

**PRICING STRATEGIES AND OPERATIONS
PERFORMANCE OF HOTELS IN WESTERN KENYA**

RACQUEL NEKESA KHWATENGE

D61/9937/2018

**A Research Project Presented in Partial Fulfilment of the requirements for the Award
of the Degree of Masters in Business Administration, Faculty of Business and
Management Sciences, University of Nairobi.**

2022

DECLARATION

This management research project is my original work and has not been submitted in any other academic institution for a degree award.



Date: 10/31/2022

Racquel Nekesa Khwatenge

D61/9937/2018

Supervisor

This research project has been submitted for examination with my approval as the university lecturer.



Date: 10/31/2022

Onserio Nyamwange

Lecturer, School of Business

University of Nairobi.

ACKNOWLEDGEMENTS

This project would not have been complete without the support of so many individuals. I wish to thank my entire family for their overwhelming emotional and financial support. I would also want to thank my supervisor, Onserio Nyamwange and the Faculty of Business and Management Sciences, Kisumu Campus for their never-ending academic support.

DEDICATION

This research paper is dedicated to my mother, Pamela who has been my greatest support system throughout my academic journey and my son Jermaine who has always inspired me to strive for success.

TABLE OF CONTENTS

LIST OF ABBREVIATIONS & ACRONYMS	vii
LIST OF FIGURES	viii
ABSTRACT.....	ix
CHAPTER ONE: INTRODUCTION.....	1
1.1 Background.....	1
1.1.1 Pricing Strategies	2
1.1.2 Operations Performance.....	3
1.1.3 Hotel Industry in Kenya.....	3
1.2 Research Problem	4
1.3 Research Objectives.....	5
1.4 Value of Study	6
CHAPTER TWO: LITERATURE REVIEW	7
2.1 Introduction.....	7
2.2 Theoretical Foundation	7
2.2.1 Theory of Sales Revenue Maximization	7
2.2.2 Neoclassical Economic Theory.....	8
2.2 Pricing Strategies	9
2.3 Operations Performance Measurement	9
2.4 Empirical Studies on Pricing Strategies and Operations Performance.	10
2.5 Conceptual Framework.....	13
Operations Performance.....	14
CHAPTER THREE: RESEARCH METHODOLOGY.....	15
3.1 Introduction.....	15
3.2 Research Design.....	15
3.3 Population of the Study.....	15
3.4 Data Collection	16
3.5 Data Analysis	16
CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION.....	18
4.1 Introduction.....	18
4.2 Response Rate.....	18
4.3 Demographic information of the respondents.....	19
4.3.1 Age of the Respondents	19
4.3.2 Gender of the Respondents	20
4.3.3 Level of Education of the Respondents	20

4.3.4 Work Experience of the Respondents	21
4.3.5 Position held by Respondents	22
4.3.6 Revenue centers in the hotels.....	23
4.4 Pricing strategies used in Western Kenya hotels	25
4.5 Frequency of pricing strategies used.....	26
4.6 Relationship between pricing strategies and hotel operational performance	28
CHAPTER FIVE: SUMMARY OF FINDINGS AND CONCLUSIONS	32
5.1 Introduction.....	32
5.2 Summary of findings.....	32
5.3 Conclusions.....	33
5.4 Recommendations.....	33
5.5 Limitations of the Study.....	34
5.6 Suggestions for Further Study.....	34
APPENDICES	46
1. Questionnaire	46
2. List of registered hotels in Western Kenya	53
3. Mitigation strategies against covid-19 pandemic adopted by hotels in Western Kenya.....	59

LIST OF ABBREVIATIONS & ACRONYMS

ADR	Average Daily Rate
CoG	Council of Governors
GDP	Gross Domestic Product
GOPPAR	Gross Operating Profit Per Available Room
RevPAR	Revenue Per Available Room
RM	Revenue Management
UNCTAD	United Nations Conference on Trade And Development
WTTC	World Travel and Tourism

LIST OF FIGURES

Figure 2.1 Conceptual model.....	11
Figure 3.1 Summary of Methodology.....	13
Figure 4.1 Response rate.....	17

ABSTRACT

This study, therefore, investigates the impact of pricing strategies on hotel operational performance in Western Kenya during the Covid-19 pandemic. Hotels operations during this unforeseen and uncertain times were greatly affected and many were struggling to make ends meet. A census was done in Western Kenya region to further understand the relationship between the hotels pricing strategies, how their operational performance was affected and to what extent. The analysis showed that there was a strong correlation between pricing and hotel operational performance. Hotels that used dynamic and competitive pricing strategies were able to increase their total sales revenue by 52% by matching demand with supply and being creative in revenue generating activities that are not traditional. On the contrary discount pricing negatively impacted hotel operations performance by reducing sales revenue. The study advocates for dynamic pricing adoption but other non-pricing strategies need to be investigated for any correlation for other regions and to explain 48% of hotel operational performance.

CHAPTER ONE: INTRODUCTION

1.1 Background

Revenue management is a science that maximizes profitability (Philips, 2005; Talluri, Van Ryzin, & Garret., 2004) involving demand related decisions (Talluri, Van Ryzin, & Garret, 2004) while incorporating the interdependence among marketing strategies, sales volumes and operations strategies (Buckhiester, 2011). A lot of research has been done under this area and strategies implemented by organizations greatly vary. Hotel offers take full advantage to maximize revenues by using various pricing and non-pricing strategies to achieve institutional goals (Ivanov, 2012; Ivanov, 2014; Kimes, 2016). They adopt different revenue management strategies in order to increase revenue or manage low occupancy (Ortega B. , 2016) and pricing is the most popular. A lot of organizations increased their revenue in billions of dollars through adoption of pricing and other revenue management techniques whilst having limited resources (Cross, Higbie, & Cross, 2011). When correctly implemented revenue management strategies generate 5-10% revenue sales and occupancy increase (Morag, 2013).

The theory of sales maximization and neoclassical economic theory form the foundation of this study. Theory of sales maximization was developed by Professor Baumol in 1967 (Kwatiah, & Asiamah, 2020), and argues that managers prioritize maximization of total revenue earned by sale of goods over profit maximization. It also argues that sales volume determines market leadership which many organizations strive to achieve. On the other hand, neoclassical economic theory developed by Alfred Marshal in the 1900's, supports efficient resource allocation of limited productive resources and growth of resources in the long run (Samuels, 2012) which is evident in the hotel industry.

The susceptibility nature of the hotel industry (Sobaih, 2021), raises occupancy problems but also offers an opportunity for maximum total revenue generation (Murimi, Wadongo, & Olielo, 2021). As a result of Corona virus pandemic, Kenya's GDP has been negatively impacted with a loss of 5% while all

accommodation, food and services institutions have been negatively impacted with 55% in losses (UNCTAD, 2020).

In Kenya few studies have been undertaken on yield management on classified hotels in Kenya's towns (Miricho, 2013) and studies focusing on revenue management strategies and the impact on hotel operational performance in Kenya are lacking (Murimi, Wadongo, & Olielo, 2021). Most studies focus on hotel financial performance and do not factor in other revenue centers (Murimi, Wadongo, & Olielo, 2021). This research paper seeks to partially close this research gap by concentrating on different pricing strategies used by the hotels in Western Kenya and how they impact operations performance.

1.1.1 Pricing Strategies

Pricing is opined to be one of the most challenging strategic decisions in hotel management (Dutta, Zbaracki, & Bergen, 2003) (Johannson, Hallberg, Hinterhuber, Zbaracki, & Lizou, 2012) (Van der Rest, 2006) and is among the top taxing issues in marketing (Dolan & Simon, 1996). Pricing is a strategic pillar for revenue management as hotels are able to cater for different customer segments in what they look for, information they search for (Lee, Bai, & Murphy, 2012) and willingness to pay (Dolnicar, 2002) through price discrimination thanks to big data technology (Mariani et al, 2018). It is considered key for profit maximization therefore top management needs to make decisions well, in order to achieve this (Min, 2019).

They may include dynamic pricing, competitive low room prices, surplus capacity (Ortega, 2016), price discrimination (Singh, 2015), determining willingness of guests to pay for the services (Masiero, 2015); room attributes (Sun, 2015); rate parity (Haynes, 2015) and lowest price guarantee (Carvell & Quan, 2008). This study will explore dynamic pricing, competitive based and discount pricing strategies to determine their impact on hotel operational performance.

1.1.2 Operations Performance

It is the quantifiable part of an institution's operational outcome of a particular set period i.e. operational cycle ratios, turnover of firm's assets, ratio of revenue to number of employees, capital income injected and rate of return on capital employed as the variables of measuring operational performance applicable in the manufacturing industry (Azim, 2015). It involves operational level indicators such as flexibility, delivery (Chavez et al, 2015) and efficiency (Sebastian et al,2014).

Coming up with the most appropriate methods for quantifying and enhancing hotels' performance is a cumbersome procedure (Peng, 2012) as compared to the manufacturing industry (Assaf & Tsionas, 2018). Other performance metrics exist that account for totality of the hotel's revenue such as total revenue per available room (TREV) and gross operating profit per available room (GOPPAR). Several studies conducted across the hotel industry apply traditional financial ratio analysis (Anderson, 2000), which are Average Daily Rate (ADR), occupancy rate and Revenue per Available Room (RevPAR) ratios although most scholars have highly criticized them (Enz, 2001). These measures are not habitually used by managers due to their complexity in computation (Altin, Schwartz, & Uysal, 2017).

However, this study adopted RevPAR and balance scorecard as hotel performance measures in effort to provide solution to research questions.

1.1.3 Hotel Industry in Kenya

The tourism industry in Kenya contributes 8.8% to the growth domestic product of the Kenyan economy which is worth KS 790 billion (WTTC, 2019). The number of bed nights increased from 4.48M in 2018 to 4.95M in 2019 representing 10.4% growth rate according to tourism sector performance report by Tourism Research Institute (Tourism, 2020). Due to its contact intensive nature, the tourism industry is highly susceptible to the spread of any infectious diseases (Sobaih, 2021). The pronouncement by World Health Organization that corona virus is a global pandemic deemed any positive indications from the

report from United Nations World Tourism Organization of a growth of 3-4% in international travels (Tourism, 2020). Due to Covid-19 pandemic, the country's GDP has been negatively impacted with a loss of 5% and all accommodation, food and services institutions have been negatively impacted with 55% in losses (UNCTAD, 2020).

The Afri-Cities meeting that was to take place in 2021 (CoG, 2018) caused a ripple effect in the Western Kenya hotel industry with new hotels pitching like Best Western Kisumu and led to the high rise of Airbnb's. contrary to this, many of the hotels also closed shop due to the pandemic leading to job losses and pay cuts (Daily, 2020).

