no significant differences in perceptions before visiting the Museum, perceptions after the Museum as well as differences in the Museum experiences among the age groups.

The p-value for perceptions before the visit was 0.416 which is greater than 0.1 what meant there were no significant differences in the perceptions before visiting the Museum among the age groups. The p-value for experience was 0.064 which is less than 0.1 and implies there are significant differences in museum experiences among the age categories. The p-value for perceptions after the visit was 0.197 and greater than 0.1 what meant there were no significant differences in the perceptions after visiting the Museum among the age groups.

Significant differences for experience were identified and the Tukey HSD test was used in a posthoc analysis to determine which of the age groups have significant differences.

Table 4.30 Tukey HSD-test: Examination of significant differences between age categories

Variable	Age		Mean Difference	P-value
Experience	13 - 19 years old	35 - 54 years old	-5.688	0.068

The results show a difference in museum experiences between the respondents aged 13 - 19 years old and those aged 35 -54 years old.

The Anova-test was lastly applied to the frequency of visits (Q8) as displayed in the table.

Table 4.31 Anova-test: Examination of frequency of visits and pre- and post-visit perceptions and experiences

Variables	F statistic	P-value
Perceptions before	3.765	0.026
Experience	5.241	0.006
Perceptions after	5.693	0.011

The test was used to determine whether perceptions before visiting the Museum, perceptions after visiting the Museum as well as experiences in the Museum differed based on the number of times the respondent has visited the Museum. A p-value of less than 0.1, indicated significant differences in perceptions before visiting the Museum, perceptions after the Museum visit as well as differences in the Museum experiences based on how many times the respondent has visited the Museum. A p-value greater than 0.1, indicated no significant differences in perceptions before visiting the Museum, perceptions after the Museum visit as well as differences in the Museum experiences based on the number of times the respondent has visited the Museum.

The p-values for three variables were less than 0.1 which meant there were significant differences on the perceptions as well as experiences based on the number of times the respondent has visited the Museum. Because of these significant differences the Tukey HSD test was applied with results indicated in Table 4.31.

Table 4.32 Tukey HSD-test: Examination of significant differences between the frequency of visits to the Museum

Variables	Number of visit		Mean Difference	P-value
Perception before	First visit	More than 5 th visit	-4.426	0.043
Experience	First visit	2 nd – 5 th visit	-3.854	0.026
		More than 5 th visit	-5.467	0.062
Perception after	First visit	2 nd – 5 th visit	-2.194	0.007

For perceptions before, the difference in perceptions before visiting the Museum was between the respondents visiting for the first time and those visiting for more than five (5) times. For experience, the difference in museum experiences was between the respondents visiting for the first time and those in their 2nd to 5th visit as well as between the respondents visiting for the first time and those visiting for more than five (5) times. For perceptions after, the difference in perceptions after visiting the Museum was between the respondents visiting for the first time and those in their 2nd to 5th visit.

A paired t-test was done to determine whether perceptions before visiting the Museum differed from the perceptions after visiting the Museum. For conclusions on whether the variables differed, the p-value was calculated and compared to a value of 0.1 (10%). If the two variables differed, the p-value will be less than 0.1 and vice versa.

Table 4.33 T-test: Examination of differentiation of perceptions before and perceptions after the visit to the Museum

	Mean	T statistics	P-value
Pair	3.080	6.942	0.000

The p-value the t-test was 0.000, less than 0.1 which meant there was a significant difference in the perceptions before visiting the Museum and the perceptions after visiting the Museum. In other words, the responses were not the same between Q9 and Q11.

There was a positive correlation between perceptions before and perceptions after visiting the Museum as indicated by a coefficient of 0.428 and a p-value of 0.000.

Table 4.34 Correlation of perceptions before and perceptions after the visit to the Museum

Variables		Correlation	P-value
Perception before	Perception after	0.428	0.000

4.12 An analysis of comments in the visitors' book

The Museum's management gave permission to do an analysis of the visitor's book. The period from 1 January 2010 until end of August 2014 was selected. Over this period 5545 visitors made inscriptions. Every 20th comment was selected which gave a total of 271 comments that were analysed. The remarks were categorised into six categories which were chosen based on the framework (Figure 2.1) developed on the secondary research. The categories included the pull factors of satisfaction which were a wish to learn, a desire for leisure and a longing for an authentic experience. The categories of associated values and the association for what the Museum portrays and stands for, were added as well as the connection with a history that was perceived as being personal. The basis for allocation remarks were key words as well as interpretation of phrases made by the respondents. The commentator's choice of words such as 'interesting' and 'learnt' have for example been allocated to *Learning*, 'enjoyed' and 'good time' to *Leisure*, 'emotional' and 'moving experience' to *Experience*. Words such as 'ancestors' were allocated to *Personal history* and 'proudly South African' and 'preserve our heritage' with *Associate with the Museum*. The *Not Applicable* category included remarks such as an unspecified 'thank you', 'keep on doing so' and '100%'.

Comments that included remarks pertaining to more than one category were allocated to more than one category if determined to be relevant. A total of 37% of the comments contained remarks directed towards *Experience*, 25% to *Learning*, 28% to *Leisure*, 7% to *Associate* and 6% to *Personal history*.

Table 4.35 Frequency of categorized responses from the visitor’s book

	Learning	Leisure	Experience	Personal history	Associate with museum	N/A
Number	67	77	101	17	19	38
%	24.72%	28.41%	37.27%	6.27%	7.01%	14.02%

The analysis and results of the visitor’s book confirmed the results of the survey although the order was different. In the visitors’ book *Experience* led, followed by *Leisure* and *Learning*. It seemed that commentators have had an integrated experience and found it easier to express themselves in affective terms even though there were strong cognitive elements involved. Examples are Cezarne van Rensburg’s comment on 6 May 2011 “Educational & great experience” as well as I. van der Merwe’s comment of “Was baie hartseer en leersaam” translated to ‘Was very sad and educational’, on 25 April 2014. The analysis indicated that the content of the unstructured and unguided comments were a confirmation that visitors’ expectations, needs and definition of satisfaction were based on three primary categories. The primary categories were a wish to learn, a desire for leisure and a longing for an authentic experience supported by the secondary factors of a connection with a perceived personal history and a value association of what the Museum and Memorial represents. It further seemed that these needs were not separated or categorized by the visitors. It is more likely to be expressed in affective and adjective terms than as a cognitive explanation. Overlapping terms were used and is probably an indication that *Experience*, *Leisure* and *Learning* should not be separated from a customer’s perspective. From a managerial perspective the nature of the visitor’s experience as being overlapping and intertwined must not be overlooked.

4.13 An analysis of newspaper clips, website and social media

Reports and messages channeled through media networks such as newspapers and social media could play a significant and in many instances a single role to inform and assist the market to create and develop their perceptions. These channels could thus determine the positioning of an object, idea or organisation

held by an individual or by a target market. Consequently it was decided to include an analysis of newspaper clippings, the Museum and Memorial's website and the Facebook pages. The researcher obtained these newspaper and magazine clippings from the Anglo-Boer War Museum, SA Media at the University of the Free State and from his personal collection. The information on the website and Facebook page of the Women's Memorial was obtained from the service provider who manages these platforms. The Museum's website and Facebook page were not analysed.

The reason for doing the enquiry into newspaper clippings, website and social media was firstly to get an indication of the extent, value and content of the publicity received by the Museum and Memorial. Secondly, to investigate if and how the Museum is actually positioned according to the repositioning framework as referred to in Chapter 2 (Figure 2.1). The actual positioning can theoretically only be established by analysing an institution's marketing and communication messages. That includes activations such as advertising, special events and online presence via web pages and social media posted by the institution. There exists a lack of first-hand account of how the Museum and Memorial would like to be positioned. It was, however, possible to obtain their intended positioning, especially through responses in newspapers on controversy. It is, however, limited because neither the Museum nor the Memorial published advertisements to stipulate their intended positioning. Therefore the analyses from an actual positioning perspective have limitations and the results should only be used as an indication of a trend. Research based on comprehensive and credible information is required to address and establish an accurate 'actual positioning'.

The results are indicated in Addendum D2 and show how the average tone of media clippings favourably improved since the commencement of the analysis of the clippings. The average score has also improved and showed that over time the Museum's and memorial's favourable media exposure increased. The 'tone of voice' of clippings was scored according to a scale where +5 indicated a positive, +3 a neutral and -3 a negative tone. Each clipping was scored, added up and an annual average calculated and a trend was derived from each year's average. An average of 92% was scored for the tone of voice.

The calculation of the overall score was more complex. Value judgments of aspects such as the size, position, content, visual imagery, reference to, quotes and key messages were made from each clipping, a total calculated for the year after which it was compared from year to year. The graph in Addendum B shows how the average score of 57% in 2010 annually improved to 67% in 2014.

The website of the Women's Memorial was redone for the centenary festival in 2013. With a search for 'Vrouemonument' or 'Women's Memorial' on the Google search engine the original website appeared 19th on the search results list. After renovation and Search Engine Optimization (SEO) it appeared first and since attracted 7 826 unique users during 9 806 visitor sessions, thus a returning rate of 20.2% with an average exposure time of 2min 49s. The social media platform Facebook attracted 624 Friend likes on the Facebook page of the Women's Memorial.

The improved tone of voice of the media reports, the increase in the average score of media clippings as well as the increase in online visitors on the website and engagement on Facebook should be seen as meaningful. Based on the increase and lifting trend lines it can be assumed that the actual positioning of the Museum and Memorial also improved and moved closer to the intended positioning.

4.14 Conclusion

In the questionnaire, some of the questions were categorised into the three main aspects of a wish to learn, a desire for leisure and a longing for an authentic experience. The yearning to create a personal connection with history and the association with universal values were also tested. The responses proved that these aspects are indeed driving factors, whether directly or indirectly.

Many of the comments captured from the open-ended questions as well as from the visitor's book pointed towards the physical attributes of the Museum and Memorial. Remarks were made about the exhibitions, statues and terrain. All played a part in creating and changing the images and perceptions of the Museum and Memorial. Nontangible aspects such as customer service, friendliness and the courteousness of

staff and guides were also reflected in these comments. They also played a significant role in perception formation and positioning and repositioning.

These comments further confirmed the notion derived from the literature study, namely that visitors do not distinguish between their needs, requirements and expectations. Their thinking, experiences and concept formation are integrated and complex processes. Idea and image formation is the result of a complex conglomeration of thoughts, feelings and beliefs which enables the visitor to position the Museum and Memorial along a continuum. After the visitor has established a positioning for museum and memorial, the visitor utilises the positioning as a reference point to compare it with similar destinations or to ease decision-making related to the Museum and Memorial. Thus by managing or having an influence on the offering and marketing as well as on communication conceptualisation and processes, a positioning can be influenced or changed. By structuring the elements in a process, a model can be developed to assist marketing managers and management to execute a repositioning strategy.

Chapter 5

Conclusion and recommendations

5.1 Introduction

The aim with this chapter is to make findings and recommendations based on the secondary literature research as discussed in Chapter 2 as well as the primary quantitative research done by a survey, analysis of media clippings and online presence and the qualitative research done by interviews as discussed in Chapter 4.

The primary objective of the study is to develop a repositioning model for the National Women's Memorial and Anglo- Boer War Museum (refer to 1.3.1). The secondary objectives (refer to 1.3.2) were established to support and to achieve the primary objective. In order to address these objectives research questions were constituted to focus and guide the study towards achieving its secondary objectives and thereby achieve the primary objective (refer to 1.2.3). The research questions were answered by subsequently addressing the secondary objectives in terms of formulating a finding and proposing recommendations for each objective.

The chapter will be concluded with closing remarks on the limitations of this study and recommendations for future research.

5.2 Findings

The study commenced with a basic background and description of the origin and development of the Anglo-Boer War Museum and National Women's Memorial. It was explained that over the last century the Museum and Memorial were gradually positioned in the mind of the market in a narrow and exclusive way, mainly through the influence of its political stakeholders and management. The existence of the Museum was since 1994 abruptly challenged by a new political dispensation alongside its socio-economic and political requirements and policies. The DAC acts as the functionary of government, the reporting structure, the major funder and stakeholder of the Museum.

The changing nature and roles of museums, monuments and memorials have been illuminated. On the one hand, they have a mandate to function as scientific, research and educational centres, but on the other hand they reach out and devise their service offerings in accordance to the needs of their target markets. Although an international trend, South Africa has also developed the concept of a national heritage. The preservation and presentation of indigenous heritage have a twofold purpose, namely to promote national unity and social cohesion, but also to act as an economic driver and a job creation opportunity by developing tourism. On the one hand, it became the Museums' responsibility to translate, contextualise and express the government's policies of national unity and social cohesion. On the other hand, it should be done and presented in such a way that it appeals to needs and expectations of target markets in order to converse the target market into income generating visitors or tourists for the country's heritage destinations.

Together with this shift, the age of customer centricism emerged which proved to be the force that will determine the relevance of organisations relevance and their right to exist. This move consequently pushed museums into the realm of customer relations and marketing. In order to sustainably address the needs of their customers the Museum is required to anticipate their needs, formulate their value offering, communicate their offering and intended positioning, strategically plan and execute activities aligned to their vision but also taking into consideration the parameters of its mandate and capacity, requirements of stakeholders and needs of its market and visitors. To focus the capacity and resources the STP process, segmentation, targeting and positioning, must be followed. This study concentrated on positioning as an aspect of marketing. Given the background of the Museum and the changes it is confronted with, a move or shift in positioning was looked at in closer detail. By addressing the secondary objectives the study attempted to propose a model or set of tools that could be used to move the target market's perceived positioning closer to the Museum's intended positioning (refer to Figure 2.4.1).

5.2.1 Secondary objective 1

The objective was to explore the terms and concepts of heritage, tourism, destination, positioning and repositioning.

Traditionally the major tasks of the Museum were research, collection of material and artifacts, recording and conservation of material. Museum visitors were unilaterally informed and educated through exhibitions and educational programmes. Limited prominence was given to visitors' needs. The environment has however changed and addressing visitors' needs became as important as the traditional museum functions with an additional task of also being an extension of the government's socio-economic policies.

The question was raised whether the term and concept of museum is the most fitting to describe the Anglo-Boer War Museum and the National Women's Memorial. The reason for this question was not only the unique collection of artifacts and material as well as the magnificent thematic art collection with a specific focus on the War, but also the locality and on site connection with the Memorial. Although the Museum and Memorial are two separate entities, from the general public's viewpoint they are bonded together as one. The general public commonly refers to the destination as the Women's Memorial even if they had visited the Museum and not the Memorial.

