

**MARKETING COMMUNICATION STRATEGIES AND  
PERFORMANCE OF HOTELS IN MOMBASA COUNTY, KENYA**

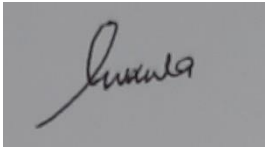
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**A RESEARCH PROJECT PRESENTED IN PARTIAL  
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THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION,  
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## DECLARATION

I affirm that the research project is entirely original and has not been previously presented for evaluation towards a degree at any other educational institution.

Signature: 

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I, as the supervisor from the University of Nairobi, have approved the submission of this research paper for evaluation.

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## **DEDICATION**

I would like to express my deepest gratitude to my loved ones, who have been there for me every step of the way during my MBA program, and to whom I am dedicating this project.

## **ACKNOWLEDGEMENT**

My deepest gratitude goes to our Heavenly Father, who endowed me with the physical and mental fortitude to complete this assignment. I owe a great debt of gratitude to Dr. Joseph Owino, who passed away recently, Dr. Evans Onditi, and Dr. Winnie Njeru, my supervisor, for all of the help they gave me and the constructive criticism they offered while I worked on my research project. Amidst her numerous academic responsibilities, she dedicated her time to going through and editing my writing. Her enlightening criticism and beneficial recommendations are likewise much valued. I would also want to show my appreciation to all the lecturers and other students who have aided in my education and achievement over the years. Furthermore, I would like to express my gratitude to my family and friends for their unwavering support and encouragement during my academic journey. I appreciate their support and reassurance.

## TABLE OF CONTENTS

<b>DECLARATION.....</b>	<b>2</b>
<b>ACKNOWLEDGEMENT.....</b>	<b>4</b>
<b>TABLE OF CONTENTS .....</b>	<b>5</b>
<b>LIST OF TABLES .....</b>	<b>8</b>
<b>ABBREVIATIONS AND ACRONYMS.....</b>	<b>9</b>
<b>ABSTRACT.....</b>	<b>10</b>
<b>CHAPTER ONE: INTRODUCTION.....</b>	<b>11</b>
1.1 Background of the Study .....	11
1.1.1 Marketing Communication Strategies .....	12
1.1.2 Firm Performance .....	14
1.1.3 Hotels in Mombasa, Kenya.....	15
1.2 Research Problem .....	17
1.3 Objective of the Study .....	20
1.4 Value of the Study .....	20
<b>CHAPTER TWO: LITERATURE REVIEW.....</b>	<b>22</b>
2.1 Introduction.....	22
2.2 Theoretical Foundation.....	22
2.2.1 Relationship Marketing Theory .....	22
2.2.2 Resource-Based View .....	23
2.3 Marketing Communication Strategies and Performance .....	25
2.4 Empirical Review .....	26
2.3 Marketing Communication Strategies and Performance .....	28
<b>CHAPTER THREE: RESEARCH METHODOLOGY .....</b>	<b>34</b>

3.1 Introduction.....	34
3.2 Research Design .....	34
3.3 Target Population.....	34
3.4 Data Collection .....	35
3.5 Data analysis .....	36
<b>CHAPTER FOUR: DATA ANALYSIS AND DISCUSSION.....</b>	<b>37</b>
4.1 Introduction.....	37
4.2 Response Rate.....	37
4.3 Organizational Characteristics .....	38
4.3.1 Period of operation.....	38
4.3.2 Number of Employees .....	38
4.3.3 Number of Branches .....	39
4.4 Marketing Communication Strategies .....	40
4.4.1 Advertising.....	40
4.4.2 Sales Promotion .....	42
4.4.3 Public Relations .....	43
4.5 Organizational Performance .....	45
4.6 Correlation Analysis .....	47
4.7 Inferential Statistics .....	49
4.7.1 Model Summary.....	49
4.7.2 Goodness of Fit of the Model .....	50
4.7.3 Coefficient of Determination .....	50
4.8 Discussion of Findings.....	52
<b>CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS ..</b>	<b>54</b>

5.1 Introduction.....	54
5.2 Summary.....	54
5.3 Conclusion .....	55
5.4 Recommendations.....	56
5.5 Limitations of the Study .....	57
5.6 Suggestions for Further Studies .....	57
<b>REFERENCES.....</b>	<b>58</b>
Appendix I: Questionnaire.....	65
Appendix II: List of Hotels in Mombasa County .....	70