Western Kenya region has 165 registered accommodation facilities, and this includes Kisumu, Siaya, Homabay, Migori, Kisii, Vihiga, Bungoma, Busia and Kakamega counties. Tourism Regulatory Authority is tasked with facility classification and in Western circuit only 15 hotels have been star ranked. Despite this, the study focused on all registered hotels in Western Kenya.

1.2 Research Problem

Organizations globally set out to maximize their revenue using different revenue management strategies but not all of them achieve this goal (Lieberman, 2003). Many service organizations have adopted revenue management strategies due to the strong codependent relationship between perishability and capacity constraint problems (Lee, 2001) and have to measure performance to sustain competitive advantage (Matovic, 2002).

With the right implementation of right revenue management strategies, hotel operations performance is expected to be high and improved (Rannou & Melli, 2003; Homburg, 2000; Ramani, 2008; Ferguson M. & Smith, 2014). Hotels like Marriot have increased their revenue between 2-5% after mimicking revenue management strategies from the airline industry (Kimes 2011). Despite the hotels using various

revenue management strategies the hotels in Western Kenya are not receiving a lot of touristic attention compared to their counterparts in Nairobi, Mara and the Coastal regions (The Standard Media, 2021).

Due to occupancy related problems such as job losses and closure of hotels (Murimi, Wadongo, & Olielo, 2021) experienced due to Covid-19 related measures, it is important to establish which of the pricing strategies being used is the most useful or which combination of strategies are the most effective on hotel operational performance. Studies focusing on revenue management strategies and the impact on hotel operational performance in Kenya are either limited (Miricho, 2013), lacking (Murimi, Wadongo, & Olielo, 2021) or do not factor in other revenue centers (Murimi, Wadongo, & Olielo, 2021). This paper attempts to answer two key questions. Which pricing strategies have been adopted? How do the pricing strategies adopted affect hotel operations performance?

1.3 Research Objectives

The study objective was to assess the impact of revenue management strategies on operational performance of hotels situated in Western Kenya.

The specific objectives were:

- i. To determine pricing strategies used in the hotels in Western Kenya.
- ii. To establish the impact of pricing strategies on hotel operational performance.

1.4 Value of Study

This study will be valuable to hotel managers and hotel owners on identifying the various pricing strategies to apply and to what extent they will impact hotel operational performance.

The government can also adopt the study in policy formulation to enhance performance of the hotels in the Lake region and other parts with a bit of modification.

This study will also benefit the future researcher for purposes of identifying qualifiers for pricing strategies and hotel operational performance in developing countries and during a global pandemic.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The chapter puts forward a review of literature from the works of past scholars done that relate to this study topic. The subsections described in this chapter include theoretical foundation, empirical studies, conceptual framework and lastly the summary of the literature review.

2.2 Theoretical Foundation

The goal of revenue management is hotel revenue maximization while ensuring optimization of price, time, product, customer and sales channel. There are several theories to explain revenue management, but this study focused on neoclassical economic theory and theory of sales revenue maximization.

2.1.1 Theory of Sales Revenue Maximization

The theory was developed by Professor Baumol in 1967 (Kwatiah & Asiamah, 2020) who pointed out that, in contrast to the commonly known assumptions, majority of the businesses go for maximum sales, instead of maximum profits, and that increasing sales volume has become the primary aim of the most organizations. He proposed this as an alternative to profit maximization. According to the theory, once organizational profits reach a certain level, the goal of the organization becomes total sales revenue. The theory seeks to design a conceptual framework to add to the understanding of the objectives and strategies of businesses operating in a competitive environment. The theory assumes that the period of an organization is single and that the main goal is total sales revenue generation as opposed to profit generation. The organization must achieve a set level of profits to satisfy stakeholders expectations. According to Baumol(1967), managers pursue sales maximization because financial institutions use sales figures as performance index and will easily fund any organization with growing sales which is attributed to market share growth, better competitive strength and bargaining power of an organization as well as their salaries.

This theory is important to this study as it lays foundation of what management of organizations prioritize; which is sales volume over profitability which translates to having competitive advantage over their competitors. He raised validity of profitability and according to him sales volume determines market leadership in a competitive environment. However, there is inadequate data to support this. This study investigated the various pricing strategies used by senior management and how that affected the hotels sales revenue. The study also attempted to understand whether the strategies had any impact on the hotels' operational performance.

2.1.2 Neoclassical Economic Theory

This theory was developed by Alfred Marshal in the 1900s (Samuels, 2012) and champions effective and efficient allocation of productive resources that are limited in nature and concerns with the growth of these resources in the long run. The customer is ultimately in control of the market forces such as price and demand, which give an organization variation in return and value. Customers' decisions depend on their utility measures and tend to allocate their income for utility maximization. It emphasizes that the choices of a consumer are either influenced by allocation of resources, personal preferences or other factors. It is based on the concept of diminishing marginal utility which states that marginal utility reduces as the quantity utilized increases. It is imperative to point out that the theory argues that consumers often perceive a product as being valuable than the cost of production.

This theory explains consumer behavior in property selection and is primarily concerned with efficient allocation of limited resources, which is best suits the scenario of the hotel industry. The customer is the decision maker on whether to consume the goods and services of a particular hotel property or not and therefore the principles of this theory are important. It also emphasizes that in order to have efficient resource allocation there needs to be market equilibrium which the government should prioritize. This was relevant to the study as the industry's success is dependent on this equilibrium given its susceptibility to economic factors.

2.2 Pricing Strategies

Scholars have associated pricing to several variables such as financial performance of organizations and determines profitability and liquidity levels of organizations (Liozu, 2013). The different strategies of pricing tend to predict the organization's long term revenue generation amount such as competition-based, costing based and customer perceived value-based strategies (Wuollet, 2013). In addition, the study argues that price sensitivity of the customers and demand levels for goods and services on offer is based on this fairness perception.

Pricing strategies vary from one property to the next. The strategies may include competitive low room prices and surplus capacity (Ortega, 2016), price discrimination (Singh, 2015), determination of the willingness of the guests to pay (Masiero, 2015), room attributes (Sun, 2015), rates parities (Haynes, 2015) and the lowest price that is guaranteed (Carvell & Quan, 2008) among others. Rate parity refers to a model of pricing whereby service providers offer uniform price per night throughout their distribution channels (Demirciftci et al,2010;Gazzoli, 2008) which instills trust through price transparency (Sipic, 2010;Christodoulidou et al, 2007) as different prices on different distribution channels creates distrust (Cross et al, 2009). Price discrimination becomes evident when providers charges varying prices for identical services based on factors such as the customer profile,location,product offered, the time of reservation (Kimes & Wirtz, 2003).

This study adopted lowest price guaranteed and price discrimination strategies in the form of dynamic, competitive and discounting pricing strategies.

2.3 Operations Performance Measurement

Organizations measure performance so that they can gain competitive advantage over their competitors (Matovic, 2002). In order to achieve set goals of an institution, all operations need to be efficient and effective as operational performance has direct impact on hotel or firm performance (Tan., Kannan, & Narasimhan, 2007). Effectiveness is the extent to which the needs of the customers' needs are met whilst

efficiency takes into account how sparingly the organizations resources are put in use. To ensure correct assessment and measurement of operational performance, the up-to date methods must be created, executed and effectively maintained by the users.

The oldest and most used measure of performance is financial ratio analysis though research suggests both financial and market performance form part of hotel operations performance (Spannos & S., 2001; Sainaghi, Philips, & Corti, 2013). For this to happen, many measures must be used which must include financial and non-financial metrics (Sainaghi, Philips, & Corti, 2013). However, Performance management is successful to the extent that the system for measuring performance take into account the organization's multidimensional structure (Anthony & Govindarajan, 2003; Zhu, 2000 and Kaplan & Norton,1996) and the same is applicable in hospitality industry (Avkiran, 2002). Hotels measure their revenue management performance through RevPAR (Revenue Per Available Room), (Liang, 2009) being the most popular.

2.4 Empirical Studies on Pricing Strategies and Operations Performance.

The current study is predominantly focused on the effect of dynamic, competitive and discounting pricing strategies and how they in-turn affect hotel operational performance in terms of total sales revenue generated and costs incurred or saved.

Hotels adopting competitive pricing strategy are focused more on acquiring their long-term market share. This strategy either prices the products or services either above or below the hotel's competition (Noone, 2013). Empirical evidence gathered from other studies suggest that competitive pricing strategy affects RevPAR and relative occupancy differently contingent on the degree of demand elasticity.

Al-Shakhsheer (2017), undertook a study to find out the impact of adopting either a premium pricing strategy or discounting pricing strategy. The product of the multivariate (one –way) analysis indicated a significant distinction in statistical terms on the key performance indicators adopted by hotels

implementing discount pricing strategies plus the category executing premium pricing strategies. The output revealed that hotel businesses that implement a discount pricing strategy likely have better indexes in penetrating the market but have lower indexes when it comes to generating the revenue to support their operations. On contrary, hotels adopting a premium pricing strategy outdo their competitors in revenue generation resulting into a better index but perform poorly when it comes to penetration of the market thus lower index on marketing strategies. In addition, the descriptive analysis results revealed that hotels with lower prices in the industry have higher rates of occupancy rates, but in terms of RevPAR's measures, they score poorly.

However, hotels that charge higher prices in the market compared to their peers maintain relatively lower occupancy, but with a better score in RevPAR's ratings. In conclusion, the study results proposed that adoption of a premium pricing strategy provides the seamless mechanism for enhancing financial performance of hotel business during its lifetime. This is highly suitable when the demand of the hotel is relatively inelastic because unfavorable political atmosphere in the regions where they operate.

Discount pricing adoption influences higher occupancy rates than those of the competitors, although the hotels do not necessarily achieve higher RevPARs (Enz, Canina, & Lomanno, 2004), (Enz C. C., 2009). Other studies dispute this as they say discounting room rates does not always generate adequate demand resulting to increased revenue (Enz C. C., 2009) since the demand for the rooms are proportionally inelastic (Canina & Carvell, 2005). Discounting also does not result to increased in-house restaurant sales (Murphy, Semrad, & Yost, 2013). In addition to this, a study in 14 different hotels revealed that hotels that offered lower prices than their competitors did not have any notable increase on their relative occupancies (Canina & Carvell, 2005), rather reduced their RevPARs.

Empirical evidence from Asian hotels found that hotels that reduce their room prices between 10% and 15% in comparison to their competitors increased their occupancy rates by 3.35% but in turn recorded RevPARs of 9.08% below their competitors (Canina & Enz, 2008). This predicament is also seen in the

American hotels when they reduced their room rates, gained higher occupancies but still had lower RevPARs of 15.54% compared to their competitors (Enz C. C., 2009).