It is sensed that the Museum and Memorial have a unique character. The uniqueness can be found in the fact that it is the biggest and most important museum on the Anglo-Boer War. It involved Great Britain and was their biggest war of the 19th century and the third biggest only preceded by the Second World War and the First World War. Furthermore, the National Women's Memorial is globally the first memorial of its nature to be erected for women. The Memorial also brings homage to the thousands of women and children that died as a result of war and thereby carries a strong, affective and universal message. The central theme of the Women's Memorial and War Museum is the suffering caused by war, especially the vulnerable. The message of the Memorial is, however, according to Strauss (2014b) "not one of hatred, but of love and reconciliation. A message suited for all times and people." The Museum and Memorial is thus not static, but calls for activities such as commemorations, performing arts, festivals, tours and pilgrimages. With such content the Museum and Memorial probably transcends the mere definition of a museum. A heritage destination would be more fitting because in a divided society and conflict-stricken world this place is uniquely positioned to carry the message to

bond and build a bridge between nations, races, cultures, societies and communities.

By having a strong traditional museum function, unique in nature, coupled with a socio-economic task in the South African context but also carrying a universal message to be defined as a heritage site would probably be more fitting. With such a broad scope the Museum and Memorial should be allowed to function within the parameters of both the definition of the International Council of Museums (ICOM) and the Department of Arts and Culture (DAC) of the Republic of South Africa's proposed definition in their *Draft National Museums Policy (2014)*. South Africa is rich in heritage of this nature and the Robben Island Museum in particular share strong similarities in its offering.

The outward move of the Museum and the reasons for it has been pointed out. With visitors becoming more important, the task of attracting visitors and being a museum or heritage offering resulted in heritage tourism. The term heritage tourism has been explored within the context of The United Nations World Tourism Organisation's (UNWTO) definition (refer 1.4.1). It is also according to the definition of heritage tourism that the needs and drivers of satisfaction of tourists and in particular heritage tourists were investigated both in the primary as well as in the secondary research.

The concept of destination or place has been investigated from different angles and levels. This concept is difficult to define probably because of its complexity. From a marketing perspective, place is one of the aspects of the so-called marketing mix. Within the context of the Museum its prominence within the mix might not be important but in terms of the Memorial it probably is the most important. The unique attributes and features of the Memorial and the terrain are the building blocks of the place or destination image that is created in the mind of the tourist. It was pointed out that the tourist's place image carries cognitive and affective content that calls for action. It is this place image that directly influenced perceptions and positioning, the place in the mind of the consumer. It was pointed out that the perceived destination or place within the mind of the consumer increasingly exceeded the physical landscape and also trod on the cultural, psychological and spiritual landscapes. The concept of place thus has a firm foot in the world of the non-tangible. The concept of

destination and place was utilised productively as a primary research tool in determining respondent's needs and preferences in terms of affection, intent, learning, experience, association and identification with tangible and non-tangible aspects of the Museum and Memorial. The study identified the complexity and comprehensiveness of the concept of destination and place within the context of heritage tourism and marketing and in particular destination image or positioning.

To conclude the exploration of secondary objective 1 the concepts of positioning and repositioning were investigated. It was indicated that positioning is a marketing concept and can be seen as the third step in the segmenting, targeting and positioning (STP) process (refer to 1.4.2). Positioning's interaction with the marketing mix's elements in particular to services marketing was revealed. Kotler and Keller's (2012) definition of positioning was selected, namely "Positioning is the act of designing a company's offering and image to occupy a distinctive place in the minds of the target market." The importance of understanding the target markets' minds and decision-making processes, their needs, expectations and preferences have been pointed out. The role of the agent and the management of the perceptions, images and positioning of an offering have been discussed.

Lee *et al* (2014) proved that perception creation or position is the result of interplay between affective and cognitive evaluations. Frochot (2004) identified values and benefits that should be added to segmentation techniques. The researcher argued that due to the nature of the Museum and Memorial, it necessitated the investigation of values as a decision-making tool in the creation of a positioning or destination image. Values were therefore included in the repositioning framework and tested by means of the primary research survey. These results verified the notion to be correct. Values did indeed play a role, although not a primary role in the creation of a destination image or positioning (Figure 2.1).

Attention was drawn to the dynamic nature of changing perceptions which demanded frequent and proactive involvement from the agent responsible for developing and managing the positioning concept. The positioning concept is a planned construct developed for the purpose to create an intended positioning and attempt to inform and convince the market of a product's benefits. The development of the positioning is however only partly under the control of the manager or

organisation. It is also subject to the influences and forces of stakeholders such as funders and the needs of customers. The significance of the government's requirements and customers' needs have been revealed.

The vehicles to convey the intended positioning to the target markets have been identified as marketing communications and activations. The messenger and message channels' limitations imposed on the positioning were raised and this condition is described as the actual positioning. A repositioning is therefore required to close the gap between the perceived positioning, the actual positioning and the intended positioning. Kotler and Keller (2012) rightfully pointed out that repositioning demand a pragmatic approach where the aspirational position and present reality must be accounted for.

The connection between destination image, customers' needs, stakeholder requirements and the Museum and Memorial resulted in a heritage tourist-centric approach. Lee *et al* (2014) denoted that destination image is a direct antecedent of satisfaction, perceived quality, intention to return and willingness to recommend others to visit the attraction. This notion was tried in the primary research and confirmed by the survey's results. The secondary research found that positioning and repositioning of the Museum and Memorial should be holistically treated and process-driven. It was proved by the interrelated and complexity of forces, needs, requirements and limitations influencing the positioning concept.

Porter (1996) has stressed the importance of positioning as a strategic function. Positioning's function is embedded in strategy by means of a positioning concept which is the creation of a differentiated and valuable offering image. Positioning thereby enforces trade-off decisions by which certain aspects are elevated above other and also compel fit in terms of collaboration and alignment. Positioning thus demands tough decisions but in doing so it will contribute to the establishment of a strategic focus.

The influence of leadership and management on the repositioning process was also taken into account and proved to be probably the most important factor in the determination of the positioning concept and the establishment of the intended positioning. The leader's role in developing the positioning concept, the interpretation and day-to-day operational implementation towards establishing the

intended positioning or the lack thereof, cannot be underestimated. The importance of leadership was confirmed by a number of interviewees (Van der Merwe 2014; Van Zyl 2014) during the primary research process. The leader's skills capacity, occupational status, personal style, reputation and ability to muster a team effort behind a repositioning initiative can prove to be the difference between success and failure. As shown in the repositioning framework (Figure 2.1) there are risks associated with any change or lack of change. Therefore, a planned repositioning which anticipated and calculated the risk is more likely to succeed than a radically perceived repositioning. Baert (2012) proposes that by having an ongoing conversation, the risk of a repositioning failure can be reduced. An ongoing conversation can also include an ongoing firsthand engagement. Lee *et al* (2014) latched onto this idea and classified the image or perception formed before an engagement as the secondary image and the perception or positioning in the mind of the customer after engagement as the primary image. The primary research has clearly indicated the difference and the move between the secondary image that existed before the respondent had an engagement with the Museum and Memorial and the primary image that occurred after the visit. The study proved that a firsthand exposure and engagement were probably the strongest drivers to move a customer or target market from the perceived positioning towards the intended positioning.

5.2.2 Secondary objective 2

The objective was to identify the needs and requirements of tourists and stakeholders.

Loulanski (2006) identifies the major stakeholder groups as local communities, governments, owners, academics, businesses, organisations, developers as well as tourists. The Department of Arts and Culture of the South African government is the employer, funder, owner and authority to whom the Anglo-Boer War Museum has to report. The DAC's requirements are best summarised in its Draft National Museums Policy (2014). Key terms and directives include access, equity, social cohesion and nation-building. The following phrase from the Draft National Museums Policy probably best highlights the DAC's required twofold function: "preserve our national heritage while contributing effectively to national development." Thus, the traditional

function of a museum has to be combined with an expectation to effect national development through the interpretation and implementation of the national policy. The standard governmental requirements and regulations of management procedures, auditing and governance must be adhered to.

The needs of tourists have been defined at the hand of a customer satisfaction analysis. The direct link made by Lee *et al* (2014) between a tourism destination image and satisfaction have already been referred to. A survey at the Museum concurring to the advice of Harrison and Shaw (2004) was done with visitors before and again after they had visited the Museum. Chhabra (2008) advises that in addition to collecting and preserving, a museum should also provide a place, activities and authentic experiences of learning, engagement and enjoyment. The satisfaction survey was developed based on the categories of motivation distinguished by Butler *et al* (2004) as a want of a heritage experience, the need for a learning experience and a desire for a recreational experience. McDonald (2011) elaborates on the idea of engagement by pointing out that the level of interest, motivation to visit or to become involve in heritage correlates with the level of a personal connection with the presented heritage.

The repositioning framework was developed on these motivational and customer satisfaction factors. The researcher defined them as pull factors (Figure 2.1). These factors are a wish to learn, a desire for leisure and a longing for an authentic experience. In addition to these factors, it was also decided to include the personal connection with the presented heritage as well as the association with the message or values represented by the Museum and Memorial. The results of the survey as well as the analyses of the visitors' book proved that the above-mentioned factors were indeed the drivers that created satisfaction and attracted tourists to the Museum and Memorial. When developing a repositioning model these factors should be addressed in order to motivate and change the perceived positioning towards the intended positioning. In addition the results sided with McDonald's (2011) view that there is no clear-cut understanding of what the individual motivators are and that an integrated approach by involving all these aspects should be followed rather than deal with it in a segmented and individual way.

5.2.3 Secondary objective 3

The objective was to identify the distinction between the needs and requirements of tourists and those of stakeholders of the National Women's Memorial and Anglo-Boer War Museum.

It was indicated that the major stakeholder, namely the DAC, as a functionary of government's primary objectives are twofold. On the one hand it has to oversee the Museum's functioning according to the traditional parameters of collection, documentation, conservation, research and education focused on the needs of society but on the other hand there must be a renewed focus on implementing the government's policy addressed at equity, access, social cohesion and nation-building.

The official mission statement of the Museum is not yet fully aligned with the DAC's prerogative, although it is already being expressed in the management of, operations and activities at the Museum.

The Council of the Museum performs an overseeing and governance function. It has to see to it that policies and resolutions are implemented and regulations adhered to. It also defines the nature and character of the Museum. It was pointed out that the current priorities include the promotion of research, an inclusive portrayal of all those who were involved in the war and the development and maintenance of the exhibitions and infrastructure. The vision of the Museum as crafted by the council is to develop an institution of excellence that depicts everyone's suffering caused by the war and thereby propagating the message that negotiation is preferable to war.

The main objective and requirement of the Memorial's commission is the caretaking and conservation of the structure and ethos of the Memorial. Their wish is that the Memorial will carry a message of love and reconciliation to all people and for all times.

It stems from observations made by the primary research that the Bloemfontein-Mangaung City Council does not view the Museum and Memorial as a major asset to the city or of critical importance. The absence of references to the Museum and Memorial on the city's website page, lack of information and promotional material

from Mangaung Tourism, the lack of city signage directing to the Museum and Memorial and the condition of the sidewalks and roads in the vicinity of the Museum and monument shows that it is not a high priority compared to the expenditure approved by council for developments on Naval Hill.

The needs of tourists have been identified as a wish to learn, a desire for leisure and a longing for an authentic heritage experience. The need to connect with a personal history and the connection with values have been pointed out and proven in the primary research.

It is clear that there are similarities and distinctions between the tourists' needs and stakeholders' requirements which are primarily defined by the objects of the needs and requirements. As revealed in the secondary research and proved through the analysis of the survey and museum's visitors' book, the motivation and creation of perceptions and positionings should be understood as integrated and studied holistically. This approach should also be followed by the interpretation of the categorisation in the table below. The marked categories are an indication of an emphasis, but not necessarily limited to that or excluding the other. It is thus stressed that that these needs and requirements may overlap.

Table 5.1 Needs and requirements of the Museum's stakeholders

Need/Requirement	Dept. Arts and Culture	Museum Council	Memorial Commission	City Council	Tourists
Collect, conserve, research	1	1	1		
Educate/learn	1	1	1		1
Social cohesion, Nation-building, Reconciliation	1	1	1		1
Leisure					1
Authentic experience		1			1
Engagement					1
Personal history		1			1
Universal message/values		1	1		1
National development	1				

5.2.4 Secondary objective 4

The objective was to analyse and prioritise the set of characteristics to develop a reposition model for the National Women's Memorial and Anglo-Boer War Museum and to address the needs and requirements of tourists and stakeholders.

From the secondary research's literature study a number of factors were identified as potential drivers for stakeholders' requirements and of tourists' needs, expectations, motivation and satisfaction. The culmination of these factors leads to the establishment of a perception and positioning. These factors are of such nature that they overlap and although the primary research indicated certain factors to be stronger than others, they cannot be viewed in isolation.

The requirements set by stakeholders are less difficult to analyse but more challenging to prioritise. The requirements set by stakeholders include statutory and regulatory requirements set within a policy framework. Laws, regulations and statutes are fairly clear. The interpretation of the policy framework, application, implementation and evaluation thereof are less obvious. To a large extent the interpretation, packaging and prioritisation of these requirements are delegated and left to the Museum council and the managing leadership to handle. The priorities have been defined as set out in the discussion of secondary objective 3.

This reality brings into play the role of the leadership as the executive management of the Museum. The imperative of leadership has been pointed out in the literature review (refer to 2.2.3). The results of the primary research even more so stressed the necessity of strategic management and leadership to plan and operationalise a marketing and communication plan. That includes aspects of the development of a strategic focus, differentiation, making trade-off decisions and to ensure fit. These drivers cannot be separated from one another and is pooled and for the purpose of the study been referred to as push factors (Figure 2.1). The term was chosen to indicate the level of control and initiative that can be applied to these factors when implemented in driving a repositioning process. From a stakeholders' perspective the study concludes that leadership is the most important factor to be considered for inclusion in a repositioning model.

The tourists' needs, expectations, motivation and satisfaction drivers were analysed and the following were selected as relevant, namely a wish to learn, a desire for leisure, a longing for an authentic heritage experience, connection with a personal history and an association with the message or values as portrayed by the Museum and Memorial. The primary research attested the notion based on the secondary research and also prioritised the order as expressed by the respondents. As with the push factors, these factors cannot be totally separated from one another and is therefore also pooled and for the purpose of the study been called pull factors (Figure 2.1). The results of Question 11's statements (Addendum B) which are tabled below show a preference or emphasis that must be noted.