## LIST OF TABLES

<b>Table 4. 1:</b> Response Rate.....	37
<b>Table 4.2:</b> Period of Operation.....	38
<b>Table 4.3:</b> Number of Employees .....	39
<b>Table 4.4:</b> Number of Branches .....	39
<b>Table 4.5:</b> Advertising.....	40
<b>Table 4.6:</b> Sales Promotion .....	42
<b>Table 4.7:</b> Public Relations .....	43
<b>Table 4.8:</b> Direct Marketing.....	44
<b>Table 4. 9:</b> Operational Performance .....	45
<b>Table 4.10:</b> Pearson Product-Moment Correlations Results for Study Variables .....	48
<b>Table 4.11:</b> Model Summary .....	49
<b>Table 4.12:</b> ANOVA Results .....	50
<b>Table 4.13:</b> Coefficients.....	51



## **ABBREVIATIONS AND ACRONYMS**

<b>BSC</b>	Balanced Scorecard
<b>CEO</b>	Chief Executive Officer
<b>SPSS</b>	Statistical Package for Social Sciences
<b>ROI</b>	Return on Investment
<b>TRA</b>	Tourism Regulatory Authority
<b>ROE</b>	Return on Equity
<b>ROA</b>	Return on Assets

## **ABSTRACT**

Companies in today's dynamic economic climate must respond to globalization, technological advancement, and intense rivalry if they want to retain their market leadership positions. Given these changes, companies need to make the most of available resources to secure their survival; thus, no forward-thinking company can afford to neglect marketing. The purpose of this research was to investigate the relationship between marketing communication techniques and the performance of hotels in Mombasa County, Kenya. Both the Relationship Marketing Theory and the Resource Based View were used in this research project. The research was conducted using a cross-sectional plan. A strategy that was cross-sectional and descriptive was used for the methodology of this investigation. During the research, there were a total of 56 hotels located within Mombasa County. A variety of studies were conducted, such as correlation analysis and multiple linear regression. Research has shown that advertising and public relations greatly affect the methods used in market communication. Additionally, it was shown that sales promotion and direct marketing have a minor impact on the tactics that are used for market communication. Findings suggest that hotels should put more money into hiring people with the right kind of training so that they can use marketing communication tools effectively, or at least contribute to them. In addition, hotels should implement programs that teach staff on the job so that they can adapt to the ever-changing demands of the industry. As a result, workers will be able to implement marketing plans that are specifically designed to fulfill those needs. Furthermore, the research concluded that public relations distributes damage restrictions of the hotel, and that trade shows generate stronger links with important suppliers and consumers via the establishment of stronger partnerships. According to the suggestions, hotel management should prioritize marketing communication tools like direct marketing, digital marketing, personal selling, and promotional tools like sales discounts, loyalty cards, and similar programs to pique customers' interest in their hotels.

## CHAPTER ONE: INTRODUCTION

### 1.1 Background of the Study

Companies in developing nations are now more likely to encounter intense market rivalry due to globalization, which exposes businesses in developed nations to varying degrees of market competition. Abhijit (2022) asserts that marketing communication methods revolve around the effective development of corporate messages to impact the behavior of clients, which ultimately results in a rise in sales revenues. According to Kotler (2018), the image and brand of a company can be altered through marketing communication methods that are both successful and efficient. In addition, marketing communication strategies guarantee recurring earnings by selecting and implementing marketing models that foster expansion and market share retention, increasing profits (Blakeman, 2023). Firms must choose and apply marketing methods that foster expansion and safeguard existing market share to achieve this goal. Effectively stated marketing communication processes may be seen in the success of firms that have used these techniques.

The Relationship Marketing Theory will guide this study (Alexander, 1998) and Resource Based View (Wernerfelt, 1984). According to the Relationship Marketing Theory, relationship marketing aims to establish an interactive interaction with both present and future customers, establish a long-term relationship, and generate acceptable returns. The Resource-Based View indicates that for enterprises to maintain their level of competitiveness, they need to be aware of the ever-shifting environment and adapt to it appropriately. It focuses on a company's internal environment, including its assets, capabilities, qualities, and expertise, and as a result, it refers to both tangible and intangible resources.