Discounting pricing strategy can be used effectively short term to make up for periods of disequilibria and long term when serially correlated (Croes & Semrad, 2012) so as to have positive hotel financial performance (Semrad, 2016). For this strategy to be financially beneficial to hotels, there are certain factors that need to be in place; inelastic demand, reduced variable costs through operationalizing Nash's decision rule (Van der Rest & Harris, 2008).

Dynamic pricing refers to a method of time-based costing for products and services adjusted according to demand and not related to company costs (McGuire, 2015) and was introduced for perishable products and services such as the hotel sector is (Chatwin, 2000). It is a novel pricing approach which significantly increases profits from 3% up to 25% (Kimes & Wirtz, 2003) (Vomberg, 2021) when the pricing is between 2% and 8%. Implementation of this strategy offers hotels or businesses the opportunity to earn more from customer surplus compared to when they implement fixed given prices (Talón, González, & Segovia, 2011). This concept has evolved overtime and can be used for long term planning (Altin et al (2017). (Vives, Jacob, & Payeras, 2018).

Wang et al, (2015) pointed out that managerial implications of revenue management practice are optimization of the profits, customer-centricity, reputational and customer perceived value-based pricing, long-term approaches to revenue management, aggregate revenue bases on the yieldable areas, strategic management of distribution channels, capitalization on the opportunities derived from huge data and inculcating revenue management culture throughout the firm.

Revenue management strategies contribute positively to the hotel's financial performance giving it healthy financial outlook (Siguaw et al,2001; Chiang, et al 2007) however changes have to be made in the market mix. It also contributes to an increase in rates frequent occurrence and optimization between price offerings and the willingness of the customers to pay for the services (Baker, 2016). Customers

are always searching for better deals and low-price fairness since the advent of technology (Gazzoli et al., 2008). Studies on capacity control (Wangenheim & Bayon, 2007; Chen & Schwartz, 2013) demonstrate a revenue management model that optimizes revenue levels upon entering a set of days into the model for simulation purposes (Liu, Kin, & Wang, 2006). Technology has had a huge impact on hotel operational performance by using technology-supported revenue management systems in effectively managing room inventory and supporting in decision making (Avinal, 2004; Schwartz & Cohen, 2004; Schwartz, 2006).

Aggarwal (2004) suggested the use of customer profiles and purchasing trends available because of advanced customer relationship management that is aimed at enhancing revenue generation. A set of non financial metrics linked to customer satisfaction in the hotels set up have provided evidence of the relationship they have with financial performance in the future periods and their adoption in an incentive scheme (Banker et al., 2000 & 2005). A business with competitive advantage has the cost advantage of setting a premium price and still recording higher value for sales due to customer perception of superior products or set lower prices and still gain more sales, (Dutta, 2003).

2.5 Conceptual Framework

Pricing strategies have different impacts on hotel operational performance. The study adopted strategies indicated in fig 2.1 to assess the impact created.

Figure 2.1 Conceptual model

Pricing Strategies



Independent variable

Operations Performance



Dependent variable

Source: Researcher (2022)

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter covers the research methodology that was used to understand the impact of revenue management strategies on hotel operations performance in Western Kenya. The chapter gives details of methodology of the study discussed under research design adopted, the population targeted, sampling method, data collection methods and the procedures of data analysis.

3.2 Research Design

The study adopted a descriptive cross-sectional research design, which is defined as a process of collecting data with the aim of carrying out a hypothesis test or to provide solutions to the questions raised on the present status of the subject under investigation (Georgia, 2013). This design is appropriate to this study because it portrays a high level of accuracy of targeted persons, events and circumstances. This design encompasses a range of methods and procedures that explains variables. Furthermore, it comprises the collection of data that describes the events, makes presentation in tables' format, and provides the analysis of the same.

3.3 Population of the Study

A census was done for 165 registered hotels in Western Kenya region to have a broader understanding of the impact of pricing strategies on hotel operational performance. The respondents were represented from the three levels of the hotel, which are top level, middle level and operational level management teams. They included general managers or their deputies, marketing, operations managers or cost controllers and front office supervisors or managers.

3.4 Data Collection

In this research, primary data was used to analyze the impact of pricing strategies on hotel operations performance of hotels in Western Kenya. For primary data collection, questionnaires were administered in the form of google forms due to the current government regulations of social distancing.

The questionnaire was designed into a Likert scale allowing respondents to rate their views on a scaling system of 1 to 5. The questionnaire had three sections whereby section A required data on the respondent and company profile, section B sought data on the pricing strategies the hotel is using or has been using and section C sought data on the impact of those strategies on the hotel operational performance.

3.5 Data Analysis

Data collected was screened, coded and then keyed in a computerized database. To ensure accuracy, there was double entry. The researcher ensured confidentiality of collected data and no access to non-coded data was available to the public. Data collected was recorded in tables and processing done by use of SPSS version 20.

The study applied inferential statistical methods, correlation models and regression models to establish the impact of pricing strategies on hotel operations performance in Western Kenya.

The study tested for the normality scenarios, collinearity effects, or the autocorrelation of multiple regression models.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon \dots\dots\dots (i)$$

Where;

Y= hotel operations performance

Y= hotel operations performance

X₁ = Dynamic pricing strategy

X₂ = Discount pricing strategy

X₃ = Competitive pricing strategy

β₀ =Y intercept in the equation

β₁ and β₂ = coefficients of the independent variable

ε =error term

Figure 3.1 contains a summary of the methodology the study adopted.

Figure 3.1 Summary of Methodology

Objective	Data Collection	Analysis
Determination of pricing strategies used in hotels in Western Kenya	Questionnaires	Descriptive statistics and correlation models
Establishing the impact of pricing strategies on hotel operational performance	Questionnaires	Inferential statistics, correlation and regression models

CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter covers the data presentation, data analysis, their interpretation and discussion in order to fulfil the study objectives, which were broken down into; to determine pricing strategies used by hotels situated in Western Kenya and to establish the impact of the pricing strategies on hotel performance. The outcome of data analysis was presented in accordance to the order they appeared in the questionnaires that were distributed to the respondents.

4.2 Response Rate

100 questionnaires were distributed to different hotels in Western Kenya, out of which 51 were returned, giving a response rate of 51%. This response rate was adequate for data analysis as supported by Mugenda and Mugenda (2003) who affirmed that a response rate of 50% is appropriate for analysis. Table 4.1 below shows the computation.

Table 4.1 Response Rate

Questionnaires	Frequency	Percentage (%)
Distributed	165	100
Returned	83	50

Source: Field data

4.3 Demographic information of the respondents

Demographic data was important because it guides decision making. The users will be able to make quality decisions as guided by the profiles of the respondents. The demographic information ranges from age, Education, work experience.

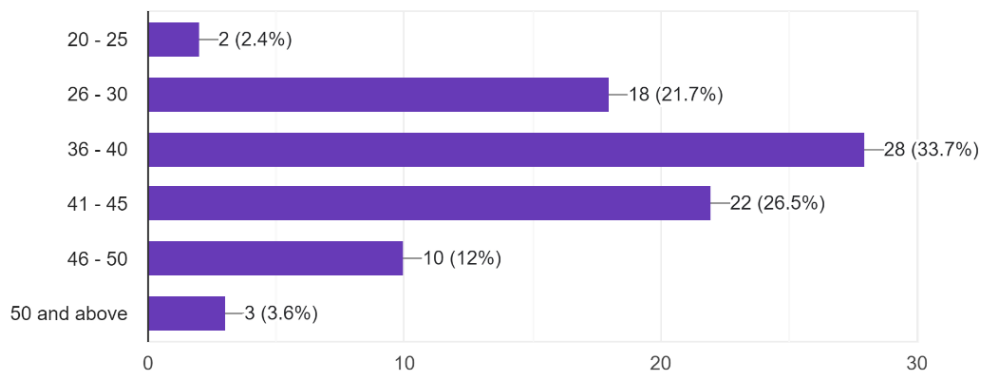
4.3.1 Age of the Respondents

Respondents were asked to indicate their age by selecting the appropriate age group and results are displayed on figure 4.1

Figure 4.1 Age of the Respondents

1.1 What is your age?

83 responses



Source: Field data

From the figure 4.1 above, majority of the respondents were aged 36-40 at 33.7%, followed by those in the age group 41-45 at 26.5%. This was closely followed by respondents in age group 26-30 at 21.7%. Those in age group 46-50 were at 12%, 20-25 were at 2.4% and lastly respondents aged 50 and above at 3.6%. Interesting to note, there was no response from those in age group 31-35 years.

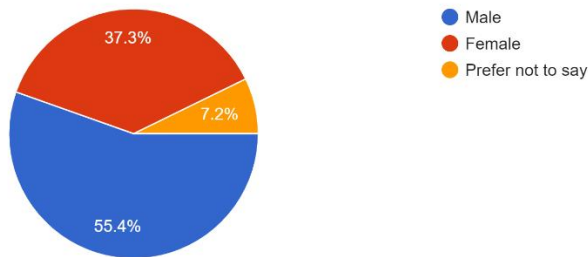
This indicates that the hotels employ mature individuals who have industry experience as the researcher was targeting from middle and top management groups.

4.3.2 Gender of the Respondents

Respondents were asked about their gender. They were to tick appropriate boxes and the results were shown in figure 4.2.

Figure 4.2 Gender of the Respondents

1.2 What is your gender?
83 responses



Source: Field data

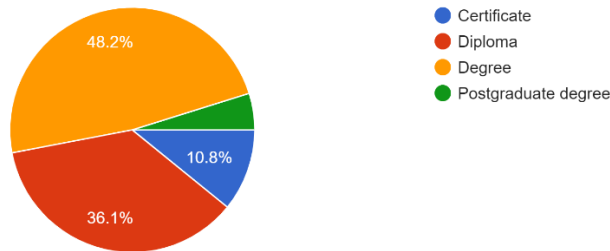
Respondents were given the opportunity to select their gender and the option not say their gender identity. From the data collected, majority of the respondents were male at 55.4%, female at 37.3% and those who preferred not to say their gender identity made up 7.2%. This show that whereas the industry complies with two third gender rule, it is male dominated.

4.3.3 Level of Education of the Respondents

The questionnaires captured a section where the respondents indicated their level of education. The levels of education were classified into certificate level, diploma level, degree level and postgraduate level. These were presented as shown in figure 4.3.

Figure 4.3 Highest Level of Education

1.3 What is your highest level of education?
83 responses



Source: Field Data

According to figure 4.3, majority of the responses who had degree as their highest level of education were 48.2%, followed by those with diploma at 36.1%. Respondents with certificate were at 10.8% and that was closely followed by those who had postgraduate degree at 4.9%. The questionnaires were tackled by respondents with university qualification an indication that questions were well understood. From the data represented, it is deduced that all the employees are trained and skilled.