Table 5.2 Frequency and priority of visitors' needs

Statement 11.1	Statement 11.2	Statement 11.4	Statement 11.5	Statement 11.6	Statement 10.3
Desire for leisure	Wish to learn	Museum's message association	Memorial's message association	Connection with personal history	Authentic Experience
59.12%	94.93%	89.13%	69.57%	77.37%	86.43%
6	1	2	5	4	3

Tourists indicated that the wish to learn and the satisfaction thereof was the greatest factor that changed their perception of the Museum and Memorial. The positioning of the Museum and Memorial as a place where something can be learned (95%) is thus the first pull factor to be included in the repositioning model. The second factor was the association with the Museum's image and message (89%) of suffering caused by war. It must however be noted that respondents completed the questionnaire right after they exited the Museum and might not have visited the Memorial or neglected their impressions of the Memorial if visited before visiting the Museum which is a separate visit. This result must be interpreted in conjunction with the association with the Memorial's message (70%) which came fifth. As reasoned this result might have changed if the survey was physically done at the Memorial. The association with the messages, values and what the Museum and Memorial stands for, was indicated as a factor that should not be underestimated and underplayed.

The third most important factor was the longing for an authentic experience (86%). Visitors want to know that what they experience is real and truthful and could probably not be duplicated or replaced by another experience. Being the biggest and most comprehensive museum on the Anglo-Boer War combined with the Women's Memorial, the first and still one of the most impressive of its kind, render indeed a unique exposure and experience. These are features that could be utilised to developing a positioning concept and repositioning strategy.

Interestingly however, is the personal connection with the history which took the fourth position (77%). The power of personal connection with the history as presented and represented by the Museum should likewise not be underestimated.

The last factor selected from the presented options was a desire for leisure (59%). Coming last does not make it of less importance. Following the reasoning of a systems approach it could be deduced that if the desire for leisure and enjoyment is not attended to, the other contributing factors would not perform to its potential and a repositioning not be established with the similar ease as when all factors are working together as drivers towards the intended positioning.

5.3 Recommendations

From the primary and secondary research it is evident that the drivers for a repositioning process have push factors that are driven by the leadership-management of the organisation and pull factors based on motivators for the satisfaction of tourists. Satisfaction is aimed at a destination image and therefore it is important to not only focus on the factors responsible for the movement from a perceived positioning towards the intended positioning, but also the focus on the development of a sense of place. It implies that in order for the driving factors to be effective it must be supported by a change or addition of tangible destination attributes as well as benefits that can be experienced. Some recommendations will be made regarding attributes and experiences that could be addressed to enhance a repositioning process.

The push factors consist mainly of strategic marketing, differentiation, trade-offs and fit, the selection of leadership and the implementation of these factors by management.

The pull factors of positioning driven by satisfaction are in order of priority:

- a wish to learn;
- an association with the message or values as portrayed by the Museum and Memorial;
- a longing for an authentic heritage experience;
- a connection with a personal history; and
- a desire for leisure.

It is recommended that the Museum and Memorial prioritise their actions and interventions according to the same ranking. It was however repeatedly mentioned that although it is ranked, the lesser ones cannot be totally excluded due to the inter-related nature of satisfaction motivators and the development of perceptions and positioning.

One of the general prerequisites for an effective repositioning model is adherence to legislation, the interpretation and implementation of government and departmental policies, governance directives as set by the council, sound management practices and healthy stakeholder relationships. The importance of leadership has already been highlighted.

The other general requirement is a customer-focused approach with satisfaction as the central point and driver to move a perceived image and positioning to an intended positioning. A number of recommendations are proposed according to an integrated view of the pull factors. An attempt is made to categorise the recommendations according to their major motivational factors. The recommendations are a product of the primary research and observations made by the researcher during the study. The recommendations are subjective, not prioritised and did not take into account any structural, organisational or policy limitations. It is thus not presumptuous to claim that they should be implemented, but hope that some of it might come to fruition and thereby assist in realising an intended positioning.

Table 5.3 Proposed recommendations

<p><u>Push factors</u></p> <p>Managerial leadership</p>	<p>The Museum and Memorial are managed as two separate entities on adjacent premises. The council and commission should develop either similar or supporting visions, missions and a joint long-term strategy.</p> <p>Align management planning and operational activities with the vision, mission and objectives of the organisation within the external and internal parameters.</p> <p>Ensure healthy stakeholder relationships with all spheres of government and supporting institutions.</p> <p>Collaborate with Free State and Bloemfontein tourist authorities, airport, hotels and guesthouses for local and international marketing.</p> <p>Collaborate with local and international museums and heritage societies.</p> <p>Involve visitors as co-creators and implement mechanisms for continuous feedback on their needs, preferences and proposals.</p> <p>Develop a funding, sponsorship and donation strategy in terms of money and artefacts to maintain and expand the offering.</p> <p>Unlock the potential of the link with women and children through the association with the Women’s Memorial. Develop it as a focal area.</p> <p>Unlock and emphasise the various thematic art forms addressing the War and themes associated with the Museum and Memorial.</p> <p>Devise and implement an integrated marketing and communication plan to drive the repositioning process.</p>
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	<ul style="list-style-type: none"> • Develop a brand strategy. • Simplify emblem and logos. • Develop positioning statements and core messages. • Develop a media relations strategy. Broaden the scope of media channels to include new target markets. • Communicate visually. Compare it to written communication. A picture can speak a thousand words. • Develop a public relations campaign. • Develop a measurement strategy and identify dash board metrics (refer to Addendum D3)
<u>Pull factors</u>	
To learn:	<p>To be informed through:</p> <ul style="list-style-type: none"> • Development of an online strategy with analytics and dash board metrics. • Upgrade website (ease of access to databases, information, research, photos, videos) and also include virtual tour possibilities and search engine optimisation. • Use social media such as Facebook, Twitter, Pinterest. • Develop and manage ‘house rules’ for online interaction. • Introduce Augmented Reality to improve engagement. • Have a museum booklet with basic information and orientation available. <p>Implement a strategy to deal with online enquiries and develop a ‘fast facts’ list and references.</p> <p>Sell publications, books, photos and films.</p> <p>Publish newsletters.</p> <p>Establish a research and publication centre for schools.</p> <p>Provide a photography and film centre.</p> <p>Show Anglo-Boer War films daily in the auditorium at scheduled times.</p>

	<p>Establish a group of volunteer guides that can be booked for guided tours.</p> <p>Develop booklets on birds, trees, plants and animals to be found on the premises.</p>
To associate with message & values	<p>Arrange special lectures such as annual an Emily Hobhouse Lecture with prominent speakers.</p> <p>Publish popular articles and advertorials to unpack the message.</p> <p>Ease access to facilities for collectors and societies such as philately, genealogy, quilters, needlework, photography, book clubs, writers society, traditional music and dance.</p>
Long for authentic experience	<p>Involve museum staff members as hosts and stewards of the positioning by wearing period-related uniforms and costumes during special events.</p> <p>Provide a museum restaurant/coffee shop to serve traditional dishes and drinks.</p> <p>Supply items to be sold in a cultural heritage shop like postcards, gifts, memorabilia, rusks, biscuits, tin plates and mugs. Create a shopping experience.</p>
Connect with personal history	<p>Advertise the Museum's databases for genealogical research.</p> <p>Ease access to research facilities.</p> <p>Make books available for recording details of descendants.</p> <p>Make certificates of Museum/Memorial available for descendants.</p> <p>Create an opportunity to take photographs in a special booth with costumes and artefacts.</p> <p>Implement a membership system and invite visitors to join the Museum's social media platforms such as Facebook and to subscribe to the newsletter.</p>

Desire for leisure	<p>Infrastructure development and maintenance:</p> <ul style="list-style-type: none"> • Focus especially on schools, children and needs of families. • Supply safe, clean, neat and upgraded facilities. • Provide seating for in- and outdoors to relax or meditate. • Develop a master plan for the terrain of the Museum and Memorial like walking trails, a view on the koppie and a market and festival area (refer to Addendum E) • Create a park atmosphere and utilise the outdoor area. <p>Organise special events like:</p> <ul style="list-style-type: none"> • 'Night at the Museum' and sleepover. • Sunday afternoon music and drama performances. • Festivals, 'Art in the park', book fairs and collector's exhibitions. • National holidays with a thematic association for example Youth-, Women's-, Mother's-, Heritage- and Reconciliation Day. • Commemoration of days such as the declaration of War/Peace day. • Demonstrations and annual canon shooting, candle-lit and reef-laying events. • Indigenous games such as tug of war, traditional dances, music and drama festivals.
Miscellaneous	<p>Provide museum and memorial signage alongside the national road and in the city.</p> <p>Consider making open times longer during summer.</p> <p>Have special rates for families or grandparents with grandchildren.</p> <p>Have special rate days.</p> <p>Have special rate days for selected target groups.</p>

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Table 5.4 Selected comments from questionnaires

<ul style="list-style-type: none"> • Reconsider choice of background music in exhibition areas. • Lack of information and descriptions printed too small in exhibition area. • Directional signage on terrain inadequate. • Air conditioning in exhibition area too cold. • Poor restaurant facilities and not open certain days and times. • Please allow photos to be taken even if just in some places. • Lack of interactive displays and exhibitions. • Information, directional signage and information in more languages. • Include more places to sit down and digest information and experience. • ATM machines or credit card facilities please. • Improve marketing to the international market.
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A practical example namely 'IDEES 100' was developed in collaboration with Roodt Architects that drafted sketches and artist impressions of phase 1 of 7 phases, the Garden of Remembrance (Addendum E), that has been accepted and should be completed by November 2014.

The objective with the establishment of the Garden of Remembrance was to address some of the needs and requirements of visiting tourists and stakeholders.

The Garden of Remembrance will be the point of arrival at the Museum terrain from where the Memorial, Museum, and different outdoor artefacts and statues could be reached by walkways. The gathering point will be open air amphitheater equipped with a roofed stage, lighting and electricity for open air cultural performances. The walkways depart from the amphitheater with the main route in the direction of the Memorial sided by a sandstone wall with the names of the known black and white casualties from the concentration camps during the war. The names on the walls will be lighted during the evening. A selection from the speeches of Emily Hobhouse

and M.T. Steyn delivered at the inauguration of the Memorial will be carved into the opposite sides of the walls.

The decision to prioritise the Garden of Remembrance and Amphitheater were based on a number of drivers for satisfaction and needs and requirements of visitors and stakeholders. The DAC sponsored the cost to erect the Garden of Remembrance based on the actual and perceived ability to jointly celebrate the past of both white and black South Africans by placing the names of whites and blacks on the same wall. Hereby the objective of social cohesion and nation-building will be attended to. The message of the Memorial of love and reconciliation as well as the vision of the Museum to depict the inclusivity and suffering of all communities will be both supported. Visitors will have an opportunity to associate with these messages in an indirect way but directly with the message of the extractions of the messages of Steyn and Hobhouse. It is assumed by having the names of real people and their ages when they died will enhance the authenticity and experience of visitors. It could also enhance or establish a personal connection or bond with history and with the Museum and Memorial as representatives thereof. For some tourists, a visit could give a sense of a pilgrimage. The amphitheatre could have a variety of usages including an assembly point for a learning experience through lectures, plays and performances. The amphitheatre could also address the need for leisure by means of live music and drama performances and act as the centre stage for festivals on the terrain. In this way both the needs and requirements of visitors and stakeholders could be satisfied and the perceived positioning would move closer to the intended positioning.

5.4 Limitation of the study

The study was done by means of a secondary literature study with limited resources pertaining to museums, memorials and heritage sites in South Africa. The primary research included a limited number of interviews and unfortunately some interviews were not possible due to unavailability or unwillingness of people to participate. The survey included only 141 completed questionnaires which were administered over a period of a week daily from 09:00-16:00. The nature of remarks in the visitors' book did not reveal new ideas or thoughts, but confirmed the results of the survey. Hence

the findings of the research cannot be generalised to repositionings of all museums, memorials or heritage destinations. The proposed repositioning model with its implied managerial and operational changes will not necessarily be accepted or applied.

5.5 Recommendation for future research

It is recommended for future research, to deconstruct and segment the target market of the Museum and Memorial and develop an intended positioning for each segment. The nature, scope and selection of specific marketing and communication interventions and its effect on the repositioning process is yet to be determined.

5.6 Concluding remarks

The conclusion and recommendations verified that the primary and secondary objectives of the study were addressed. It is believed that this study contributed to the field of marketing by proposing a repositioning model for the Anglo-Boer War Museum and the National Women's Memorial.

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ADDENDUM A: Terrain of the Anglo-Boer Museum and National Women's Memorial



ADDENDUM B1: Survey questionnaire – Section A

Anglo Boer War Museum and Women's Memorial

Visitor Survey 2014

Good day,

We are conducting a visitor survey and we'd like to include your views. The results will be used to improve the future experiences for our visitors. The results will be confidential.

Please complete the first 8 questions in Section A before your visit to the museum.

SECTION A (before your visit)

1. Are you:

- Male Female

2. Do you consider yourself to be:

- South African citizen - Black
 South African citizen - White
 South African citizen - Coloured
 South African citizen - Asian
 Other South African citizen - please specify:
 International tourist - country of origin:

3. About how far away do you live?

- Within 100 kilometres
 Between 100 - 500 kilometres
 More than 500 kilometres
 Outside South Africa

4. I am:

- Under 6 years old
 6-12 years old
 13-19 years old
 20-34 years old
 35-54 years old
 55-65 years old
 66+ years old

5. My language of preference is:

- Afrikaans
 English
 Sesotho/ Setswana
 IsiZulu/IsiXhosa
 Other - please specify:

6. I am visiting:

- On my own
 With friends/family
 To do research/business
 Other - please specify:

7. I am visiting mainly because I: (Mark only the 2 most important ones)

- Wish to learn something
 Want to relax and have a good time
 Long for an experience
 Connect with my personal history
 Associate with what the museum and memorial stands for

8. Since 1994, this is my:

- 1st visit
 2nd - 5th visit
 More than 5th visit

9. To what degree does the following statements describe your perception of the museum and memorial (before you've entered the museum) (Please mark all the statements)

	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	N/A
A nice place where I can relax and enjoy myself	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A place where one can learn about the Anglo-Boer War history	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A place exclusively for the Afrikaner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A place depicting the suffering caused by war	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A place for reconciliation between races and nations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A place that is part of my history	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have no preconceived view at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

B1: Survey questionnaire – Section B

SECTION B (after your visit)

10. To what degree does the following statements describe your experience of the museum and memorial (after you've entered the museum)

	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	N/A
The museum and memorial exceeded my expectations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My perspective changed after my visit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It was a genuine and realistic experience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I had a good time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am inspired to know more about what I have seen today	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel I can associate with the message of this	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel privileged to have this as part of my personal history	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I cannot wait to share what I have learned and experienced	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am considering becoming a member	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. To what degree does the following statements describe your perception of the museum and memorial (after you've entered the museum)

	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	N/A
A nice place where I can relax and enjoy myself	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A place where one can learn about the Anglo Boer War history	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A place exclusively for the Afrikaner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A place depicting the suffering caused by war	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A place for reconciliation between races and nations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A place that is part of my history	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. If there are any highlights of your experience today, which of them made the biggest impression on you?