Mombasa County relies heavily on tourism as an economic driver, and the county's hotels play a crucial role in marketing the area as a vacation spot. Hotels in Mombasa County have had several difficulties in the last 10 years, including as fierce economic rivalry and a worldwide economic downturn, particularly during the COVID-19 pandemic. To stay in business, some of these hotels have been forced to lay off employees, while others have been forced to either completely shut down or significantly decrease the scope of their activities (Njagi, 2019). The hotel industry in Mombasa, just like all other businesses, is confronted with a great deal of rivalry from the nations that are located nearby, such as Tanzania and Zanzibar. This has forced hotels to adopt marketing communication strategies to survive in a competitive environment (Kimeu, 2021). This research will be guided by the fact that hotels must adapt market communication tactics to grow their businesses sustainably in the face of intense competition and rapidly evolving product and service offerings.

### **1.1.1 Marketing Communication Strategies**

Kotler and Armstrong (2018) assert that marketing communication strategies include effectively coordinating various promotional elements and marketing activities to provide efficient communication between commercial firms and their customers. According to Luxton, Reid, and Mavondo (2020), marketing communication strategies are defined as a marketing idea that involves corporate communication channels to present a message that is consistent, transparent, and highly convincing about the firm and its many brands. The use of corporate communication channels to deliver a message that is consistent, clear, and highly convincing, including the company itself and its various brands, is one of the distinguishing characteristics of marketing communication strategies. According to

Keller (2018), companies may engage in transparent dialogues with customers and other stakeholders on product quality and other operationally important issues via the use of marketing communications strategies. According to Callen (2019), marketing communication is everything a business does that affects the actions or perceptions of its clients. A seller or manufacturer and a consumer may be connected via marketing communication tactics. The marketer will use a variety of promotional methods to gain the target market. To do this, the way it is carried out will be determined by the characteristics of the target market, which include age, income, and level of education.

Marketing communication practices are how businesses educate, convince, and continually remind customers about their products or services (Shimp, 2020). O'Guinn et al. (2021) state that the medium and frequency of a company's marketing communications assist in shaping the nature of its interactions with clients and the messages' subject matters. Marketing communication establishes a brand's character and fosters consumer loyalty by unifying the company's messages and visual identity. Through all these communication operations, including the media, it is possible to coordinate all these messages and viewpoints.

Keller (2018) identifies four primary channels of marketing communication: one-on-one interactions, sales promotions, the media, and publicity, with the last being the most crucial. According to Jobber (2019), personal selling requires making direct eye contact with a consumer to succeed. Publicity is the performance of a business, commodities, or service that is not personally compensated but is indirectly rewarded. According to Keller (2018), companies may engage in transparent dialogues with customers and other stakeholders on product quality and other operationally important issues via the use of

marketing communications strategies. Direct marketing is making personal contact with customers to persuade them to act, whether by purchasing, submitting an inquiry, or visiting a store. Numerous internal and external elements influence the marketing communication strategies a firm decides to use to sell its products. Internal elements include the promotion's intended outcomes, the product, and the available marketing resources. The present research focuses on several types of marketing communication. These include, but are not limited to, advertisements, sales promotions, public relations, and direct marketing.

### **1.1.2 Firm Performance**

According to Lebars and Euske (2019), a company's success is measured by various monetary and otherwise metrics that reveal how well it has achieved its goals. To be more precise, performance is a set of metrics used to evaluate how well an organization is achieving its objectives. An organization's performance may be defined as how well it meets its goals, as Huang (2018) suggested. Strategic resource management is defined by Daft and Marcic (2021) as an organization's capacity to achieve its objective via the efficient and effective use of its available resources. According to Bharadwaj, Chauhan, and Raman's (2019) interpretation, an organization's performance results from a complicated interplay of the following seven criteria: profitability, quality of work, productivity, dependability, and effectiveness. Each of the seven criteria may be considered a separate performance target, and their achievement is thus intrinsically linked to the overall performance. Despite the lack of a definition of performance that most people accept, a company should have goals and evaluate everything according to how well it meets them.

The performance of a business is an essential metric that helps to identify the level of a company's competency, as well as its levels of production and efficiency. According to Bain (2016), it may measure the efficiency with which resources are used to produce things consumers and society need over the long term. Profit, ROE, ROA, and market share are the four key financial metrics used to evaluate a business's performance, as outlined by Kaplan and Norton (1996). Product/service quality, customer loyalty, and customer satisfaction are non-financial variables that measure the effectiveness of a firm (Schultz, 2019). A corporation's efficiency in generating income and controlling its costs is a crucial indicator of its profitability. Only successful organizations have a chance of survival, making it one of the critical tasks of corporate managers to boost organizational performance (Chakravarthy, 2019).