4.3.4 Work Experience of the Respondents

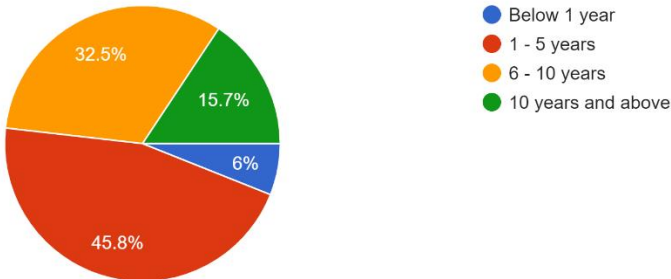
The respondents' work experiences were captured in the questionnaires as shown in figure 4.4. The experiences were categorized into four, which were below 1 Year, between 1 and 5 Years, between 6 and 10 Years and finally, above 10 Years.

From figure 4.4 shows, that majority of the respondents (45%) had worked for their respective hotels for between 1 to 5 years. This was followed by 33% of respondents who had experience between 6 and 10 years. Respondents with work experience of 10 years and above made up 18%. Those with experience below 1 year only accounted for 4%. These results implied that over 50% of respondents had work

experience of 6 years and above affirming that the questionnaires were tackled by individuals who had requisite skills.

Figure 4.4 Numbers of years worked in the current hotel

1.5 How long have you been working for the hotel?
83 responses



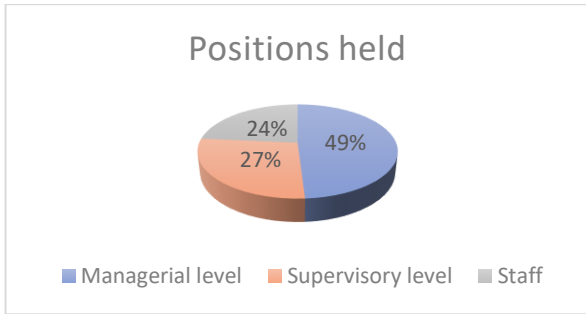
Source: Field data

From the results, it also indicated that 94% of the employees all had been with the hotel for more than a year and could grasp what has worked overtime for the hotel and what has not worked as well.

4.3.5 Position held by Respondents

The positions held by respondents were captured in the questionnaires. The positions were further classified into three, which are managerial level, supervisory level and staff. The proportion of each of the mentioned levels were shown in figure 4.5.

Figure 4.5 Positions held



Source: Field data

According to figure 4.5, respondents mostly comprised of managers who accounted for 49% followed by Supervisors at 27% and lastly staff accounted for 24%. This implied that data was majorly provided by respondents who fully understand the operations of the hotel hence quality data was obtained.

4.3.6 Revenue centers in the hotels

The respondents were asked to select the revenue generating centers for their specific hotels. The centers varied from rooms/accommodation facilities, food & beverage, recreational centers such as spas, pools, conference facilities and even transport services and response marked others for any other service or product that may generate revenue as on figure 4.6.

Figure 4.6 Revenue centers

Revenue Centres				
	Frequency	Percent	Valid Percent	Cumulative Percent
	12	14.6	14.6	14.6
Food and Beverage	1	1.2	1.2	15.9
Rooms	2	2.4	2.4	18.3
Rooms, Food and Beverage	13	15.9	15.9	34.1
Rooms, Food and Beverage, Recreational center i.e. pool area, spa etc	35	42.7	42.7	76.8
Rooms, Food and Beverage, Recreational center i.e. pool area, spa etc, Conference facility	1	1.2	1.2	78.0
Rooms, Food and Beverage, Recreational center i.e. pool area, spa etc, Conference halls	1	1.2	1.2	79.3
Rooms, Food and Beverage, Recreational center i.e. pool area, spa etc, Transport	12	14.6	14.6	93.9
Valid Rooms, Food and Beverage, Recreational center i.e. pool area, spa etc, Transport, Bakery	1	1.2	1.2	95.1
Rooms, Food and Beverage, Recreational center i.e. pool area, spa etc, Transport, Conference halls, playing ground	1	1.2	1.2	96.3
Rooms, Food and Beverage, Recreational center i.e. pool area, spa etc, Transport, Conferencing facilities and outside catering	1	1.2	1.2	97.6
Rooms, Food and Beverage, Transport	1	1.2	1.2	98.8
Rooms, Food and Beverage, Transport, Conferencing	1	1.2	1.2	100.0
Total	82	100.0	100.0	

From the responses, 42.7% of the hotels have rooms, food & beverage and recreational centers while 14.6% of the hotels have rooms, food & beverage, recreational centers and transport services, 15.9% have rooms and food & beverage, 2.4% have rooms, and the others have 1.2% for rooms, food & beverage and recreational center, 1.2% for rooms, food & beverage, recreational center and conference

hall, 1.2% for rooms, food & beverage, recreational center, transport and bakery, 1.2% for rooms, food and beverage, recreational center, conference center, transport and playing ground, 1.2% for rooms, food and beverage, recreational center, transport, conferencing and outside catering, 1.2% rooms, food & beverage and transport, 1.2% rooms, food & beverage and transport, and conferencing. From the responses most hotels have rooms, food and beverage and recreational centers as the main revenue centers which are also the main cost centers in the hotel industry. It is important to note that these cost centers are highly susceptible to any human interaction restrictions.

4.4 Pricing strategies used in Western Kenya hotels

The data on pricing strategies were run through SPSS to produce the descriptive statistics such as minimum, maximum, mean and standard deviation. The scale was ranging from 1-5 thus the minimum was 1 and maximum was 5 as shown in the table 4.1. The respondents were asked to indicate the pricing strategy(ies) they use at their respective hotels.

Table 4.1 Pricing Strategies

	N	Minimum	Maximum	Mean	Std. Deviation
Dynamic Pricing Strategy	82	1	5	3.99	1.171
Discount Pricing Strategy	82	1	5	2.80	1.149
Competitive Pricing Strategy	82	1	5	2.12	1.355
Valid N (listwise)	82				

From the table, dynamic pricing strategy had the highest mean at 3.99 implying that it is dominantly used by hotels in Western Kenya. Discount pricing strategy is second in the list with a mean of 2.80 giving a picture that is moderately employed by the hotels in western Kenya. The least used pricing strategy is competitive pricing strategy, which had a mean of 2.12.

4.5 Frequency of pricing strategies used

All the three pricing strategies, which include dynamic pricing strategy, discount pricing strategy and competitive pricing strategy were subjected to frequency test in SPSS to find out how often the hotels used them. The scale measured the frequency of use of the strategy which ranged from never to most frequently. The outcome was captured in tables 4.2, 4.3 and 4.4.

Table 4.2 Dynamic Pricing Strategy

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	3	3.7	3.7	3.7
Disagree	10	12.2	12.2	15.9
Neutral	8	9.8	9.8	25.6
Agree	25	30.5	30.5	56.1
Strongly Agree	36	43.9	43.9	100.0
Total	82	100.0	100.0	

According to table 4.2, dynamic pricing is frequently used by hotels in western Kenya rated at 74.4%, implying that hotels in Western Kenya easily switches to dynamic pricing strategy to manage their operational performance. Dynamic pricing strategy was highly employed by the hotels in western Kenya compared to the discount pricing strategy and competitive pricing strategy options. In addition, the dynamic pricing strategy seemed to work well for the hotel management in Western Kenya hence the affinity towards its application in most instances.

From table 4.3, discount pricing strategy frequency of usage stood at 28.1% implying that hotels in western Kenya used it as fall back when the employment of dynamic pricing strategy became not suitable due to the changing operating environment. Whereas discount pricing strategy is the second line where it came to switching between the three different pricing strategies under investigation, its frequency is below average.

Table 4.3 Discount Pricing Strategy

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	8	9.8	9.8	9.8
Disagree	31	37.8	37.8	47.6
Neutral	20	24.4	24.4	72.0
Agree	15	18.3	18.3	90.2
Strongly Agree	8	9.8	9.8	100.0
Total	82	100.0	100.0	

The last pricing strategy investigated was competitive strategy.

Table 4.4 Competitive Pricing Strategy

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	41	50.0	50.0	50.0
Disagree	12	14.6	14.6	64.6
Neutral	14	17.1	17.1	81.7
Agree	8	9.8	9.8	91.5
Strongly Agree	7	8.5	8.5	100.0
Total	82	100.0	100.0	

According to table 4.4, the frequency of using competitive pricing strategy in hotels in western Kenya stood at 17.3% implying that it is the least used pricing strategy by hotels in western Kenya.

Most hotels in western Kenya rarely switched to the competitive pricing strategy in their effort to achieve high operational performance. The competitive pricing strategy became last in the ranking order of the pricing after dynamic pricing strategy and discount pricing strategy that could be employed by hotels in western Kenya in different operating environment.

4.6 Relationship between pricing strategies and hotel operational performance

The data collected were run for regression analysis in SPSS to determine the effect of pricing strategies on the operations performance of hotels in western Kenya. The results will be discussed with the help of tables to explain the different relationships. The results from the regression analysis are in form of model summary in table 4.5, ANOVA in table 4.6, coefficients in table 4.7 and effect on operational performance in table 4.8 as shown.

Table 4.6 Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.748 ^a	.52	.29	.303

a. Predictors: (Constant), Competitive Pricing Strategy, Discount Pricing Strategy, Dynamic Pricing Strategy

According to table 4.5, the predictors were competitive pricing strategy, discount pricing strategy and dynamic pricing strategy giving R value of .748 and R-squared of .52. This implied that 52% operations performance is explained by pricing strategies. Selection of the right pricing strategy by the hotels in western Kenya will accelerate the hotel operational performance by 52%.

Conversely, the operations performance will be slowed by 52% if the hotel management settled on the wrong pricing strategies.

Table 4.6 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.250	3	.643	.574	.073 ^b
	Residual	20.539	78	.545		
	Total	42.789	81			

From table 4.6, the regression degrees of freedom (df) is 3 which is the number of independent variables, that is, the three pricing strategies which are competitive pricing strategy, discount pricing strategy and dynamic pricing strategy. Residual df is 78 which is the total number of data points less the number of pricing strategies investigated (independent variables). Total df is 81 which is sum of the regression and residual degrees of freedom minus 1.