13. If there weren't any highlights during your experience today, what could we have done to make your experience more memorable?

14. If you feel the time you spent here today was valuable, what was it about the experience that made you feel this way?

15. If you don't feel the time you spent here today was valuable, why not?

16. If you think there is something about this place that others should know about, what is it that you will tell them?

17. If you don't think others should know about this place, why is that?

18. During your visit, what did you enjoy the least?

19. What is it that the museum and memorial can improve on or change?

20. If you were describing the museum to a friend, which three words would you select?

- Interesting
- A nice place to relax
- Boring
- Irrelevant
- Other
- Modern
- A true reflection
- A waste of time
- Everyone should see it
- Deeply moving
- For everyone
- Universal message
- Doesn't relate to me
- A learning experience
- Enjoyable
- Good for children
- Beautiful

21. Would you:

	Extremely unlikely	Unlikely	Uncertain	Likely	Highly likely
Recommend your family and friends to visit the museum and memorial?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Like to revisit the museum and memorial within the next three years?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

ADDENDUM C: Museum visitors' book

C1: Total number of comments 1 January 2010 – 31 August 2014

MONTHS	2010	2011	2012	2013	2014
January	95	80	147		145
February	117	67	79		91
March	200	100	122		142
April	169	176	184		181
May	116	105	54		76
June	204	105	14		84
July	136	108		7	163
August	157	126		106	100
September	102	111		213	
October	106	165		139	
November	81	111		96	
December	155	197		313	
TOTAL PER YEAR	1638	1451	600	874	982
TOTAL VISITORS					5545

C2: Extraction of comments 1 January 2010 – 31 August 2014

Datum	Naam	Kommentaar	Learning	Leisure	Experience	Personal history	Associate museum	N/A
2010/04/01	J.Miller							
2010/07/01	Melissa Kruger	Dit is baie mooi en hartseer			x			
2010/11/01	C.B. Demont	An excellent museum to a tough and God fearing people	x					
2010/01/17	Lettie Jonker	Goed en interessant	x					
2010/06/02	Athina-Walter Anthemioy	Beautiful place, sad memory		x			x	
2010/09/02	Temmerman - Van de Wiele	Thanks for the lectures	x					
2010/02/13	Kallie Erasmus	Baie lekker en trots		x		x		
2010/02/18	M. Schmulian	Hou dit so aan						x
2010/02/21	Visagie gesin	Baie opvoedkundig en interessant	x					
2010/02/26	T.J. Adams	Very much educational	x					
2010/04/03	Margaret Herwitl	Enlightening		x				
2010/06/03	Meagan Rou	Interessant	x					
2010/10/03	J.P.King	Baie baie interessant, het dit geniet en trots om Suid-Afrikaner te wees	x	x			x	
2010/03/13	Ilka de Beer	Awesome			x			
2010/03/19	Nela en Zanell	Tog mooi - hartseer		x	x			
2010/03/21	Madalaine van Rooyen	Eina			x			
2010/03/22	T du Plessis	Dankie vir die bewaring				x		
2010/03/25	Herman Gielink	Kyk; leer en onthou wat geoffer was. Fantasties	x					

2010/03/30	Brizou Family Reunion Island	Very interesting	x		
2010/04/03	Manie, Sharon en Hannes Geyer	Uitstekende bewaarwerk en was 'n voorreg om alles van ons voorsate te kon sien en aanvoel hoe hul alles verduur het			x
2010/04/04	Pretorius en D. Bodenhorst	Be kinder than necessary for everyone you meet is fighting some kind of battle			x
2010/07/04	Santi en Tiaan	n voorreg om weer na ons voorvaders se geskiedenis te kyk en beleef	x		x
2010/12/04	Prof. & Mev. A Marx	Wonderlike herlewing, tour was well documented			x
2010/04/15	Willem & Marlene	Baie interessant	x		
2010/04/19	P.W & M.H Theron	Interessant & ontstellend	x		x
2010/04/25	Johan & Riana de Beer	Uitstekend		x	
2010/04/27	Awie & Ina Botes	Baie interessant	x		
2010/01/05	Tshoki Chengwe	We'll come back again			x
2010/06/05	Reiner Ruessmann	Coming again			x
2010/05/14	Adrie Stolk, Gerrit Graafland, Natalie Graafland-Stolk en Dineke Graafland	Heel byzonder om te zien hoe de voorouders uit Nederland hun Zuid Afrika hebben verdedigd. Treurig dat de geschiedis zo moest verlopen	x		x
2010/05/21	Dr. en Mev. S.F.P. Scheepers	Trotse nakomelinge van ons helde			x
2010/05/23	Simone Roetz	Dit was awesome maar ek het nie mooi alles verstaan nie, maar sou graag wou		x	x
2010/05/28	Celeste, Julie-Anne Du Plessis	Ons kan net terug verlang			x
2010/05/05	Anel de Bruin	Mal daaroor		x	
2010/11/06	Suiderkruis Leeus Voortrekkerspan	Uitstekend		x	
2010/06/14	Meyers & Odendaal	Baie oulik en mooi		x	
2010/06/16	Pieter Benduna	Baie nice - trots om boer te wees		x	x
2010/06/18	Tanya & Johan Havenga	Hartroerend			x
2010/06/21	Isabel Scott	Aangrypend			x
2010/06/24	Thomas Milley & Christina Astria	Very nice & interesting displays	x	x	
2010/06/25	Amorise Smit	Baie mooi en interessant	x	x	
2010/06/26	John de Pear	Impressive	x		
2010/06/28	Nicholas Chapman	Very humbling and eye opening. Thankful			x
2010/07/01	L. Mabesha	War interlude peace			x
2010/07/03	Anime Struwig, Anina & Kobus Du Toit	Wonderbaarlik		x	
2010/07/05	E. Dreyer	Wonderlike verbetering en herrangskikking van uitstalling		x	
2010/07/08	Sonja Kananen	Thanks			x
2010/07/12	Tracey Marais	Sad			x
2010/07/21	Reiner Fourie	Uiters goed			x
2010/07/29	Marieta & Esmari Theart	Uitstekende werk, wonderlik. Bravo!			x

2010/08/01	Calvin & Jessica	Republieke				x
2010/08/06	D.T.Delcarme	Well displayed				x
2010/08/08	Frederick Labusikagne-Douglas	Goed, behalwe Sol Plaatjie				x
2010/08/13	Willem en Diana Loock	Goeie bewaring				x
2010/08/19	Mienke van Rooyen	Ek's 'n trotse Afrikaner				x
2010/08/21	Gerard Bekker	Engelse pleeg volkswoord en hou hulle skeinheilg				x
2010/08/24	Michelle Scholts	Uitstekend, dankie				x
2010/08/29	L. Hanekom	Uitstekend				x
2010/09/03	Peter en Rina Wulfsohn	Uitstekend uiteengesit				x
2010/09/07	Danie en Hermien van Zyl	Dankie aan Johan van Zyl vir die besondere inligting en begeleiding. Dit was 'n onvergeetlike belewenis.	x			x
2010/09/15	Williamsville Primere skool	Baie dankie, ons het dit geniet, dankie vir die oulike gids Abraham				x
2010/09/23	Henriette Swart Ceres	Baie interessant	x			
2010/09/27	Hanneke en Jacques Truter	Die beste uitstalling wat ons nog gesien het, ontstellend maar goed gedoen				x x
2010/10/01	G.D.F van Baalen	Baie goed				x
2010/10/08	Elsie & Lily Lennon	Wonderful History	x			
2010/10/13	Adri Botha	Dankie vir die ou geskiedenis	x			
2010/10/17	Jackie Roux	Goed gedoen				x
2010/10/28	E. Nenzhelele	Good				x
2010/10/28	K & A Price Moor	Lest we forget				x
2010/11/04	Yvonne en Rob Peters; Ricky en Rene Gysbert	Indrukwekkend	x			x
2010/11/12	Marius Bezuidenhoud, Alesha, Chloe	Fantastic, hou so aan!				x
2010/11/17	Guido, Christel, Dens-Teppers	Beanstigend maar knap museum				x
2010/12/04	J.L. Olivier	Baie mooi uitstalling. Dankie vir julle passie				x x
2010/12/11	Lize en Martin	Hartseer, maar interessant	x			x
2010/12/16	Loriaan	Dit was interessant	x			
2010/12/18	Jaco, Inneke, Jana en Thys Venter	Fantasties!Baie dankie, ons is trots op ons boere				x
2010/12/23	T.P. Ronx	Ek word baie hartseer as ek kyk na die verlede, wat ons was en die hede wat ons nou is.				x x
2010/12/27	Steyns en du Plessis	n Hartverskeurende en goeie uitbeelding van ons geskiedenis				x x
2010/12/29	Johan & F. Brynard	Baie baie dankie				x
2011/01/03	safari team	Very educating	x			
2011/01/07	Roux gesin	Baie dankie vir die bewaring van ons geskiedenis. Ons het so veel geleer	x			
2011/01/15	Gudziwa Munambwi Shadrack	Enlightened				x x
2011/01/26	E. De Smuds	Aandoenlik				x
2011/02/05	E. Le Aspeling	Aangrypend en mooi				x x

2011/02/14	Salamien de Kock	Waardeur die kuns	x	
2011/02/24	Yano & Mary Chondar			
2011/02/03	E. H. Herbst	Dankie, baie mooi.	x	
2011/03/10	Edwin en Stefan Coetzer	Baie interessant	x	
2011/03/19	Johan en Suzanne Loubser	Ongelooflike belewenis. Dankie vir almal wat so baie tyd en geld geskenk het om ons geskiedenis te behou		x
2011/03/26	Lytia	Baie baie dankie. 'n Skat vir die nageslag		x
2011/03/28	Anton & Annalize Oosthuys	Baie mooi aangepas, maar hart warm		x
2011/04/01	C. Carter	Exellent	x	
2011/04/04	Sam Sothshot	A very moving display for our education. Uitstekend	x	
2011/04/08	Swanepoel gesin	Nogal hartseer, asemrowend	x	x
2011/04/14	Dere Anne Marie	Beautiful	x	
2011/04/22	Helen v/d Merwe	Dit is baie interessant om te sien hoe baie geskiedenis daar is om te sien.	x	
2011/04/24	Renate en Gustav	Proudly South African		x
2011/04/25	Ester en Sam	Dankie		x
2011/04/26	Lize Basson	Interessant , maar talleurstellend dat winkel en films nie oop was nie - veral aangesien dit 'n vakansie is	x	
2011/04/30	Coert Smit	Baie interessant	x	
2011/05/02	Hannali, Cristel en Jaco	Dankbaar		x
2011/05/06	Cezarne van Rensburg	Baie interessant! Educational & great experience	x	x
2011/05/11	Hendrick de Wet	Baie goeie uitstalling	x	
2011/05/21	Herman Lombard	Dankie vir die instandhouding		x
2011/05/27	Charmaine Megan Divon	Dankbaar, dit was wonderlik om te sien	x	
2011/06/03	J.P. Pennefatker	Magnificent, let us preserve and honour our heritage		x
2011/06/05	Oberldzer gesin	Pragtige geskiedkundige museum	x	
2011/06/14	G.J. Kgathane	Baie dankie!		x
2011/06/18	Logan Pillay	Enlightened	x	x
2011/06/24	Barend en Amanda Emmend	Onvergeetlike ervaring		x
2011/06/28	T van Rensburg	Baie dankie dat julle alles so mooi bewaar		x
2011/07/05	Snyman gesin	Baie hartroerend. Definitief die moeite werd. Baie dankie		x
2011/07/09	Theo & Judy Hovemanu	Baie indrukwekkend		x
2011/07/14	Budendorst gesin	Baie hartseer, dat mense se kon uitmoor vir goud		x
2011/07/23	Welna K	Johan Fourie het ons ingelig. Baie dankie	x	
2011/07/30	H Moor Croft	Thanx julle, hou die boere volk naam hoog		x

	Niel en Julia Lategan	As ons almal maar kan leer waar ons vanaf kom sal die toekoms soveel helder uitdraai, self my Britse vrou stem saam. Fantastiese museum	x		x
2011/08/08	Sulet Klomp	Mag ons dit nooit vergeet nie			
2011/08/09	Reusta Selio				
2011/08/12	Marlene Uys	Hoe trots voel mens na so 'n belewenis . Mag ons Afrikaners weer eendag so saamstaan			
2011/08/20	Helen Erasmus	Baie interessant, mooi en emosioneel	x	x	x
2011/08/27	Lorraine Ntombela (Marope Primary)	The presentation by the tour guide (Ms. A Moipone Sehularo) was well done and also the art on the wall and else where is stunning. Keep it up!	x	x	
2011/09/04	Craig Truliel	Very Nice		x	
2011/09/13	Robinson Jerry	Fantastic museum		x	
2011/10/17	Philip Bekker	Dankie - Johan Fourie. Hou so aan			x
2011/10/23	Ria Smith	Roerend			x
2011/11/03	Anna Visser	Baie insiggewend	x		
2011/11/04	Louis en Susan Oosthuizen	Hartseer en mooi		x	x
2011/11/05	Rita	Baie interessant	x		
2011/11/06	Carina & Roy Ryvenge				
2011/11/10	Ursula	Hartseer			x
2011/10/11	Rona Schroder	Raakend			x
2011/11/13	Tina Honeyball	Baie netjies en baie interessant om te leer	x	x	
2010/11/15	J.G Janse van Rensburg	Beatifully kept. Well done!		x	
2011/11/16	C.W. Laten	Ons vir jou Suid-Afrika			x
2011/11/18	Gilbert	"Dulce Bellum Inexpertis"			
2011/11/22	Detriff, Pedra & Hendrick	Thanks a lot for the very interesting infomation and signs of the history	x	x	
2011/11/28	Malcolm Jacobs	Historical moment			x
2011/11/28	Die Moolman's	Chirchill het gese dit was die grootste fout wat Brittanje ooit gemaak het. Baie hartseer			x
2011/12/04	Kitta Reynders	Baie leersaam, hou dit so	x		
2011/12/05	J.H. Oosthuizen	Baie interessant en mooi	x	x	
2011/07/12	C. v.d Spuy en kinders	Jammer geen foto's			x
2011/12/09	Le Reu en Linda Steenkamp	Fantastiese toestand, behou dit so		x	
2011/12/12	Brenda van Rooyen	Uitstekend			x
2011/12/16	Bernadette Botes	Gelottedag, Aan God al die eer			
2011/12/17	Kunene Family	Thanks			x
2011/12/20	Elimari Mare	Boers suck!			x
2011/12/27	Rodney Koekemoer	Alles pragtig		x	
2011/12/28	Kobus, Lynette, Kobus jr. Le Roux	Baie dankie, behou ons geskiedenis			x
2011/12/29	Gerda de Wet	Dankie, passievol!		x	
2011/12/30	Marinda	Baie baie goed uiteengesit		x	