Business organizations hesitate to employ monetary and non-monetary performance metrics since a firm's success can extend beyond a single index (Chakravarthy, 2019). In the past, researchers have applied the Balanced Scorecard (BSC), which was developed by Kaplan and Norton (1992), to effectively analyze performance. Utilizing the company's goal, vision, and strategy as a foundation, the balanced scorecard can create success metrics. According to Kaplan and Norton (1996), thinking about money, customers, internal processes, and career advancement is essential. Since the balancing scorecard has gained so much popularity in recent years, it will be used as a key performance indicator in this investigation.

### **1.1.3 Hotels in Mombasa, Kenya**

Following the definition established by Odeny, Kurauka, and Kurauka (2020), a hotel is a place inside which lodging is either offered or made available for providing, with or

without the provision of meals or any other services. In terms of size, purpose, and expense, hotel operations may vary greatly. The star classification system is used to assign grades to Kenyan hotels. Under the jurisdiction of the Tourism Regulatory Authority (TRA), the Hotel and Restaurant Authority is tasked with grading establishments and keeping a close eye on the quality of services that are expected to be offered. A three-star business must meet the criteria set forth by the East Africa Community for the classification of vacation hotels. These requirements include being in an acceptable area, offering a four-course dinner, a variety of dishes and beverages, and high-quality lodgings (Gitobu & Njoroge, 2015). In addition to being near the main attraction, a four-star hotel's location should provide easy access, security, comfort, and privacy. In addition, it must have excellent lodgings, a comprehensive bar and wine selection, a five-course meal (available both à la carte and at the table), and a varied and flavorful menu. A five-star establishment is equivalent to a four-star establishment and is distinguished by its high-quality food, extensive bar and wine selection, high-quality service, various facilities, and elegant accommodations (Ministry of Tourism and Wildlife 2021).

Hotels in Mombasa face several strategic marketing challenges. Firstly, the hotels in Mombasa operate in a highly competitive industry with rapidly changing consumer preferences and market dynamics (Kubo, 2004). This necessitates continuous adaptation and innovation to stay competitive. Secondly, Hotels in Mombasa operate in diverse markets, both locally and globally, which challenges tailoring marketing strategies to suit specific cultural, economic, and regulatory contexts. Kimeu (2021) argued that this requires a deep understanding of local markets and consumer behaviors. Thirdly,



sustainability and ethical considerations are increasingly important in the hospitality industry. Hotels in Mombasa must grapple with the complexities of integrating sustainability practices into their marketing communication strategies while maintaining profitability. Studying these strategic marketing challenges is essential because it provides insights into how hotels in Mombasa address these issues in a specific context. It offers valuable lessons for businesses operating in similar industries and regions, helping them devise effective marketing communication strategies to overcome challenges, remain competitive, and contribute to sustainable economic development.

## **1.2 Research Problem**

It is necessary for businesses of all sizes to implement marketing communication strategies to attract and keep clients, which will ultimately result in long-term partnerships, sales performance, and overall productivity (Abubakar, 2021). This is crucial for companies to thrive in today's cutthroat marketing environment. Providing gratification to one's clientele is the only way for any business to achieve success. It has become a primary avenue for businesses to engage with potential customers, requiring firms to tailor their market communication strategies to meet evolving customer expectations and demands (Kotler & Armstrong, 2018). The impact of marketing communication on strategic planning is multifaceted, encompassing valuable market insights, facilitating robust customer relationship management, enabling effective branding, and offering metrics for measuring performance (Amin & Priansah, 2019). Therefore, the effectiveness of marketing communication strategies has a significant potential to influence firm performance.

Many of the hotels in Mombasa County have been forced to close their doors due to the difficult times that the unpredictability of the local economy has brought on. This has led to poor financial performance, which in turn has caused many of the hotels to lose money. The COVID-19 epidemic caused a decline in the number of hotel guests because of the limits placed on their ability to travel and enjoy recreational activities. However, most hotel guests in Kenya have expressed dissatisfaction with the excessively high room rates and the restricted access to the hotel's services and amenities (Gitobu & Njoroge, 2019). The hospitality business must emphasize finding ways to provide goods and services while reducing operating expenses. After just a short time in business, most of these hotels either combine with other establishments or are purchased by others; after a more extended amount of business, they show little visible development. This is even though the environment presents both opportunity and, at times, potentially dangerous circumstances. According to Karmarkar (2021), hotel managers need to make more pragmatic adjustments geared toward providing superior service to customers and engaging in effective techniques of market communication.