Regression Sum of Squares (SS) is the total variation in the operation performance (dependent variable) that is explained by the regression model. Therefore, from the ANOVA table above, the regression SS is 22.25 and the total SS is 42.789, which implied that the regression model explained about $22.25/42.789$ (approximately 52%) of all the variability in the data set. Residual SS (also called Error Sum of Squares) is $20.539/42.789$ (approximately 48%) constitutes the portion of the dependent variable left unexplained by the regression model. This implied that the pricing strategies investigated did not explain the 48% of the operations performance of the hotels in western Kenya.

The positive figure of F of .574 shows the nature of slope of the regression model. This implied that the pricing strategies that the hotels employed were positively related to their operations performance. Consequently, increase use of efficient pricing strategies would result into increase in operations performance of the hotels in western Kenya. Significance of .073 is the p-value implying that the pricing strategies had significant influence on operations performance of the hotels in western Kenya.

Table 4.7 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.862	.741		2.615	.006
1 Dynamic Pricing Strategy	.167	.218	.316	.238	.813
Discount Pricing Strategy	-.236	.109	-.319	-1.575	.346
Competitive Pricing Strategy	.452	.098	.205	-.814	.501

a. Dependent Variable: operations performance

According to table 4.7, dynamic and competitive pricing strategies have positive coefficients (.316 and .205 respectively). This implied that increase application of the dynamic pricing strategy or competitive pricing strategy would result into increase in operations performance of the hotels in western Kenya. This is in line with other studies that indicated dynamic pricing increases profits (Kimes & Wirtz, 2003), (Vomberg, 2021). Dynamic pricing strategy was attributed to the pricing strategy that was dependent to operating environment hence increase in sales and reduction in operational cost. This is supported by other studies that suggest a reduction in cost when dealing with uncertainty such as a pandemic (Wong, 2021).

The other pricing strategy, which was discount pricing strategy had negative coefficients of (-.236 and -.319). The implication was that increase use of discount pricing strategy resulted into decrease in

operations performance of the hotels in western Kenya. Other studies carried out in the hotel industry indicated that implementation of the discount pricing strategy does not always generate adequate demand (Enz C. C., 2009), increased inhouse restaurant sales (Murphy, Semrad, & Yost, 2013), have any notable increase on relative occupancy levels (Canina & Carvell, 2005) and most researchers agree that it results to having low RevPAR (Canina & Carvell, 2005) (Canina & Enz, 2008) (Enz C. C., 2009).

Table 4.8 Pricing strategy impact on hotel operational performance

How has the pricing strategy affected your hotel's operational performance?				
	Frequency	Percent	Valid Percent	Cumulative Percent
	14	14.6	14.6	14.6
Decreased total hotel sales	4	4.2	4.2	18.8
Decrease in costs	1	1.0	1.0	19.8
Decreased costs	6	6.3	6.3	26.0
Decreased total hotel sales	1	1.0	1.0	27.1
Increase in sales	10	10.4	10.4	37.5
Increased costs	1	1.0	1.0	38.5
Increased sales and market share	1	1.0	1.0	39.6
Valid Increased total hotel sales	39	40.6	40.6	80.2
Increased total hotel sales, Decreased total hotel sales	1	1.0	1.0	81.3
Increased total hotel sales, Decreased costs	16	16.7	16.7	97.9
It has enable us to achieve average sales.	1	1.0	1.0	99.0
N/A	1	1.0	1.0	100.0
Total	96	100.0	100.0	

Table 4.8 further explains how the hotels performances were affected by the pricing strategies they implemented.

CHAPTER FIVE: SUMMARY OF FINDINGS AND CONCLUSIONS

5.1 Introduction

This chapter will cover a summary of the data analyzed, draw a conclusion, recommendation for areas of application and suggestions for further study

5.2 Summary of findings

The study revealed that the hotels apply dynamic, discount and competitive pricing strategies at different frequencies to achieve their overall goals. Most hotels use dynamic pricing aimed at increasing total sales and reducing operational costs. They however use discount pricing less frequently and rarely use competitive strategies as they decreased operational performance. Usage of the right pricing strategy increased operational performance by 52% which could be easily reduced with the same percentage if the wrong pricing strategy was used.

The findings also revealed that majority of the respondents agreed to a great extent that; the pandemic greatly affected their general business environment coupled up with the government laid restrictions the hotels' total revenue suffered as a result. This came with its cost of unprecedented budgets for getting sanitization gear, staff vaccinations, hotel closure for some among others. The hotels had to adapt with the uncertain times, as the number of clients were limited, and travel restrictions had been issued meaning the hotels had to rely on only intercounty local tourists. Some started offering 'home based services' or home deliveries and had to restructure their marketing strategies. In order to manage their costs, the hotels laid off staff while some sent non-essential staff on unpaid leave to reduce on their human resource (HR) cost, offered salary cuts to the staff, retained only essential staff, controlled their price and some even closed.

The discoveries depicted that the hotels adopt the strategies in order to generate total sales, manage their expenses, match demand with supply, increase operational performance, improve competition in the market and minimize losses. The strategies are also used due to their flexibility.

5.3 Conclusions

The aim of this research was to identify the pricing strategies that exist in Western Kenyan hotels and examine how they impact operational performance. The study concluded that all the independent variables have significant relationship with the dependent variable, but dynamic pricing is the most important. It impacts operations positively and reduces cost as compared to discount and competitive pricing strategies. This is achieved through; flexibly changing prices to match demand instead of having rigid prices, and pricing differently for different clients.

Additionally, the hotels had to come up with ways to reduce their costs as evidenced in other studies (Wong, 2021), in order to either break even or remain in operations while some opted to close temporarily during the Covid-19 pandemic. Some hotels had to restructure their marketing strategies in order to serve new market niches to earn revenue given that most of their revenue centers either had limited or zero customer traffic due to the new normal.

The study further concluded that the right pricing strategy, such as dynamic pricing, is key to improving hotel operational performance by minimizing costs (Wamsler, Martin, & Rene, 2022) such as unoccupied rooms, tables and other fixed costs while increasing total sales revenue.

5.4 Recommendations

All hotels had low turnout due to government-imposed guidelines to control the spread of the Covid-19 virus which adversely affected their overall operational performance; with this study the management teams will be able to select the right pricing strategy in order to reduce costs and positively impact/increase hotel operational performance. The management team will also learn and be able to have various strategies to address uncertainty in the market.

The study will also be an addition to literature for future studies especially in Western Kenya.

5.5 Limitations of the Study

The researcher was not able to get 100% response rate from the respective hotels to validate the impact of the pricing strategies on hotel operational performance as some had closed and some requested to be exempted from the study.

5.6 Suggestions for Further Study

The current study was done in Western Kenya for both classified and unclassified hotels and was able to explain only 52% the positive relationship of dynamic pricing and operational performance. Future studies should be done in this region to understand what else influences operational performance alongside pricing and gather financial records as evidence.

REFERENCES

- (CoG), C. o. (2018, 12 05). *The Council of Governors*. Retrieved from cog.go.ke:
<https://cog.go.ke/component/k2/item/114-kisumu-county-to-host-the-9th-edition-africities-summit-2021>
- Aggarwal, G. F. (2004). "Algorithms for Multi Product Pricing," In *Automata, Languages and Programming*, .
New York: Springer,.
- Altin, M., Schwartz, Z., & Uysal, M. (2017). Where you do it matters: the impact of hotels' revenue-management implementation strategies on performance. *International Journal of Hospitality Management* (67), 46-52.
- Anderson, C. K. (2011). Improving hospitality industry sales: Twenty-five years of revenue management. .
Cornell Hospitality Quarterly, 51(1), 53-67.
- Anderson, R. &. (2000). "Hotel industry efficiency: an advanced linear programming examination",. *American Business Review*, Vol. 18 No. 1,, 40-8.
- Andrew R. Goetz, & Vowles, T. M. (2009). The good, the bad, and the ugly: 30 years of US airline deregulation. *Journal of Transport Geography*, Vol 17, 251-263.
- Anthony, R., & Govindarajan, V. (2003). *Management Control Systems, 11th ed.* New York, NY: McGraw-Hill.
- Assaf, A. G., & Tsionas, M. (2018). Measuring hotel performance: Toward more rigorous evidence in both scope and methods. . *Tourism Management*, 69, , 69-87.
- Avkiran, N. (2002). Monitoring hotel performance. *Journal of Asia-Pacific Business*, Vol. 4, No.1, 51-66.
- Azim, M. &. (2015). Operational performance and Profitability: An empirical study on the Bangladeshi ceramic companies. *International Journal of Entrepreneurship and Development Studies(IJEDS)*, 63-73.
- Buckhiester, B. (2011). Revenue Management as a multidisciplinary business procee: part two, Vol. 19, No. 2.
Journal of Hospitality Financial Management, 97-113.

- Canina, L., & Enz, C. (2008). Pricing for Revenue Enhancement in Asian and Pacific Region Hotels: A Study of Relative Pricing Strategies. *Cornell Hospitality Reports*, 8(3), 6-16.
- Canina, L., & Carvell, S. (2005). Lodging Demand for Urban Hotels in Major Metropolitan Markets. *Journal of Hospitality and Tourism Research*, 29(3), 291-311.
- Canina, L., & Carvell, S. A. (2005). Lodging Demand for Urban Hotels in Major Metropolitan Markets. *Journal of Hospitality and Tourism Research*, 29(3), 291-311.
- Carvell, S. A., & Quan, D. C. (2008). Exotic reservations—Low-price guarantees. *International Journal of Hospitality Management*, 27(2), 162-169.
- Chatwin, R. E. (2000). Optimal dynamic pricing of perishable products with stochastic demand and a finite set of prices. *European Journal of Operational Research* 125(1):, 149–174.
- Chen, C. C., & Schwartz, Z. (2013). On revenue management and last minute booking dynamics. . *International Journal of Contemporary Hospitality Management*, 25(1), 7-22.
- Chiang, W.-C., C. J., C. H., & Xu, X. (2007). An overview of research on revenue management current issues and future research. *International Journal of Revenue Management*,, 97-127.
- Christodoulidou, N., Brewer, P., Feinstein, A. H., & Bai, B. (2007). Electronic Channels of Distribution: Challenges and Solutions for Hotel Operators. *Hospitality Review*, 25(2), 8.
- Croes, R., & Semrad, K. (2012). Does Discounting Work in the Lodging Industry? *Journal of Travel Research*, 51(5), 617-631.
- Cross, G., Higbie, J. A., & Cross, Q. (2009). Revenue management's renaissance. *Cornell Hospitality Quarterly*, Vol 50 No. 1, 56-81.
- Cross, R. G., Higbie, J. A., & Cross, Z. N. (2011). Milestones in the application of analytical pricing and revenue management. *Journal of Revenue and Pricing Management*, 10(1), 8-18.