2012/01/10	Charle Cloete	Baie interessant	x		
2012/01/14	Manda van Wyk	Amazing, thank you for caring			x
2010/01/20	A en S.J. Nel	Aangrypend en ontroerend			x
2012/01/27	Gerald Guppt	Shalom			x
2012/02/04	Arnu, Marno & Inette	Pragtig	x		
2012/02/11	Etienne en Cornie Jonck	Fantasties, Johan vertel alles absoluut fantasties	x		x
2012/02/19	Lean en Elmarie Marnewick	Aangrypend		x	x
2012/02/25	Drysdale family	Thanks to the guide, well kept			x
2012/04/03	Santi en Dawid Roux en kinders	Goeie erfenis bewaring	x		
2012/06/03	Johan en Priscilla van Zyl	Baie emosioneel! Kosbaar			x
2012/03/15	Piet en Soekie Hoekroodt	Goed om wortels te vind			x
2012/03/21	a en S.J. Nel	Dankie vir Johan			x
2012/03/26	Carissa Spaargaren	Bitterlik interessant	x		
2012/04/01	Shani en Demi Nel	Interessant en mooi	x	x	
2012/04/01	J. Zeller	Baie Dankie			x
2012/04/03	Klosse en Henry Collen	Fantasties, baie mooi		x	
2012/04/08	Ciara Compaan (11 jaar)	Interessant en lekker	x		x
2012/04/08	Bennie en Nella Hawkins en Louisa Kok	Wow and sad		x	x
2012/04/09	A. Loubscher	Hartroerend			x
2012/04/14	Lt. Cd Nh Siboko	Memories			x
2012/04/19	Tsatsi Sekoere	Good			x
2012/04/26	The Balme Family	Wonderfully displayed		x	
2012/04/28	A. Keuler	Goed			x
2012/04/29	Hees gesin	Baie interessant	x		
2012/05/10	Mare's	Dit was 'n belewenis, baie dankie			x
2012/05/14	Christiaan	Mag dit bewaar word vir ons kinders			x
2012/06/22	T E Klippenaar	Dankie vir geskiedenis			x
2013/08/01	Paul & Dorothy van Niekerk	Baie dankie, alles is so mooi bewaar		x	
2013/08/09	Johanni Barnardt	Baie dankie dit is pragtig		x	
2013/08/13	Debbie en Ferdie Grobler	mooi geskiedkundige		x	x
2013/08/15	Ramoura Keller	Lekker man, lekker			x
2012/08/25	G. Wolmarans	Hartseer en trots		x	x
2013/08/30	Templeton	Well worth the list			x
2013/09/04	Mila Beckett	Hartseer maar mooi		x	x
2013/09/09	Pieter en Rita Smith	Deeglik en met respek		x	x
2013/09/13	Jackie van der Walt	Baie dankie dit is puik		x	
2013/09/16	Atiya Hendricks	So glad we reunited			x
2013/09/19	R. Brits	Baie mooi		x	
2013/09/22	C.H. Kotze	Hartseer/ maar inspererend	x		x
2013/09/24	Hel van Rooyen	Interesting	x		
2013/09/26	V v.d Heevels	Skitterend		x	

2013/09/27	Mariette Coetzee	Baie interessant	x		
2013/09/29	E. Botes	Hartseer en aangrypend		x	x
2013/10/03	Daan Kotze	Goed gedoen, goeie uitstalling		x	
2013/10/06	Martin Harris	Baie netjies en skoon - Dankie		x	
2013/10/12	D. van Rooyen	Sad			x
2013/10/16	Philip Venter	Haartseer			x
2013/09/19	Maryke Kotze	Fantasties, regtig hartroerend			x
2013/09/19	Marna Swart	Jammer oor kunswerke wat in Delarey saal is			x
2013/10/27	Annelie Blom	Wonderlik! Baie dankie dat julle ons geskiedenis so goed bewaar het			x
2013/11/03	M. Kruger	Baie interessant en aandoenlik	x		x
2013/11/10	Hough gesin	Sjoe! Ongelooflik! Baie goed gedoen		x	
2013/11/18	G. Prinsloo	Impressive			x
2013/11/24	Gary Victor	Besonders mooi		x	
2013/11/30	B en P Grobler	Dankie			x
2013/12/05	Isabeth Bothma	So bly vir 'n plek soos die			x
2013/12/09	Jaco Badenhorst	Die rykdom van ons geskiedenis moet vir altyd voort leef			x
2013/12/12	Annette Hendricksz	Baie interessant	x		
2013/12/14	E. Krause	Verstommend			x
2013/12/16	Emile Smith	Baie geniet			x
2013/12/16	Charlene Botha	Wonderlik			x
2013/12/16	Brand & Cara Fourie	Wonderlike voorreg			x
2013/12/16	Marlene de Swardt	Inspirasie om meer van geskiedenis te leer	x		x
2013/12/18	Ria en Duan Kotze	Baie goeie voorstelling	x		x
2013/12/19	M Gilliland	Goed			x
2012/12/20	Claude Conradie Daejeon	Thank you very much. I love South Africa			x
2013/12/22	Hendrik en Joan Z Fourie	Baie baie mooi		x	
2013/12/26	Cara Joubert	Bewaar ons geskiedenis			x
2013/12/26	Hettie du Toit	Ontstellend			x
2013/12/28	Martie Wessels	Komplimente aan Elrina Wessels en span			x
2013/12/30	Sonja Botha	Trots Afrikaans			x
2014/01/02	A, J & HJ Bester	Goeie afbeelding van ons kosbare geskiedenis			x
2014/01/03	Piet en Ada Viljoen	Awesome			x
2014/01/06	Lizbe Venter	Die plek is mooi		x	
2014/01/08	Miemie Cronje	Ongelooflike belewenis			x
2014/01/11	J en C de Villiers	Baie dankie, Arnola			x
2014/01/18	Martin en Marleze van der Mescht	Baie spesiaal. Dankie vir die voortbehoorte geskiedenis			x
2014/01/23	M en A Snyman	Baie mooi bewaar		x	
2014/02/01	Losoche Dutton	Baie dankie			x
2014/01/08	Nelene' Jan v Tielingen	Das reg vir elkeen in ons reenboonasië			x
2014/02/15	Johan en Nicolette	Fantasties & so leersaam	x	x	

2014/02/22	Jan en Ingrid le Roux	Aangrypend			x
2014/03/01	Abel Welfaardt	Wel gedaan. Puik uitstalling. Baie goed		x	
2014/03/05	David Etherington	A very naive visit	x		x
2014/03/11	M en AP. Du Plessis en Eddie en Alfreda Schutte	Dit was vir ons 'n belewenis			x
2014/03/15	Dana du Plessis	Fantasties		x	
2014/03/21	I & E Izaakse	Dankie dat die geskiedenis, mooi behoue bly. Dis verruklik		x	x
2014/03/23	L.E. Coetzee	Ongelooflik interessnt	x		
2014/03/28	Dalene en Otto Oertel	Baie mooi uitstalling		x	
2014/04/01	Danique Muller	Vroue en kinders was trots			x
2014/04/02	Fransjohan Pretorius	Wonderlike werk			x
2014/04/06	Ockert en Louise Botha	Baie mooi en dankie vir omgee		x	
2014/04/10	Koos Myburgh	Baie dankie			x
2014/04/19	Ronel Wiesenaar	Ons geskiedenis			x
2014/04/21	Natashia en Stephanie	Pragtig		x	
2014/04/25	I vd Merwe	Was baie hartseer en leersaam	x		x
2014/04/28	Wimpie Schoeman	Pragtig		x	
2014/04/29	Marius Ackermann	Aangrypend, dankie ook vir die kuns werk		x	x
2014/05/02	Maureen Meyer	Leersaam, pragtig en hartseer	x		x
2014/05/09	Ashley Marrison	Well laid out and informative - Thank you	x	x	
2014/05/22	De Ridder	Dankie vir bewaaring van ons geskiedenis			x
2014/05/31	A van Dyk	Baie mooi		x	
2014/06/14	Fleming	Baie baie interessant, vat jou terug	x		x
2014/06/17	Shaunize	Amazing		x	
2014/06/21	J. Truter	Het my hart aangeraak, stomme kinders			x
2014/06/28	Leigh-Ann Langeveldt	Help nie om te besoek en geen fotos mag geneem word nie (vir my taak sou dit perfek gewees het, dis onaanvaarbaar			x
2014/07/02	M. Saaiman	Baie leersaam	x		
2014/07/04	J.H. van der Merwe	100%			x
2014/07/08	Oleandriaan	Aaglig			x
2014/07/11	Regard Neser	Personeel is glad nie toeriste-vriendelik nie			x
2014/07/13	Lizri Weyers	Netjies en goed bewaar		x	
2014/07/17	Sheila, Rosemar, Jens, Rosetta, Lyle, Raymond, Roan, Leandi, Ryan en GG	Baie roerend en fantasties		x	x
2014/07/19	Christel v/d Walt	Baie leersaam	x		
2014/07/23	Roelofse	Baie goed			x
2014/08/03	Francois Greyling	Goed om weer geskiedenis te herleef. Baie hartseer			x

2014/08/09	Jenny Sleek	The concentration camps cast a shadow of shame on the British. Deeply moving museum				x
2014/08/17	Stanley Southwood	Insiggewend en leersaam	x			
2014/08/25	Ina	Baie interessant en insiggewend	x			
2014/08/28	A. Olivier	Wow, vir ons nageslag				x
2014/09/06	Henriette Theron	Dankie vir wonderlike en insiggewende ervaring	x		x	

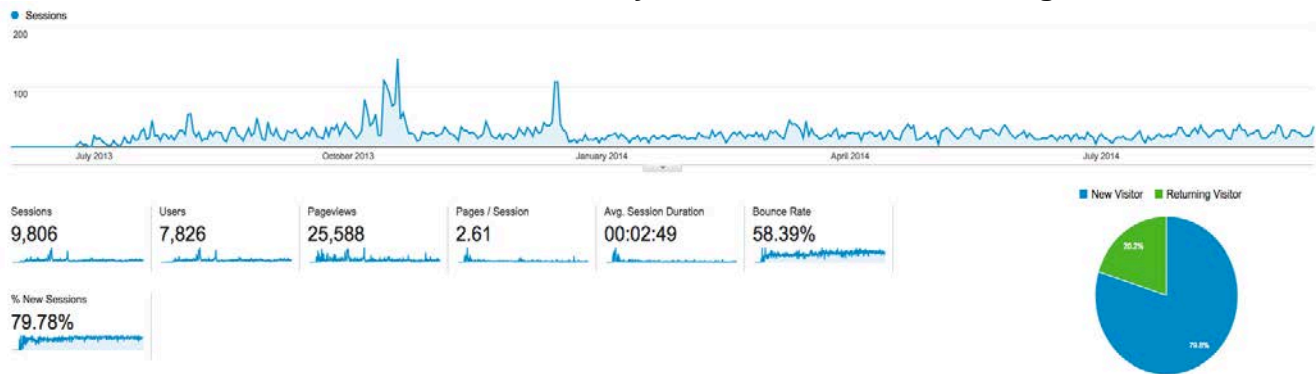
TOTAL

319

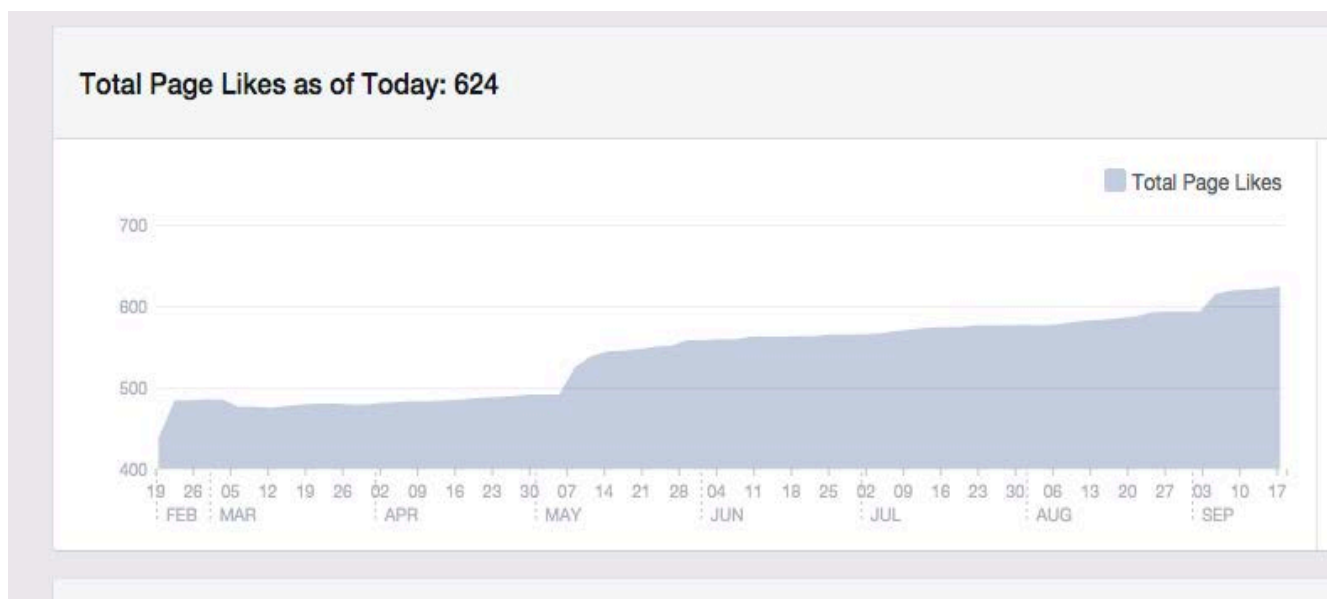
67	77	101	17	19	38
25%	28%	37%	6%	7%	14%