Substantial evidence in extant literature suggests that marketing communication strategies are positively associated with sales growth (Amin & Priansah, 2019). Okyere et al. (2019) argued that marketing communication strategies are difficult to imitate and may positively impact performance. Akpoghiran (2019) indicated that marketing communication strategies contribute to improved environmental management through awareness efforts, resulting in increased sales performance. Although marketing communication strategies can potentially improve performance, there needs to be more research on empirical testing of this link.

Reid (2019) averred that marketing communication strategies involve actions that improve a brand's character and foster consumer loyalty by unifying the company's messages and visual identity. Consequently, understanding the customers puts an organization to adopt market communication strategies to enhance performance. Although previous studies have made attempts to investigate market communication strategies, more focus has been directed on sales promotions (Jobber,2019), Publicity (Shimp, 2020), and the nature of market communication strategies (Reid & Mavondo, 2020).

Locally, a study by Hossein and Navaie (2018), though closer to the current study, focused on communication strategies used by the hotel industry in Kenya. Kihanya (2021) focused on various communication strategies for the success of the company's brands. Even so, more studies investigate the relationship between marketing communication strategies and performance. Analysis of relevant studies revealed a need for contributory effects of market communication strategies on the performance of hotels in Mombasa County, Kenya. The current study attempts to tackle the existential gap by addressing the question: How do marketing communication strategies influence performance among hotels in Mombasa County, Kenya?

### **1.3 Objective of the Study**

This study sought to assess the influence of marketing communication strategies and the performance of hotels in Mombasa County, Kenya.

### **1.4 Value of the Study**

This research provided important contributions to the Relationship Marketing Theory, Resource-Based View, and other similar theories that analyze the effects of marketing communication on business outcomes. Furthermore, the standardized framework will demonstrate the relationship between success in the market and various forms of communication. This work provided the groundwork for future studies on similar topics and provided academics and scientists with a valuable resource for years to come.

The study's results aided the hotel's management in making necessary improvements by illuminating a spectrum of market communication tactics utilized by other Kenyan hotels to halt deteriorating trends. Other hotels in Kenya have used these methods to turn around their businesses in a similar volatile setting. The findings informed hotel management's decisions on which forms of market communication to use and how to tailor those strategies to each property's individual needs.

Furthermore, Kenyan authorities should prioritize the creation of legislation that would foster and protect the hospitality sector in Kenya. The Kenyan legislature, which is controlled by the TRA and the Kenya Association of Hotel Keepers and Caterers, stands to gain much from this endeavor since it is an integral part of the attempt to fulfill Vision 2030. Specifically, it assisted these organizations in formulating more effective policies that govern the hotel industry. The study also assisted in the formulation of policies

aimed at increasing productivity and the establishment of institutional infrastructure to improve the industry.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

The review of previous research is essential to every investigation because it affords the investigators the chance to hone the conceptual underpinnings of their work. This section covers a variety of topics, including the theoretical underpinnings of the investigation as well as an empirical analysis.

### **2.2 Theoretical Foundation**

Theories that were utilized to develop the study's subject are the focus of the theoretical basis. These theories include; Relationship Marketing Theory (Alexander, 1998) and Resource Based View (Wernerfelt, 1984).

#### **2.2.1 Relationship Marketing Theory**

Economists laid the groundwork for marketing in general and relationship marketing in particular. The hypothesis was first proposed by Wroe Alderson in 1958. Direct response marketing has led to the emergence of a distinct kind of marketing known as "relationship marketing theory." This theory, as described by Alexander and Schouten (2002), places more emphasis on the satisfaction and retention of existing consumers rather than the acquisition of new ones. According to a 2018 study by the American Marketing Association, relationship marketing in municipal governments is consistent with the concept. Building and maintaining connections that benefit both parties is an important part of this process, as is ending relationships that aren't working. Local governments and their affiliated enterprises aim to reap long-term social, economic, and environmental advantages.