Daily, P. (2020, April 9th). *People Daily online*. Retrieved from PD online:

<https://www.pd.co.ke/lifestyle/western-kenya-hotel-sector-closes-shop-as-covid-19-pandemic-bites-32120/>

Dana, J. D. (2008). New directions in revenue management research. *Production and Operations Management*, 399-401.

Demirciftci, T. C., C. Beldona, S., & Cummings, P. R. (2010). Room Rate Parity Analysis across Different Hotel Distribution Channels in the U.S. *Journal of Hospitality Marketing & Management*, 19(4), 295-308.

Denizci Guillet, B. (2020). An evolutionary analysis of revenue management research in hospitality and tourism; is there a paradigm shift? *International Journal of Contemporary Hospitality Management*, Vol 32, No. 2, 560-587.

ditcinf2020d3_en.pdf. (2020). *United Nations Conference on Trade and Development (UNCTAD)*. Retrieved from unctad.org: <https://unctad.org/en/PublicationsLibrary/>

Dolan, R. J., & Simon, H. (1996). Power pricing: How managing price transforms the bottom line.

Dolnicar, S. (2002). Business travellers' hotel expectations and dissapointments: a different perspective to hotel attribute importance investigation. *Asia Pacific Journal of Tourism Research* 7(1), 29-35.

Dutta, S. Z. (2003). Pricing process as a capability: A resource-based perspective. *Strategic Management Journal*, 24(7), , 615-630.

Dutta, S., Zbaracki, M. J., & Bergen, M. (2003). Pricing process as a capability; a resource-based perspective. *Strategic Management Journal*, 24(7), 615-630.

Enz, C. A. (2001). Hotel-industry averages: An inaccurate tool for measuring performance . *Cornell Hotel and Restaurant Administration Quarterly*, 42(6), , 22-32.

Enz, C. C. (2009). Competitive Hotel Pricing in Uncertain Times. *Cornell Hospitality Reports*, 9(10),, 6-14.

- Enz, C., Canina, L., & Lomanno, M. (2004). Why Discounting Does not Work: The Dynamics of Rising Occupancy and Falling Revenue among Competitors. . *Cornell Hospitality Report*, 4(7), 6-25.
- Ferguson M., & Smith, S. (2014). The changing Landscape of Hotel Revenue Management & the role of the Human Resource Manager. *Journal of Revenue & Pricing Management*, 13, 224-232.
- Firas J. Al-Shakhsheer, M. A.-A.-S. (2017). Financial Implications of Competitive Pricing Strategies: Evidence from the Jordanian Hotel Industry. *Business Management Dynamics* , 16-26.
- Forgacs, G. (2017). *Revenue management. Maximizing revenue in hospitality operations (2nd ed.)*. Lansing, Michigan: American Hotel and Lodging Educational Institute.
- Gazzoli, G., Gon Kim, W., & Palakurthi, R. (2008). Online Distribution Strategies and Competition: Are the Global Hotel Companies Getting It Right? *International Journal of Contemporary Hospitality Management*,20(4), 375-387.
- Georgia, G. (2013). *Gadamer: Hermeneutics, tradition and reason*. John Wiley & Sons.
- Haynes, N. &. (2015). The Future Impact of Changes in Rate Parity Agreements on Hotel Chains: The longterm implications of the removal of rate parity agreements between hotels and online travel agents using closed consumer group booking models. *Journal of Travel & Tourism Marketing* 30(7), 923-933.
- Homburg, C. &. (2000). A multiple-layer model of market-oriented organizational culture: Measurement issues and performance outcomes. . *Journal of Marketing Research*, 37(4), , 449-462.
- Hwang, J., & Wen, L. (2009). The effect of perceived fairness toward hotel overbooking and compensation practices on customer loyalty. *International Journal of Contemporary Hospitality Management*, Vol 21 No. 6,, 659-675.
- Ivanov, S. &. (2012). Hotel revenue management- a critical literature review. *Turizam: znanstveno-strucnicasopis*, 175-197.
- Ivanov, S. (2014). Hotel revenue management; from theory to practice. *Zangador*, 12.

- Ivanov, S. (2015). Optimal overbooking limits for a hotel with three room types and with upgrade and downgrade constraints. *Tourism Economics*, 21(1), 223-240.
- Johannson, M., Hallberg, N., Hinterhuber, A., Zbaracki, M., & Lizou, S. (2012). Pricing strategies and pricing capabilities. *Journal of Revenue Management*, 11(8), 4-11.
- Kaplan, R., & Norton, D. (1992). The balanced scorecard; measures that drive performance. *Harvard Business Review*, Vol 70, No. 1, 71-9.
- Kaplan, R., & Norton, D. (1993). Putting the balanced scorecard to work. *Harvard Business Review*, Vol. 71, No. 5, 134-43.
- Kaplan, R., & Norton, D. (1996). *The Balanced Scorecard*. Boston, MA: Harvard Business School Press.
- Kimes, E. (2002). Perceived fairness of yield management. *Cornell Hotel & Restaurant Administration Quarterly*, Vol 43, No. 1., 21.
- Kimes, E. (2011). The future of hotel revenue management . *Journal of Revenue & Pricing Management*, Vol. 10 No. 1., 62-72.
- Kimes, S. &. (2011). Revenue management for enhanced profitability: An introduction for hotel owners and asset managers. *The Cornell School of Hotel Administration on hospitality: Cutting edge thinking*, 192-206.
- Kimes, S. E. (2016). The evolution of hotel revenue management. *Journal of Revenue and Pricing Management* 15(3-4), 247-251.
- Kimes, S. E., & Wirtz, J. (2003). Has Revenue Management Become Acceptable? Findings from an International Study on the Perceived Fairness of Rate Fences. *Journal of Service Research*. 6(2), 125-135.
- Kwatiah, N. (n.d.). Retrieved from Economics discussion:
<https://www.economicdiscussion.net/revenue/maximisation/baumols-sales-or-revenue-maximisation-with-diagram/18735>

- Lau, T. (2015). *Yield management—untapped potential*. Unic-factsheet.
- Law, R., Leung, R., Lo, A., Leung, D., & Fong, L. H. (2015). Distribution channel in hospitality and tourism: revisiting disintermediation from the perspectives of hotels and travel agencies. *International Journal of Contemporary Hospitality Management* 27(3), 431-452.
- Lee, K. S. (2001). Advanced sale of service capacities: A theoretical analysis of the impact of price sensitivity on pricing and capacity allocations. . *Journal of Business Research*, 54(3), , 219-225.
- Lee, S. H., Bai, B., & Murphy, K. (2012). The role demographics have on customer involvement in obtaining a hotel discount & implication for hotel revenue management strategy. *Journal of Hospitality & Marketing Management*, 21(5), 569-588.
- Legoherel, P. P., & Fyall, A. (. (2013). *Revenue management for hospitality and tourism*. Woodeaton, Oxford: Goodfellow Publishers Ltd.
- Liang, D. D. (2009). Analysis of Revenue Management Performance in the Hotel Industry . *The Journal of International Management Studies*, Volume 4, Number 1, 9.
- Lieberman, W. (2003). Getting the most from revenue management. *Journal of Revenue & Pricing Management* 2(2).
- Liozu, H. &. (2013). *Innovation and pricing: Contemporary theories and best practices*. Routledge.
- Mariani, & al, e. (2018). Business intelligence and big data in hospitality and tourism: a systematic literature review. *International Journal Contemporary Hospitality Management* 30(12), 3514-3554.
- Masiero, L. H. (2015). Determining guests' willingness to pay for hotel room attributes with a discrete choice model. . *International Journal of Hospitality Management*,, 117-124.
- Matovic, D. (2002). "The Competitive Market Structure of the U.S. Hotel Industry and Its Impact on the Financial Performance of Hotel Brands." PhD dissertation, Virginia Polytechnic Institute and State University.

- McGill, J. &. (1999). *Transportation Science*,33. *Revenue Management: Research Overview and Prospects*, 233-256.
- McGuire, K. (2015). *Hotel pricing in a social world: driving value in the digital economy*. Hoboken, New Jersey: John Wiley & Sons.
- Menicucci, E. (2018). The influence of firm characteristics on profitability: Evidence from Italian hospitality industry. *International Journal of Contemporary Hospitality Management*,, 30(8), 2845-2868.
- Min, N. Y. (2019). Investigating Pricing Strategies of Hotel Rooms in City Centre: A Case Study. *Asian Journal of Advanced Research and Reports* 5(3):, 1-9.
- Miricho, M. (2013). *YIELD MANAGEMENT STRATEGY IN KENYA 'S TOWN HOTELS: OPPORTUNITIES AND SCOPE IN ROOM-STOCK MANAGEMENT*. Retrieved from ku.ac.ke: <https://ir-library.ku.ac.ke/bitstream/handle/123456789/8998/Moses%20Ngatia%20Miricho.pdf?sequence=1&isAllowed=y>
- Morag, C. J. (2013). *Effective Revenue Management in the Hospitality Industry*. London, UK: EyeforTravel Ltd.
- Murimi, M., Wadongo, B., & Olielo, T. (2021). Determinants of Revenue Management Practices & Their impacts on the Financial Performance of Hotels in Kenya: A proposed Theoretical Framework. *Future Business Journal*, 1-7.
- Murphy, K., Semrad, K., & Yost, E. (2013). The Impact of Discounting Room Rates on In-House Restaurant Sales. . *International Journal of Hospitality and Tourism Administration*, 14(1), 50-65 DOI: 10.1080/15256480.2013.753805.
- Nair, G. K. (2019). Dynamics of Pricing and Non-Pricing Strategies, Revenue Management Performance and Competitive Advantage in Hotel Industry in Qatar. *International Journal of Hospitality Management*, 287-297.