ADDENDUM D1: Online measurement

National Women's Memorial Website Analytics 25 June 2013 – 31 August 2014

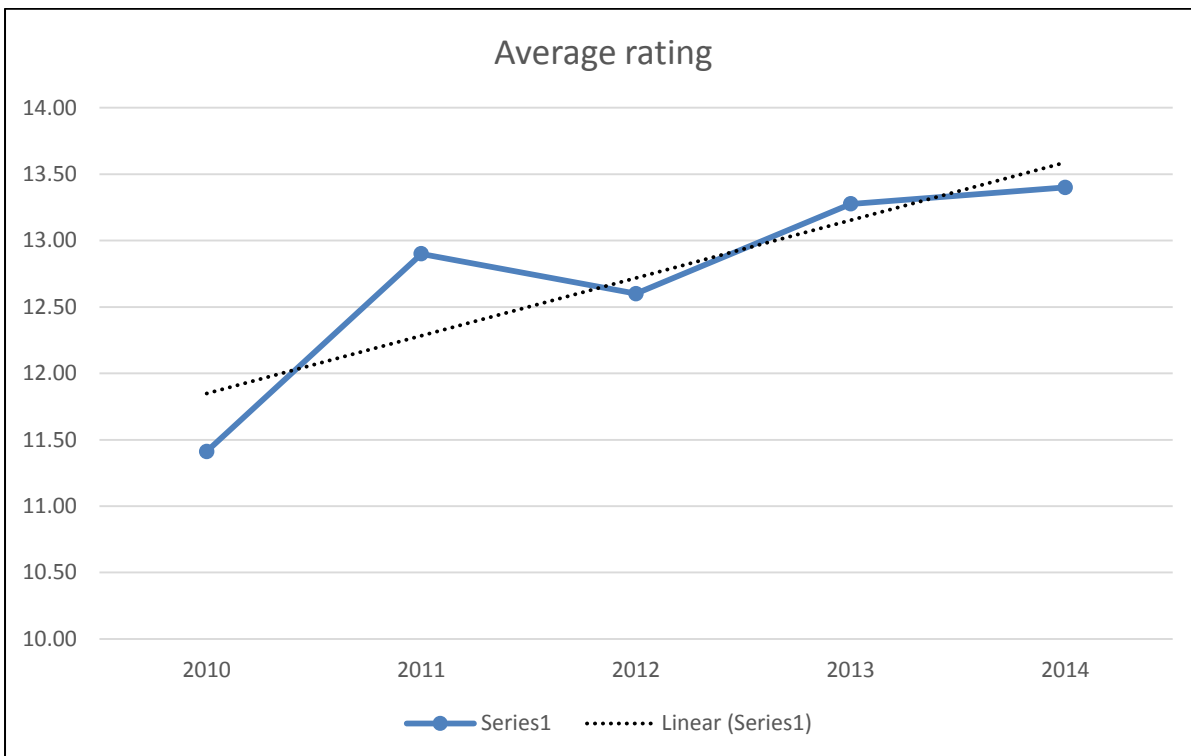
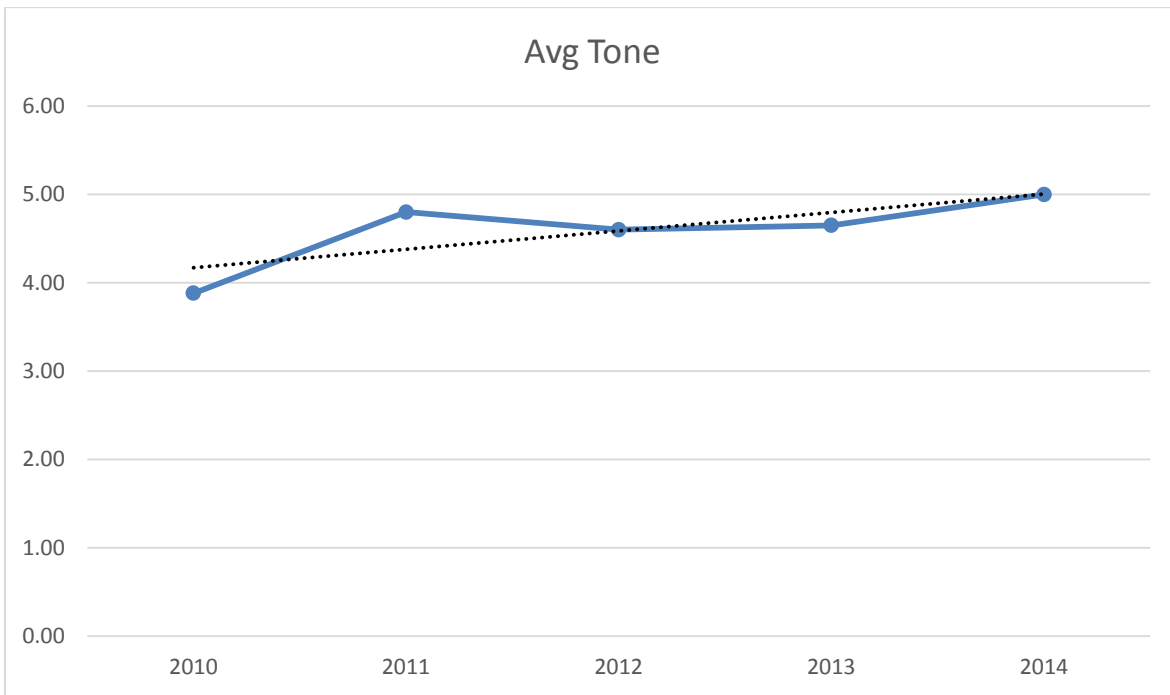


National Women's Memorial Facebook Analytics February 2014 – 31 August 2014



ADDENDUM D2: Media scorecard summary

Anglo-Boer War Museum and National Women's Memorial Analytics 1 January 2010 – 31 August 2014



ADDENDUM D3: Detailed media scorecard 2010 - 2014

Media Scorecard for Anglo-Boer War Museum and National Women's Memorial: Year 2010

Date	Media Name	Media Type	Click to view	Reach opportunities	Estimated A.V.E	Clip size standard	Cost per clip size	cm down	cm across	cm ²	Tone: Pos:-5, Ntri:3, Neg:-3	Name in Heading (ABWM & ABO & NWM) 3	Name Used Text (ABWM & ABO & NWM) 1	Position - Cover (3) Editorial page (2) Text (1)	Quote (2)	Image (4)	Key Message (New, change, expansion - learn, leisure, experience)	Website/Facebook reference	SCORE	Notes (Author, contact details...)
2010/01/26	Volksblad	D	-	148 000	6 845	45	1 116	23	12	276	5	1	1	1	0	0	1	0	11	Verslaggewer
2010/01/26	Volksblad	D	-	148 000	20 832	45	1 116	35	24	840	3	1	0	1	0	1	1	0	12	Geskryf deur oorlogsmuseum
2010/01/28	Ons Stad	C	-	63 768	4 598	48	700	12	26	312	5	1	1	1	1	0	1	0	13	Marietjie Gericke
2010/02/11	The Star	D	-	683 000	20 627	18	2 210	7	24	168	3	0	0	1	0	0	1	0	5	Daily Mail
2010/02/17	Volksblad	D	-	148 000	11 606	45	1 116	26	18	468	5	0	1	1	1	1	1	0	14	Charles Smith
2010/03/04	Ons Stad	C	-	63 768	27 587	48	700	52	36	1872	5	1	1	1	0	1	1	0	15	Benoem vir kompetisie
2010/03/04	Ons Stad	C	-	63 768	2 682	48	700	14	13	182	5	1	1	1	1	0	1	0	13	
2010/03/06	Volksblad	D	-	148 000	5 766	45	1 116	16	15	233	3	0	1	1	0	1	0	0	9	Foto: Emile Hendricks
2010/03/09	Volksblad	D	-	148 000	7 366	45	1 116	11	27	297	5	1	1	1	1	1	1	0	17	Charles Smith
2010/03/15	Volksblad	D	-	148 000	11 780	45	1 116	19	25	475	5	0	1	1	1	1	1	0	14	Charles Smith
2010/03/20	Volksblad	D	-	148 000	6 266	45	1 116	16	16	253	3	0	1	1	0	1	1	0	10	Charles Smith
2010/03/22	Volksblad	D	-	148 000	20 088	45	1 116	30	27	810	5	1	1	1	1	1	1	0	17	Charles Smith
2010/04/01	Ons Stad	C	-	63 768	1 989	48	700	9	15	135	5	0	1	1	0	1	1	0	12	Marietjie Gericke
2010/04/07	Mangaung issue	C	-	158 000	5 645	28	315	20	25	500	5	0	1	1	1	1	1	0	14	
2010/04/20	Volksblad	D	-	148 000	13 194	45	1 116	19	28	532	3	1	0	1	0	1	1	0	12	Geskryf deur oorlogsmuseum
2010/04/29	Ons Stad	C	-	63 768	3 006	48	700	17	12	204	1	1	0	1	0	1	1	0	10	Advertensie
2010/05/13	Ons Stad	C	-	63 768	3 316	48	700	18	13	225	5	0	1	1	0	1	1	0	12	
2010/05/20	Ons Stad	C	-	63 768	2 059	48	700	22	7	140	3	0	1	1	0	0	1	0	6	
2010/05/20	Ons Stad	C	-	63 768	6 020	48	700	22	19	409	3	1	1	1	0	1	1	0	13	
2010/05/24	Volksblad	D	-	148 000	8 215	45	1 116	13	27	331	5	0	1	1	0	1	1	0	12	Gerda Marie Viviers
2010/06/15	Volksblad	D	-	148	7 533	45	1	14	23	304	5	0	1	1	1	1	1	0	14	Abrie Burger

				000			116													
2010/06/17	Volksblad	D	-	148 000	5 357	45	1 116	14	16	216	3	0	1	1	1	1	1	0	12	Emile Hendricks
2010/06/21	The Sowetan	D	-	1 651 000	27 040	15	1 950	16	13	208	5	0	1	1	0	0	1	0	8	Victor Mecoamere
2010/07/05	Volksblad	D	-	148 000	7 093	45	1 116	13	22	286	5	0	1	1	0	1	1	0	12	Maradine Whitehorn
2010/07/08	Ons Stad	C	-	63 768	13 926	48	700	35	27	945	5	0	1	1	0	1	1	0	12	
2010/08/06	Volksblad	D	-	148 000	3 819	45	1 116	14	11	154	3	1	0	1	0	1	1	0	12	Advertensie
2010/08/10	Volksblad	D	-	148 000	9 424	45	1 116	20	19	380	5	0	1	3	0	1	1	0	14	Earl
2010/09/23	Volksblad	D	-	148 000	7 738	45	1 116	26	12	312	3	0	1	1	0	0	1	0	6	Charles Smith
2010/09/23	Volksblad	D	-	148 000	34 819	45	1 116	27	52	1404	5	0	1	1	1	1	1	0	14	Karen Ebersohn
2010/10/13	Volksblad	D	-	148 000	3 001	45	1 116	11	11	121	-3	0	1	1	0	0	0	0	-1	Lizel Steenkamp
2010/10/14	Volksblad	D	-	148 000	7 093	45	1 116	26	11	286	3	0	1	3	1	0	0	0	9	Charles Smith
2010/11/11	Ons Stad	C	-	63 768	4 509	48	700	18	17	306	3	0	1	1	1	1	0	0	11	Verslaggewer
2010/11/11	UFS	C	-		0	1	1	0	0	0	3	0	1	1	1	1	0	0	11	Dieslefdede as vorige - Web artikel
2010/11/12	Volksblad	D	-	148 000	43 846	45	1 116	34	52	1768	5	0	1	0	1	1	1	0	13	Charles Smith
	Multipliers		-																	
	Radio		-							0										
	TV		-							0										
	Website visits		-							0										
	New Facebook friends		-	-						0										
	Museum visitors		-	13 555						0										
				6 089 680	364 686					1535 0		11	11		14	25	29	0	38 8	
TOTAL NUMBER OF MEDIA CLIPPINGS		33																		
AVERAGE TONE		3.88																		
AVERAGE RATING		11.41																		
TOTAL REACH		6 089 680																		
TOTAL A.V.E		R 364 685.76																		
PROGRAM BUDGET (Fees and Materials)		R 1.00																		
RETURN ON INVESTMENT (ROI)		36468576 %																		

MUSEUM VISITORS PER REACH	0.22%
COST PER REACH	R 0.00
TOTAL SCORE	57.06%

Media Type Codes:

WP Weekend Paper
C Community Paper
D Daily Paper
MR Mainstream Radio
CR Community Radio
M Magazine

Media Scorecard for Anglo-Boer War Museum and National Women's Memorial: Year 2011

Date	Media Name	Media Type	Click to view	Reach opportunities	Estimated A.V.E	Clip size standard	Cost per clip size	cm down	cm across	cm ²	Tone: Pos-5, Ntri:3, Neg:-3	Name in Heading (ABWM & ABO & NWM) 3	Name Used Text (ABWM & ABO & NWM) 1	Position - Cover (3) Editorial page (2) Text (1)	Quote (2)	Image (4)	Key Message (New, change, expansion - learn, leisure, experience)	Website/Facebook reference	SCORE	Notes (Author, contact details...)
2011/02/17	Ons Stad	C	-	63 768	4 694	48	700	25	13	319	5	1	1	1	0	1	1	0	15	
2011/03/21	Volksblad	D	-	148 000	6 324	45	1 116	15	17	255	5	0	1	1	0	1	1	0	12	fotographer: Charles Smith
2011/03/24	Ons Stad	C	-	63 768	2 436	48	700	10	17	165	5	1	1	1	0	1	1	0	15	
2011/03/31	Ons Stad	C	-	63 768	3 979	48	700	18	15	270	5	0	1	0	0	1	1	0	11	Marietjie Gericke
2011/09/08	Ons Stad	C	-	63 768	4 244	48	700	18	16	288	5	0	1	0	0	1	1	0	11	Volksblad
2011/09/15	Ons Stad	C	-	63 768	4 952	48	700	14	24	336	5	0	1	0	0	1	1	0	11	Oorlogmuseum
2011/09/16	Bloemnuus	C	-	193 000	3 065	48	700	16	13	208	5	0	1	1	0	1	1	0	12	Oorlogmuseum
2011/09/24	Volksblad	D	-	148 000	6 696	45	1 116	10	27	270	3	0	1	3	0	1	1	1	13	Karen Ebersohn
2011/10/13	Volksblad	D	-	148 000	6 914	45	1 116	17	16	279	5	1	1	0	0	1	1	0	14	Vicus Burger
2011/11/18	Volksblad	D	-	148 000	3 968	45	1 116	10	16	160	5	1	1	1	0	1	1	0	15	Ooorlogmuseum
	<u>Multipliers</u>		-																	

Radio	-									0									
TV	-									0									
Website visits	-									0									
New Facebook friends	-									0									
Museum visitors	-		12 849							0									
			1 103 840	47 272						2550		4	4		0	10	10	1	129
TOTAL NUMBER OF MEDIA CLIPPINGS		9																	
AVERAGE TONE		4.80																	
AVERAGE RATING		12.90																	
TOTAL REACH		1 103 840																	
TOTAL A.V.E		R 47 271.92																	
PROGRAM BUDGET (Fees and Materials)		R 10 000.00																	
RETURN ON INVESTMENT (ROI)		472.72%																	
MUSEUM VISITORS PER REACH		1.16%																	
COST PER REACH		R 0.01																	
TOTAL SCORE		64.50%																	

Media Scorecard for Anglo-Boer War Museum and National Women's Memorial: Year 2012

Date	Media Name	Media Type	Click to view	Reach opportunities	Estimated A.V.E	Clip size standard	Cost per clip size	cm down	cm across	cm ²	Tone: Pos-5, Ntrl:3, Neg-3	Name in Heading (ABWM & ABO & NWM) 3	Name Used Text (ABWM & ABO & NWM) 1	Position - Cover (3) Editorial page (2) Text (1)	Quote (2)	Image (4)	Key Message (New, change, expansion - learn, leisure, experience)	Website/Facebook reference	SCORE	Notes (Author, contact details...)
2012/03/15	Ons Stad	C	-	63 768	6 580	48	700	24	19	447	5	0	1	1	1	1	1	1	15	
2012/03/22	Ons Stad	C	-	63 768	4 789	48	700	13	25	325	3	0	1	1	0	1	0	0	9	
2012/04/25	Volksblad	C	-	148 000	3 298	45	116	7	19	133	3	0	1	1	0	0	0	0	5	
2012/05/17	Volksblad	M	-	148 000	8 010	45	116	17	19	323	5	0	1	1	0	1	1	1	13	
2012/06/02	Beeld	D	-	426 000	0	36	050	0	0	0	5	0	1	1	1	1	1	1	15	Martiens van Bart - Web artikel
2012/06/03	Rapport	W	-	1 320	97 350	36	3	30	30	900	5	0	1	1	0	1	1	0	12	AJ Opperman

				000			894													
2012/07/12	Ons Stad	C	-	63 768	6 514	48	700	17	26	442	5	0	1	1	0	1	1	0	12	
2012/07/12	Ons Stad	C	-	63 768	9 549	48	700	24	27	648	5	0	1	1	1	1	1	0	14	Marietjie Gericke
2012/08/01	Courant	C	-	124 000	4 158	31	462	16	18	279	5	1	1	1	1	1	1	0	17	Lani Fouche
2012/11/08	Bloemnuus	C	-	193 000	0	48	700	0	0	0	5	0	1	1	1	1	1	0	14	Web artikel
	<u>Multipliers</u>		-																	
	Radio		-							0										
	TV		-							0										
	Website visits		-							0										
	New Facebook friends		-							0										
	Museum visitors		-	2 843						0										
				2 614 072	140 249					349 7		1	1		5	9	8	3	12 6	
TOTAL NUMBER OF MEDIA CLIPPINGS																				9
AVERAGE TONE																				4.60
AVERAGE RATING																				12.60
TOTAL REACH																				2 614 072
TOTAL A.V.E																				R 140 249.43
PROGRAM BUDGET (Fees and Materials)																				R 1.00
RETURN ON INVESTMENT (ROI)																				14024943 %
MUSEUM VISITORS PER REACH																				0.11%
COST PER REACH																				R 0.00
TOTAL SCORE																				63.00%

Media Scorecard for Anglo-Boer War Museum and National Women's Memorial: Year 2013

Date	Media Name	Media Type	Click to view	Reach opportunities	Estimated A.V.E	Clip size standard	Cost per clip size	cm down	cm across	cm ²	Tone: Pos-5, Ntrl:3, Neg-3	Name in Heading (ABWM & ABO & NWM) 3	Name Used Text (ABWM & ABO & NWM) 1	Position - Cover (3) Editorial page (2) Text (1)	Quote (2)	Image (4)	Key Message (New, change, expansion - learn, leisure, experience)	Website/Facebook reference	SCORE	Notes (Author, contact details...)
2013/01/25	Volksblad	D	-	148 000	6 832	45	1 116	19	15	276	5	0	1	1	0	1	1	0	12	Liezl Keyter
2013/02/02	Burger	D	-	471 000	14 475	36	1 158	25	18	450	5	0	1	1	0	1	1	1	13	
2013/02/04	Volksblad	D	-	148 000	10 912	45	1 116	22	20	440	5	0	1	1	1	1	1	0	14	Mariska Fockema
2013/02/06	Courant	C	-	124 000	3 800	31	462	15	17	255	5	1	1	1	1	1	1	0	17	Owen Kock
2013/02/10	Sunday Times	W	-	3 688 000	108 557	30	5 615	20	29	580	3	0	1	3	0	1	1	0	12	Fred Khumalo
2013/02/21	Volksblad	D	-	148 000	5 183	45	1 116	19	11	209	5	1	1	1	0	0	1	0	11	Verslaggewer
2013/04/02	Business Day Live	D	-		0	1	1	0	0	0	5	1	1	1	0	1	1	1	16	Wyndham Hartley - webartikel
2013/04/15	Volksblad	D	-	148 000	7 589	45	1 116	17	18	306	5	1	1	1	1	1	1	0	17	Elretha Botha
2013/04/15	Volksblad	D	-	148 000	8 730	45	1 116	22	16	352	3	0	0	1	0	1	1	0	9	Fotographer: Conrad Bornman
2013/04/19	Bloemnuus	C	-	193 000	3 714	48	700	12	21	252	5	0	1	1	0	1	1	0	12	Fotographer: Adele Dempers
2013/05/10	Bloemnuus	C	-	193 000	7 000	48	700	19	25	475	5	0	1	1	0	1	1	0	12	Fotographer: Adele Dempers
2013/06/25	Fak		-		0	1	1	0	0	0	5	0	1	1	0	1	1	0	12	Marthinus - Web artikel
2013/06/01	Volksblad	D	-	148 000	7 440	45	1 116	20	15	300	5	1	1	1	0	1	1	0	15	Reginal Witbooi en Leandri Kennedy
2013/06/04	Ons Stad	C	-	63 768	5 526	48	700	25	15	375	5	0	1	1	0	1	1	0	12	Marietjie Gericke
2013/07/10	Burger	D	-	471 000	0	36	1 158	0	0	0	5	1	1	1	0	1	1	1	16	Theunis du Buisson - Web artikel
2013/07/12	Volksblad	D	-	148 000	7 638	45	1 116	22	14	308	5	0	1	1	0	1	1	0	12	Fotographer: Charl Devenish
2013/07/15	Volksblad	D	-	148 000	5 158	45	1 116	13	16	208	5	1	1	1	0	0	1	0	11	Johannes Stegmann-gallery
2013/07/28	Sunday Times	W	-	3 688 000	24 332	30	5 615	10	13	130	5	1	1	1	0	1	1	1	16	Oorlogmuseum
2013/08/10	Volksblad	D	-	148 000	7 539	45	1 116	19	16	304	5	0	1	1	0	1	1	0	12	Fotographer: Marinus Mulder
2013/08/17	Volksblad	D	-	148 000	10 366	45	1 116	22	19	418	5	0	1	1	0	1	1	0	12	Verslaggewer
2013/09/12	Huisgenoot	M	-	2 278	60	48	5	25	20	500	5	1	1	1	0	1	1	1	16	Suzaan Hauman en Christiaan

				000	729		830													Boonzaier
2013/09/13	Bloemnuus	C	-	193 000	5 895	48	700	16	25	400	5	0	1	3	1	1	1	0	16	Jens Friis
2013/09/25	Volksblad	D	-	148 000	9 424	45	116	19	20	380	5	1	1	1	0	1	1	0	15	Mariska Fockema
2013/09/25	Beeld	D	-	426 000	11 083	36	1050	19	20	380	5	0	1	1	0	1	1	1	13	Mariska Fockema
00/00/2013	Artist Magazine	M	-		0	1	0	29	18	522	5	0	1	1	0	1	1	0	12	Combrinck - Geen advertensies
2013/10/10	Ons Stad	C	-	63 768	7 162	48	700	27	18	486	5	1	1	2	0	1	1	1	17	Oorlogmuseum
2013/10/15	Volksblad	D	-	148 000	1 984	45	116	8	10	80	5	1	1	1	0	1	1	0	15	
2013/10/16	Volksblad	D	-	148 000	12 400	45	116	25	20	500	5	0	1	1	0	1	1	0	12	Charles Smith
2013/10/17	Volksblad	D	-	148 000	4 687	45	116	9	21	189	5	1	1	1	0	1	1	1	16	Mariska Fockema
2013/10/18	Volksblad	D	-	148 000	2 257	45	116	7	13	91	5	0	1	1	0	0	1	0	8	Mariska Fockema
2013/10/18	Volksblad	D	-	148 000	10 267	45	116	18	23	414	5	1	1	2	0	1	1	0	16	
2013/10/18	Volksblad	D	-	148 000	2 232	45	116	18	5	90	5	0	1	2	0	1	1	0	13	
2013/10/24	Volksblad	D	-	148 000	8 035	45	116	18	18	324	5	0	0	1	0	0	1	0	7	Charne Kemp
2013/11/04	Volksblad	D	-	148 000	26 610	45	116	37	29	1073	5	1	1	1	0	1	1	0	15	Murray La Vita
2013/11/08	Volksblad	D	-	148 000	2 257	45	116	13	7	91	-3	0	1	2	0	0	1	0	1	Anonymous
2013/11/08	Ons Stad	C	-	63 768	6 101	48	700	18	23	414	5	1	1	3	0	1	1	0	17	Marietjie Gericke
2013/11/08	Ons Stad	C	-	63 768	5 836	48	700	18	22	396	5	0	1	3	0	1	1	0	14	Marietjie Gericke
2013/11/29	Bloemnuus	C	-	193 000	7 560	48	700	19	27	513	5	1	1	3	0	1	1	1	18	Foto: Jens Friis
2013/12/12	Volksblad	D	-	148 000	2 951	45	116	17	7	119	3	1	1	2	0	0	1	1	11	Anonymous
2013/12/13	Volksblad	D	-	148 000	0	45	116	0	0	0	5	1	1	1	0	1	1	1	16	Foto: Jens Friis - Web artikel
	Multipliers		-																	
	Radio		-							0										
	TV		-							0										
	Website visits		-	4 703						0										
	Facebook		-	34 807						0										
	Museum visitors		-	8 070						0										
				15 468 582	432 263					1260 0		19	19		4	34	40	11	53 1	
TOTAL NUMBER OF MEDIA CLIPPINGS		39																		
AVERAGE TONE		4.65																		
AVERAGE RATING		13.28																		
TOTAL REACH		15 468 582																		

TOTAL A.V.E	R 432 263.04
PROGRAM BUDGET (Fees and Materials)	R 492 406.50
RETURN ON INVESTMENT (ROI)	87.79%
MUSEUM VISITORS PER REACH	0.05%
COST PER REACH	R 0.03
TOTAL SCORE	66.38%

Media Scorecard for Anglo-Boer War Museum and National Women's Memorial: Year 2014