- No one, M., Mc Guire, A., & Rohlfs, V. (2011). Social Media meets hotel revenue management: opportunities, issues and unanswered questions. *Journal of Revenue & Pricing Management, Vol 10, No. 4*, 293-305.
- Noone, e. a. (2013). Strategic Price Positioning for Revenue Management: the Effects of Relative Price Position and Fluctuation on Performance. *Journal of Revenue and Pricing Management, 12(3)*, 207-220.
- Ortega, B. &. ((2016)). Revenue management systems and hotel performance in the economic downturn. *International Journal of Contemporary Hospitality Management, 658-680*.
- Ortega, B. (2016). Revenue management systems and hotel performance in the economic downturn. *International Journal of Contemporary Hospitality Management, 28(4)*, 658-680.
- Peng Xu, P. C. (2012). Key performance indicators (KPI) for the sustainability of building energy efficiency retrofit (BEER) in hotel buildings in China. *Facilities, 30(9/10)*, 432-448.
- Philips, R. (2005). *Pricing and Revenue Optimization*. Stanford, CA: Stanford Business Books.
- R Chavez, W. Yu, M. Jacobs, & B. Fynes, F. W. (2015). Internal lean practices and performance: The role of technological turbulence. *International Journal of Production Economics 160*, 157-171.
- Ramani, G. &. (2008). Interaction orientation and firm performance. . *Journal of Marketing, 72(1)* , 27-45.
- Rannou, B., & M. D. (2003). Measuring the impact of revenue management. *Journal of Revenue and Pricing Management, 2(3)*, 261-270.
- Samuels, K. H. (2012). *Neoclassical Economic Theory, 1870 to 1930*. Boston/Dordrecht/London: Kluwer Academic Publishers.
- Sarheim, L. (2008). Layer or top-up? Why European hotel investors should include revenue management in their investment decisions. *Journal of Retail and Leisure Property 7*, 265-273.
- Schwartz, Z. (2008). Time, price, and advanced booking of hotel rooms. . *International Journal of Hospitality & Tourism Administration, 9(2)* , 128-146.

- Sebastian, K., Carsten Zimmermann, Frank T.Piller, & Gelhard, C. (2014). Linking strategic flexibility and operational efficiency: The Mediating Role of Ambidextrous Operational Capabilities. *Journal of Operations Management* 32(7-8).
- Semrad, K. (2016). The Effects of Non-Stationarity Demand on Hotel Financial Performance. . *Journal of Hotel and Business Management*, 5(2), , 140. DOI:10.4172/2169-0286.1000140.
- Siguaw, J., Judy, A., & Baker, T. L. (2001). A model of value creation; supplier behaviors and their impact on reseller-perceived value. *Industril Marketing Management* 30, 119-134.
- Singh, A. J. (2015). What Keeps Hotel Asset Managers Up at Night: Key Industry Issues and Proposed Solutions. . *The Journal of Hospitality Financial Management*,, 147-150.
- Sipic, N. (2010). Room Rate Parity: A 2010 Study of U.S. Booking Channel,. *UNLV Theses/Dissertations/Professional papers/Capstones*, paper 883.
- Sobaih, A. E. (2021). Responses to COVID-19: The role of performance in the relationship between small hospitality enterprises' resilience and sustainable tourism development. *International Journal of Hospitality Management*, Vol. 94, 102824.
- Sun, S. L. (2015). An Investigation of Hotel Room Reservation: What Are the Diverse Pricing Strategies Among Competing Hotels?. In *Information and Communication Technologies in Tourism*, . Springer International Publishing, 723-734.
- Suri, R. &. (2003). The effects of time constraints on consumers' judgments of prices and products. . *Journal of consumer research*, 30(1),, 92-104.
- Talluri, K., Van Ryzin, & G., J. (2004). *The Theory and Practice of Revenue Management*. New York Springer .
- Talón, P., González, L., & Segovia, M. (2011). *Yield Revenue Management en el sector hotelero: Estrategias e implantación*. . Collado Villalba, Madrid.: Delta Eds, .
- The Standard Media*. (2021, 05 29). Retrieved from The Standard Media: <https://www.standardmedia.co.ke/>

- Tourism, M. o. (2020, 07). *MAGICAL-KENYA-TOURISM-AND-TRAVEL-HEALTH-AND-SAFETY-PROTOCOLS-FOR-THE-NEW-NORMAL-WEB*. Retrieved from www.tourism.go.ke:
<http://www.tourism.go.ke/wp-content/uploads/>
- UNCTAD. (2020). *United Nations Conference On Trade And Development*. Retrieved from [unctad.org](https://unctad.org/en/PublicationsLibrary/ditcinf2020d3_en.pdf):
https://unctad.org/en/PublicationsLibrary/ditcinf2020d3_en.pdf
- Van der Rest, J. L. (2006). Room rate pricing: a resource advantage perspective. In P. & Mongiello, *Accounting and financial management: Developments in the international hospitality industry* (pp. 211-239). Oxford: Elsevier-Butterworth-Heinemann.
- Van der Rest, J. L., & Harris, P. J. (2008). Optimal Imperfect Pricing Decision-Making: Modifying and Applying Nash's Rule in a Service Sector Context. *International Journal of Hospitality Management*, 27(2), 170-178.
- Vinod, B. (2004). Unlocking the value of revenue management in the hotel industry. *Journal of Revenue and Pricing Management*, 3(2), 178-190.
- Vives, A., Jacob, M., & Payeras, M. (2018). Revenue management and price optimization techniques in the hotel sector: a critical literature review. *Tourism Economics* 24(6), 720-752.
- Vomberg, A. (2021). Pricing in the Digital Age: A Roadmap to Becoming a Dynamic Pricing Retailer. In T. B. T. Bijmolt, *The digital transformation handbook – From academic research to practical insights*. University of Groningen Press.
- Wamsler, J., M. N., & R. A. (2022). Transitioning to dynamic prices: Should pricing authority remain with the company or be delegated to the service employees instead? *Journal of Business Research*, Volume 139, 1476-1488.
- Wangui, W. L. (2018). Effect of Pricing Strategy and Growth of Selected Hotels in Nyeri County, Kenya. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 8 (1), 205-214.

- Wong, A. K. (2021). How the COVID-19 pandemic affected hotel Employee stress: Employee perceptions of occupational stressors and their consequences. . *International Journal of Hospitality Management*, Vol. 93, 102798.
- WTTC. (2019, 3 13). *World Travel and Tourism Council*. Retrieved from <https://www.wttc.org>>press-releases
- Wuollet, J. (2013). Pricing strategy and revenue models:A multiple case study from the IT service sector in Finland. *Semantic Scholar*.
- Zhang., e. a. (2021). Terminator or accelerator? Lessons from the peer-to-peer accommodation hosts in China in responses to COVID-19. *International Journal of Hospitality Management*, Vol. 92, 102760.
- Zhu, J. (2000). Multi-factor performance measure model with an application to Fortune 500 companies. *European Journal of Operational Research*, Vol. 123, 105-24.

APPENDICES

1. Questionnaire

Pricing strategies and operations performance of hotels in Western Kenya.

This questionnaire will help the researcher identify the strategies used by the hotels in Western Kenya and the impact they have on hotel operational performance. This questionnaire will be filled by:

1. Front Office Manager/Supervisor
2. Marketing/Cost controller
3. General Manager/Assistant General Manager

1. 1.1 What is your age? *

* Required

Check all that apply.

20 - 25

26 - 30

36 - 40

41 - 45

46 - 50

50 and above

2. 1.2 What is your gender? *

Mark only one oval.

Male

Female

Prefer not to say

3. 1.3 What is your highest level of education? *

Mark only one oval.

- Certificate
- Diploma
- Degree
- Postgraduate degree
- Other:

4. 1.4 How long has the hotel been in existence?

Mark only one oval.

- Below 1 year
- 1 - 5 years
- 6 - 10 years
- 10 years and above

5. 1.5 How long have you been working for the hotel?

Mark only one oval.

- Below 1 year
- 1 - 5 years
- 6 - 10 years
- 10 years and above

6. 1.6 How is your hotel star rated? *

Mark only one oval.

- 1 star
- 2 stars
- 3 stars
- 4 stars
- 5 stars
- Not star rated

7. 1.7 What position do you hold in the hotel?

Section B

This section will investigate the different pricing strategies used by the hotel and how that affects operations performance.

8. 2.1 What revenue centers does your hotel have?

Check all that apply.

- Rooms
- Food and Beverage
- Recreational center i.e. pool area, spa etc
- Transport
- Other:

9. 2.1.1 Which property management system (PMS), do you use? *

Mark only one oval.

- Ezee
- HotelPlus
- Fidelio
- Himis
- Navission
- Other:

10. 2.1.2 How do you measure hotel operational performance?

Mark only one oval.

- OCC - Occupancy rate
- Costs incurred
- ADR - Average Daily Rate
- RevPAR - Revenue Per Available Room
- Other: _____

11. 2.2 Which strategies do you use? *

Check all that apply.

- Dynamic pricing; pricing a product or service differently depending on demand and supply
 - Discount pricing; pricing a product or service lower than usual to generate sales
 - Competitive pricing; pricing a product or service after comparing it to what the competitor offers
 - All of the above
 - Other:
-

12. 2.2.1 Why did you choose the answer in 2.2? *

13. 2.2.2 How has the pricing strategy affected your hotel's operational performance? *

Check all that apply.

- Increased total hotel sales
- Decreased total hotel sales
- Decreased costs
- Increased costs
- Other: _____

14. 2.2.3 Which has been the most effective strategy for you?

Mark only one oval.

- Dynamic pricing
- Discount pricing
- Competitive pricing
- Other: _____

15. 2.2.4 How frequently do you use dynamic pricing strategy? *

Mark only one oval.

1 2 3 4 5

Never Most frequently

16. 2.2.5 How frequently do you use discount pricing strategy? *

Mark only one oval.

1 2 3 4 5

Never Most frequently

17. 2.2.6 How frequently do you use competitive pricing strategy? *

Mark only one oval.

1 2 3 4 5

Never Most frequently

18. 2.3 What strategies have helped the hotel mitigate against Covid-19 pandemic? *

Check all that apply.

Temporary hotel closure

- Cutting down on HR cost, by having only essential staff at the hotel
- Salary cuts to keep the staff around
- Restructuring marketing strategies to tap into new market niches ie home deliveries
- Complying to government guidelines which has its cost
- Advanced leave for non essential staff
- Other: _____

19. 2.4 How have the strategies in 2.3 impacted hotel operational performance?

Check all that apply.