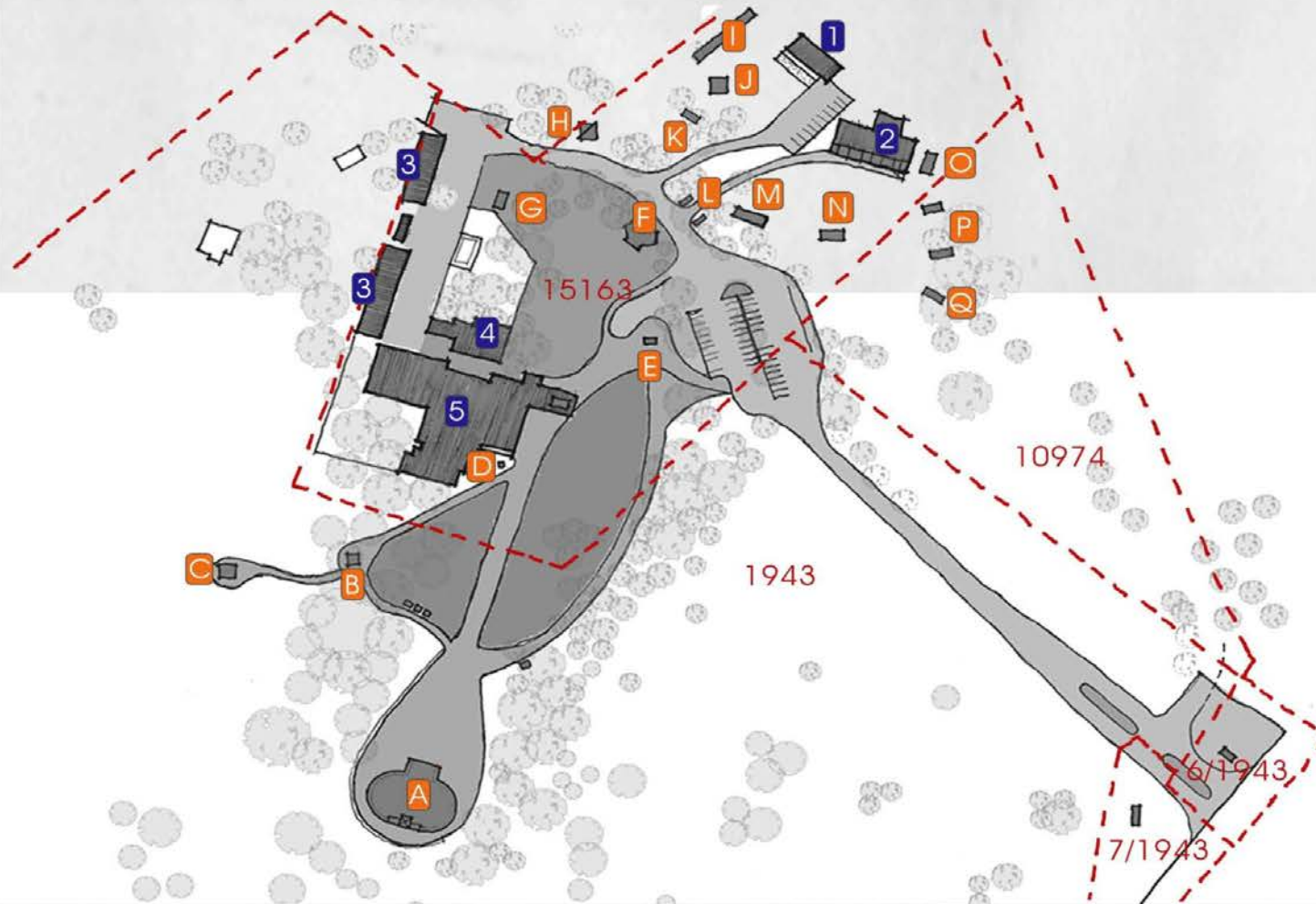
Date	Media Name	Media Type	Click to view	Reach opportunities	Estimated A.V.E	Clip size standard	Cost per clip size	cm down	cm across	cm ²	Tone: Pos-5, Ntri:3, Neg:-3	Name in Heading (ABWM & ABO & NWM) 3	Name Used Text (ABWM & ABO & NWM) 1	Position - Cover (3) Editorial page (2) Text (1)	Quote (2)	Image (4)	Key Message (New, change, expansion - learn, leisure, experience)	Website/Facebook reference	SCORE	Notes (Author, contact details...)	
2014/02/10	Beeld	D	-	426 000	10 208	36	1 050	25	14	350	5	0	1	1	1	1	1	1	1	15	Marisa Fockema - Web artikel
2014/02/10	Volksblad	D	-	148 000	8 680	45	1 116	25	14	350	5	0	1	1	1	1	1	1	0	14	Marisa Fockema
2014/02/12	Courant	C	-	124 000	3 115	31	462	19	11	209	5	1	1	1	0	1	1	1	1	16	Christopher Motabogi
2014/02/13	Sowetan	D	-	1 651 000	31 200	15	1 950	10	24	240	5	1	1	1	0	0	1	0	0	11	Lisa Combrinck
2014/02/13	Express	D	-	318 000	0	1	0	0	0	0	5	1	1	1	0	1	1	1	1	16	Palesa Motshabi - Web artikel
2014/03/19	Volksblad	D	-	148 000	11 606	45	1 116	26	18	468	5	0	1	1	0	1	1	0	0	12	Siska Martin
2014/03/21	Cornish Times (UK)	D	-	25 111	0	1	0	17	19	323	5	0	1	1	0	1	1	0	0	12	Liskeard
2014/05/07	Volksblad Kontrei	C	-	148 000	10 540	45	1 116	25	17	425	5	0	1	1	0	1	1	0	0	12	Siska Martin
2014/05/23	Volksblad	D	-	148 000	5 208	45	1 116	14	15	210	5	0	1	1	1	1	1	0	0	14	Marisa Fockema
2014/08/16	Volksblad	D	-	148 000	10 540	45	1 116	25	17	425	5	0	1	1	0	1	1	0	0	12	Marisa Fockema
	<u>Multipliers</u>		-																		
	Radio		-							0											
	TV		-							0											

Website visits	-	5 260							0										
Facebook	-	16 304							0										
Museum visitors	-	7 431							0										
		3 305 675	91 098						3000		3	3		3	9	10	3	134	
TOTAL NUMBER OF MEDIA CLIPPINGS		9																	
AVERAGE TONE		5.00																	
AVERAGE RATING		13.40																	
TOTAL REACH		3 305 675																	
TOTAL A.V.E		R 91 097.51																	
PROGRAM BUDGET (Fees and Materials)		R 499 467.85																	
RETURN ON INVESTMENT (ROI)		18.24%																	
MUSEUM VISITORS PER REACH		0.22%																	
COST PER REACH		R 0.15																	
TOTAL SCORE		67.00%																	

ONTWIKKELINGSVOORSTELLE VIR DIE
NASIONALE VROEMONUMENT EN DIE ANGLO-BOERE OORLOGMUSEUM



* bestaande terrein



LEGENDE

* GEBOUE

1. HOSPITAAL
2. KINDERMUSEUM & SANTA FE RESTAURANT
3. PARKEERGARAGES
4. DIREKTEURSWONING
5. OORLOGMUSEUM

* BEELDE/MONUMENT

- A. VROUEMONUMENT
- B. BANDELING
- C. BITTEREINDER
- D. GEDENKSTEEN :
kamp statistieke - swart + wit
- E. AFSKEID
- F. BURGER GEDENKMUR
- G. POPHUIS
- H. WAENS
- I. TREIN
- J. BLOKHUIS
- K. METAALPERS
- L. BRITSE 5-DUIM AGTERLAAIERS
- M. BETHULI MONUMENT
- N. AGTERRYER
- O. OSSEWAENS
- P. KANONNE
- Q. ONTSMETTINGSMASJEN

Kultuursentrum

Geskiedenis

IDEES100

Ons Storie

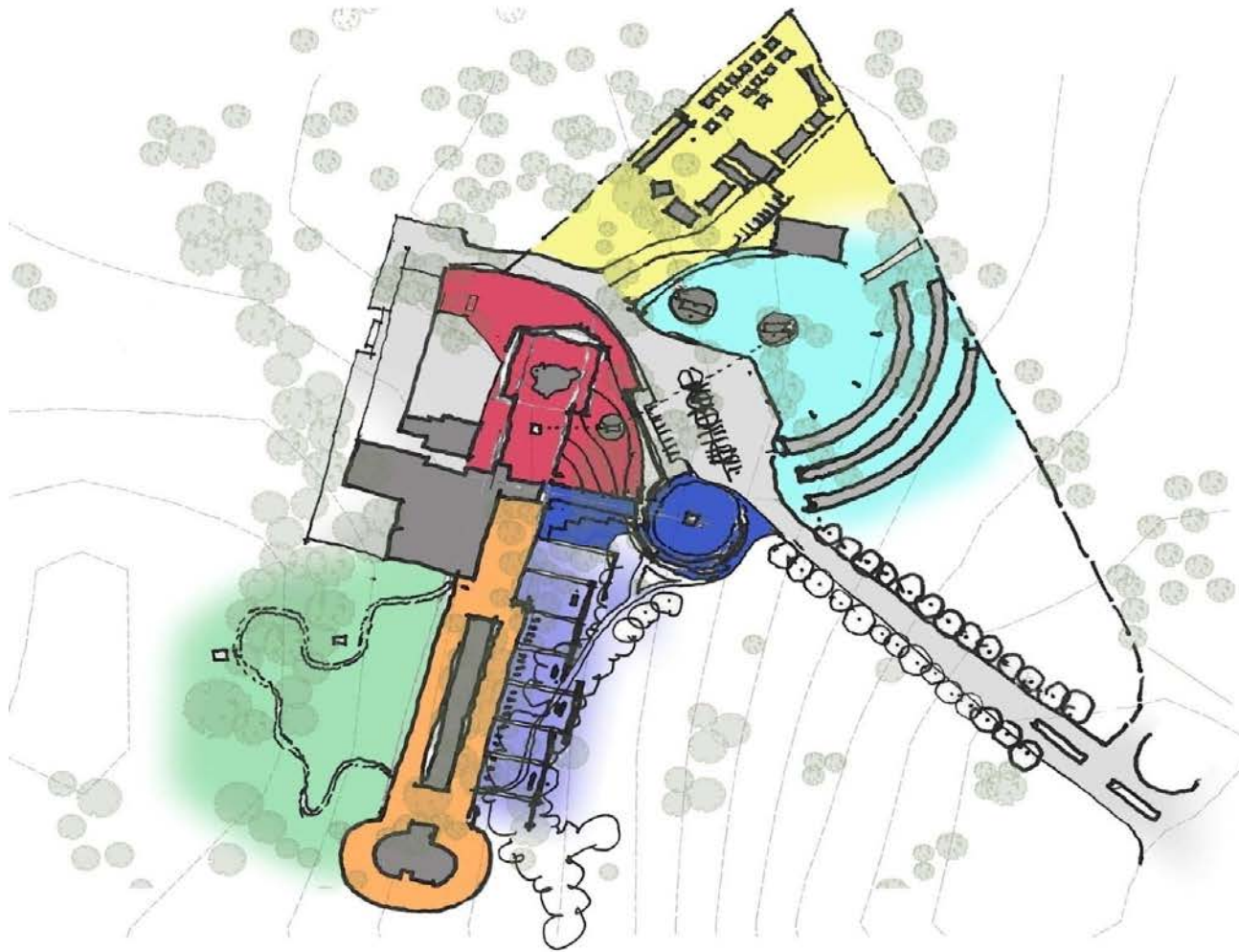
Nalatenskap

Erfenis

IDEES100

BEWARING

Kultuursentrum



Voorgestelde ontwikkeling: SONES

- ★ AMFITEATER EN ORIËNTERINGSPUNT
- ★ AANLOOP NA NASIONALE VROUEMONUMENT
- ★ TUIN VAN HERINNERING
- ★ KOPPIE VAN BEPEINSING
- ★ RUIMTE VOOR OORLOGSMUSEUM
- ★ UITSTALRUIMTE _ANGLO-BOEREOORLOG STRUKTURE
- ★ INFORMELE KOMMERSIËLE AREA

Kultuursentrum

Geskiedenis

IDEES100

Ons Storie

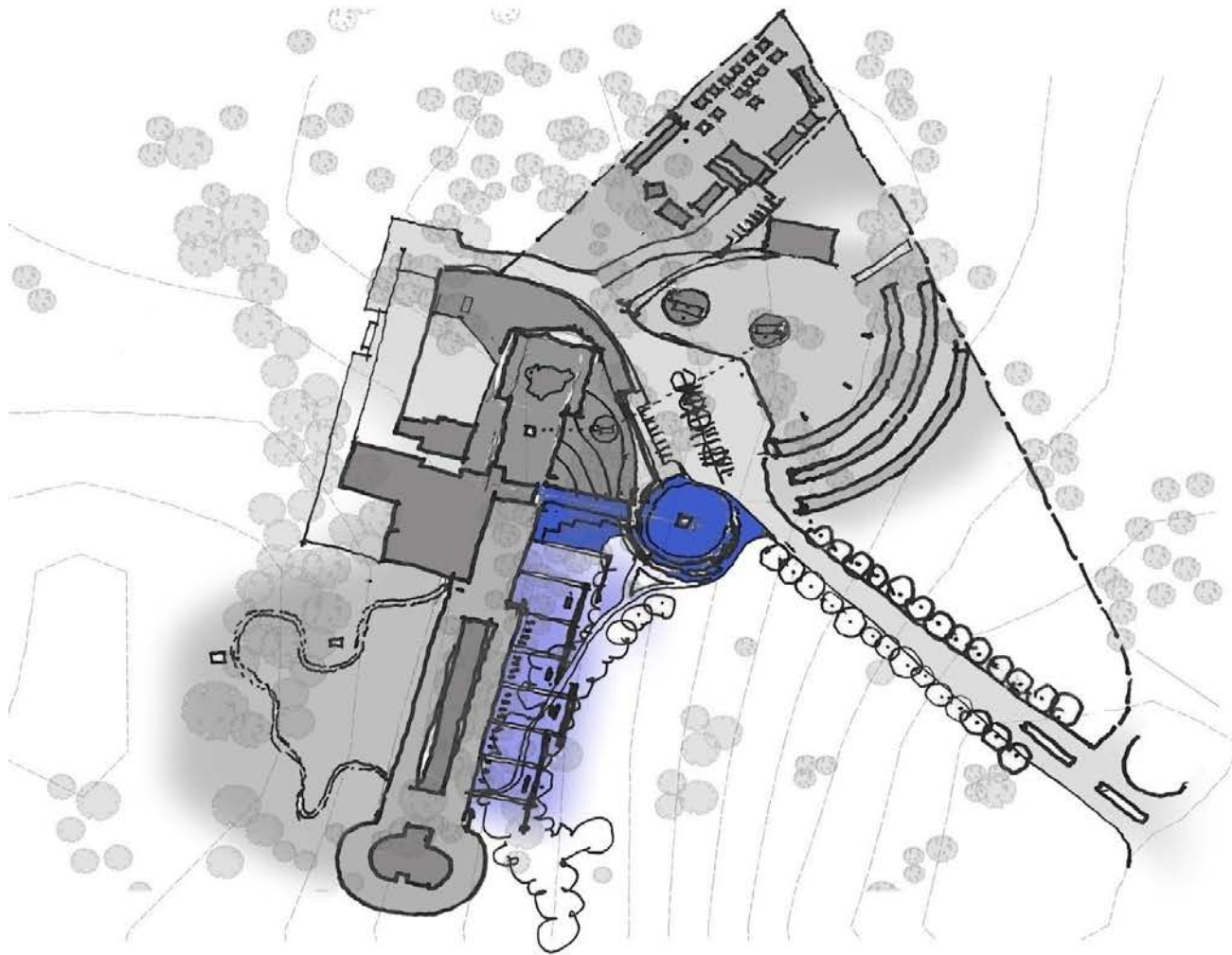
Nalatenskap

Erfenis

Kultuursentrum

IDEES100

BEWARING



Voorgestelde ontwikkeling: SONES

- ★ AMFITEATER EN ORIËNTERINGSPUNT**
- ★ AANLOOP NA NASIONALE VROUEMONUMENT
- ★ TUIN VAN HERINNERING**
- ★ KOPPIE VAN BEPEINSING
- ★ RUIimte VOOR OORLOGSMUSEUM
- ★ UITSTALRUIMTE_ANGLO-BOEREOORLOG STRUKTURE
- ★ INFORMELE KOMMERSIËLE AREA

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Ons Storie

Erfenis

Kultuursentrum

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BEWARING