- Increased total hotel sales
- Decreased the hotel's expenditure
- Achieved break even, no profit or losses made
- Made losses
- Increased market share
- Decreased market share
- Decreased Hotel revenue due to limited number of people allowed as per the
- Other:

2. List of registered hotels in Western Kenya

NAME	CONTACTS	RATES(KSH)	BED CAPACITY
Acacia Premier Hotel	0709850000	15,254-54,600	94
Rock Resort	0729126791/0729127560	2,500-4,750	60
Kiboko Bay Resort	0724387738/0711905540	10,000-33,500	10
Wigot Gardens Hotel	0728744144/0708122222	7,000-31,500	32
Grand Royal Swiss	0742091344/0712729390	12,000-95,000	125
Sovereign Hotel	0725860279	13,500-17,000	44
The Vic Hotel	+254208066847/8	6,500-30,000	56
Desert Rose Resort	0717548039/0735432615	3,500-36,400	16
Jumuia Hotel	0721976703	5,500-13,000	106
Pincone Hotel	0705594600/0737100299	6,000-20,400	66
Kisumu Hotel	0733500036	6,000-28,000	101
Rockwell Hotel	020788326	3,500-16,000	25
Joventure Hotel	0710714189	3,000-42,000	10
Kisumu Beach Resort	0720763146	1,500-2,000	8
Beach View Hotel	0795401127	2,500	35
Alcazar Hotel	0705136303/0722924475	2,300-4,200	35
Shalom Hotel	0710930242/0704383114	1,500-3,000	44
Hotel Palmers	0722999691/0733542553	2,000-11,000	25
Sunset Hotel	0723686483/0733411001	5,000-15,500	100
Hotel Rivers and Kisumu	+254572025672	1,500-4,400	60
Jambo Impala Ecolodge	0726774304/+2540572533040	25,000-45,000	24
Milimani Holiday Resort	0710568262	3,900-4,900	81
Le Savannah Lodges	0724226461/0786449692	6,500-15,000	39
Imperial Hotel	072140515/0734608111	9,000-32,500	67
Shammah Hotel	0724261978	1,500-4,500	20
Imperial Express Hotel	0723611930	1,500-2,000	55
Metropak Hotel	0701663674	3,500-4,500	20
Victoria Comfort Inn	0712211301	5,000-7,500	47
Kika Hotel	0720477254	2,500-6,500	14
Triple Resort	0723436680	3,000-4,500	10

Whirl Spring Hotel	0714163314	3,500-4,500	30
Hotel Natasha	057-2020189		
Everest House Hotel	0792938131	2,100-3,600	
Siaya Guest House	0729880947	1,200	29
Chicalica Guest House	0746924553	1,600-2,600	18
Hotel Fanana	057202711	700-1,000	19
Twin Breeze Hotel	0797007779		
Migori County Fair View	0724570242		
Dandenis Superhighway Motel	0711323464	1500-3500	10
Kaggy Guest House	0722876250	600	12
Lina Guest House	0719523803	700	10
Ima Samba Marina	0572026006	7500-12000	38
Dream House Hotel	0703190959	2,000-4,000	18
Fuel Junction Hotel	0735731555	3,000-5,000	22
Triple Trojan Hotel	0713010677	2,500-3,000	20
East Africa Guest House	0722683600		17
Groove Apartments	0722840483	6250-10,500	8
Hotel Naselica	0728147394	1,500-2,000	54
The Clarice Guest House	0572500644	5,500-8,500	6
Action Palace Hotel	0711912862	600-800	100
African Pride	0721856095	7,000-12,500	48
New East View Hotel	0722556721	2,500-3,500	20
Alva Resort	0727328265	800-2,000	12
Asba Rendezvous	0722229436		9
Athens Villa	0725576549	700-1,500	10
Dali International Hotel	0724168819	8,500-15,000	38
Firm Rock Resort	0774444420	6,500-12,000	58
Good Samaritan Inn	0735731555	2,500-5,000	30
Hotel Dew Church Drive	+254733999205	2,500-7,500	16
Hotel Vundumba(Marryland)	0572020043/05740093	1,500-5,500	36
Lakers inn	+2540572021896	1,200-3,500	27
Mohamed Super Lodge	+254733540735		
Peacock Hotel Chulaimbo	0728777708	1,500-2,000	7
Rock bottom	0723651625	700	5
Praying Mantis Ltd	0722202854	2,500-4,500	

Rudolf Place	0711637428		
Sally Paradise Hotel	0722625989	800-1,500	15
Cosy Gardens	0713710991	2,500-3,800	18
Royal City Gardens Hotel	0702996183	4,500-14,000	40
Odembi complex			4
The Scottish tartan hotel ltd	0722202865	3,800-8,500	30
Sooper guest house	0725281733	1500-3500	15
All Africas tourism hotel	+254207650150	3500-6000	12
Hotel golden arm	0725294721	2500-4800	16
Budget guest house			18
Victoria comfort inn	0733280000	5300-11000	18
Magere guest house			11
Macadai guest house	0709115000	1500-2500	11
Mamboleo tavern			9
Lumumba star hotel and resort			15
Zebra resort and spa		1500-2000	37
Canasoda guest house			8
Westend hotel			16
Mountain view restaurant	0723281732	1200-4500	2
Phaldomar guest house	0723053026	1200-1800	20
Deacons guest house			15
Stadview guest house	0715105226	1200-2500	17
Royal annex	0721234081		24
Kamili apartments and holiday resort			54
Hotel Casanova			30
Tazama (lodge)western			11
Poly view hotel ltd			59
Suedoy hotel			20
Hotel riverssand	0710632300	2500-6500	30
New rozzy lodge			10
St .Ann guest house	0734600119	4250-7500	50
Phenny guest house			15
Silver hotel	0726626266	1200-2500	20
Taratibu house			10
Novelty guest house			22

Midway hotel	+254-057-2024172	1800-3500	16
New inca hotel			40
Razibi guest house			10
Canon Jacob ombara guest house		1500-2500	21
Eros guest house	0723710866	1500-2500	30
Kiboko bay resort	0522022510	7500-16000	20
Hotel mamba	=254202024206	2500-5500	42
Lake view hotel			16
Twiga guest house		3000-6500	5
Monalisa ltd	0712630318	1700-3000	30
New Victoria	0572021067		34
Vera in guest house	0725338545		10
Park view safari hotel and apartments			32
Magline conference and guest house	0724832686		10
The great lakes hotel ltd	0702169131	4500-9500	99
Lake breeze hotel	0716866460		40
Hotel perch	0722974607	1200-3500	64
Hotel elyon			14
Beograda hotel			40
Macedonia resort club			13
Duke of breeze	0717105444	8500-16500	59
Maseno club	0721240669	2000- 5000	28
Wonderline guest house			11
Hotel equator	0208050085	1200-2500	12
Geneva c.guest house		1500-2500	31
Museum view hotel	+254-057-2024808	2500-6500	68
Hill side villa	0722731342	1800-3500	37
Prinias hotel	0720647047	5000-10000	35
Ciala Resort	0702556424/ 0703465054	12000 - 50000	147
Coldsprings Homabay	0702027838		80
Rusinga Lodge	0716055924		38
Victoria Sands Lodge	0722279902		30
Ufanisi resort	0796105718		35
Hotel Nyakoe	0726792892		25
Itibo resort	0728842931		20

Preston Pointe resort	0726846092		15
Whitestone Hotel	0720243945		18
Mfangano Island beach resort			10
Takawiri island resort	0704371033		20
Kakamega Golf Hotel	0728833974		78
Hotel Pikadili	0723677271		40
Bungoma Tourist	0722503953/0725702275		30
Border Palace	0793676727		20
County Comfort	0770291566		19
Sosa cottages	0721387758		30
Siaya County Club	0739613775		
Green Vale Hotel	020235217		
Balance Park	0757771805		21
Hotel Rowcela	0756986231		
Sheywe Hotel	0703624620		40
Kubaba resort	0797723110		
Marais hotel & suites	0754014687		
Pipers cloud hotel	0721907124		
Roddys'	0704818763		
Hunters Paradise cottages	0715875206		
Siritamu resort & spa	0757754886		
Wayando beach ecolodge	0723773571		
Jabali country lodge	0722493598		10
Ruma river lodge	0736343440		
Kamel park	0714386594		
Magharibi garden hotel	0710562438		
Hotel Levantes	0712247469		
The breeze hotel	0762050050		
Bungoma royal suites	0789914380		10
Sasana guest house	0727989588		

3. Mitigation strategies against covid-19 pandemic adopted by hotels in Western Kenya

	Frequency	Percent	Valid Percent	Cumulative Percent
	12	12.5	12.5	12.5
-Elevator rides should leave a minute between use, one per person"	1	1.0	1.0	13.5
"-Providing free masks to the guests	1	1.0	1.0	14.6
"Reduction in the number of employees	1	1.0	1.0	15.6
Advanced leave for non essential staff	2	2.1	2.1	17.7
Checking of customers before allowing them to get in"	1	1.0	1.0	18.8
Complying to government guidelines which has its cost	23	24.0	24.0	42.7
Complying to government guidelines which has its cost, Advanced leave for non essential staff	4	4.2	4.2	46.9
Cost management	2	2.1	2.1	49.0
Cutting down on HR cost, by having only essential staff at the hotel	9	9.4	9.4	58.3
Cutting down on HR cost, by having only essential staff at the hotel, Complying to government guidelines which has its cost	8	8.3	8.3	66.7
Cutting down on HR cost, by having only essential staff at the hotel, Restructuring marketing strategies to tap into new market niches ie home deliveries	2	2.1	2.1	68.8
Cutting down on HR cost, by having only essential staff at the hotel, Restructuring marketing strategies to tap into new market niches ie home deliveries, Complying to government guidelines which has its cost	1	1.0	1.0	69.8
Cutting down on HR cost, by having only essential staff at the hotel, Salary cuts to keep the staff around, Complying to government guidelines which has its cost	1	1.0	1.0	70.8
Cutting down on HR cost, by having only essential staff at the hotel, Salary cuts to keep the staff around, Complying to government guidelines which has its cost, Advanced leave for non essential staff	1	1.0	1.0	71.9
Giving out hand sanitizers to guests	1	1.0	1.0	72.9
Letting non critical staff go	1	1.0	1.0	74.0
Mask wearing	1	1.0	1.0	75.0
Offering home based services	1	1.0	1.0	76.0
Other cost deduction strategies	1	1.0	1.0	77.1
Price control	4	4.2	4.2	81.3
Reducing the number of staff	1	1.0	1.0	82.3
Restructuring marketing strategies to tap into new market niches ie home deliveries	1	1.0	1.0	83.3
Restructuring marketing strategies to tap into new market niches ie home deliveries, Complying to government guidelines which has its cost	2	2.1	2.1	85.4
Salary cuts to keep the staff around, Complying to government guidelines which has its cost	2	2.1	2.1	87.5
Salary cuts to keep the staff around, Restructuring marketing strategies to tap into new market niches ie home deliveries, Advanced leave for non essential staff	1	1.0	1.0	88.5
Temporary hotel closure	3	3.1	3.1	91.7
Temporary hotel closure, Complying to government guidelines which has its cost	3	3.1	3.1	94.8
Temporary hotel closure, Cutting down on HR cost, by having only essential staff at the hotel, Advanced leave for non essential staff	1	1.0	1.0	95.8
Temporary hotel closure, Cutting down on HR cost, by having only essential staff at the hotel, Salary cuts to keep the staff around, Complying to government guidelines which has its cost	2	2.1	2.1	97.9
The hotel staff worked closely to ensure everybody wears masks	1	1.0	1.0	99.0
Vaccination of staff	1	1.0	1.0	100.0
Total	96	100.0	100.0	