Relationship marketing is predicated on the assumption that a former partner would need help finding a suitable replacement and will be discouraged from leaving due to the high expenses associated with the transfer, as Zinkhan (2002) stated. Herington et al. (2006) argue that the theory has its detractors because it primarily focuses on the loyal customers as the gaining party and fails to address the demands of the future consumers, who, in this instance, are adding value to the company's performance. These critics believe the theory is flawed because it concentrates on the loyal customers as the gaining party. In relationship marketing, both the buyer and the supplier are interested in making the other party happy, and the partnership is short-lived, as Moller and Halinen (2000) described.

Lewin and Johnston (1997) argue that the theory is relevant to the investigation because it helps service providers keep their customers through advantageous market communication practices that guarantee repeat business from existing customers by meeting their more stringent needs. Relationship marketing is predicated on establishing two-way beneficial communication and data gathering with existing consumers using an "opt-in" strategy in which the client expresses consent to be contacted. According to Hunt and Madhavaram (2006), relationship marketing has continued to develop and advance due to the proliferation of collaborative and social communication channels made possible by technological advancements such as the internet's and mobile platforms' expansion.

### **2.2.2 Resource-Based View**

The resource-based view was proposed by Penrose and Barney (Wernefelt, 1984; Barney, 1986; Hamel & Prahalad, 1996). The resource-based view argues that organizations comprise a combination of valuable resources that contribute to competitive advantage (Asewe, 2018). The theory insists that rare, valuable, inimitable, and rare resources create

a competitive advantage for the firm on the condition that the resources are deployed and used to create productivity. In addition, such resources only make sense to an organization if they have access to the resources at the exclusion or disadvantage of their rivals in the market. The resource-based view holds that valuable resources not only determine organizational competitiveness but also influence the performance of organizations. The theory avers that resources that meet the VRIN criteria (valuable, rare, imperfectly imitable, and non-substitutable) are sources of competitive advantage for superior performance (Amit & Shoemaker, 1993). The resource-based view analyzes and interprets resources to understand how organizations can enhance performance.

Some scholars have criticized the resource-based approach, claiming it fails to correctly separate performance indicators tied to the organization's resources from those tied to the owner-manager traits (Armstrong & Shimizu, 2007). Furthermore, Lockett et al. (2009) argue that it is hard to ascertain which of the company's resources are accountable for its success. Hart (1995) argues that the theory fails to explain how an organization may equip itself with the crucial traits required for or instead developed to enable an organization to obtain a competitive edge. The limitations of resource-based theory are that it has had an impact on ways of thinking about the world at large and how organizations fit into it or on the frameworks used to make decisions.

To apply market communication strategies, organizations need to have adequate resources both in terms of human capital and money (Mintzberg et al., 2005). The theory supports the concept that an organization's goal achievement is strongly dependent on its people as a vital asset and that organizations need to foster the growth of their workforce



by providing them with a positive and encouraging place of employment. This theory will be critical in this study of understanding the market communication strategies of firms and how different resources are utilized to support better innovation geared towards promoting competitiveness within the organization.

### **2.3 Marketing Communication Strategies and Performance**

The environment is dynamic and uncertain, and competition is unavoidable; therefore, market communication strategies that enhance an organization's attractiveness significantly influence its performance (Gomes et al., 2018). Hassan and Hilman (2017) assert that companies desiring to enhance performance must adopt appropriate market communication strategies. Therefore, organizations of any size should utilize market communication strategies and prepare effectively by creating strategies to enhance performance (Wang et al., 2019).

Reid (2019), marketing communication is a noteworthy concern in marketing management. According to the study's findings, marketing communication management that is more integrated yields better outcomes. However, according to Mutinda and Mwasiaji (2018), marketing communication strategies are essential for all organizations due to the fact that they impact institutional performance. Appropriate marketing communication strategies can lead to excellent performance in an organization that could lead to productivity in an organizational setting. It was further revealed that increased competition has seen market communication strategies increasingly considered essential to enhance performance.

## **2.4 Empirical Review**

Studies on marketing communication strategies on firm performance have been done globally. Nevertheless, the studies have yielded contradictory findings, with some indicating a substantial correlation and others indicating a negligible correlation between marketing communication strategies and firm performance. Aljuhmani, Amin, and Priansah (2019) examined the impact of marketing communication strategies on firm performance within the Jordanian banking sector. This study found that marketing communication strategies through direct marketing, public relations, and advertising positively impact performance. This study was done in the Jordanian banking sector, which may differ from the Kenyan hotel sector. Further, this study failed to relate marketing communication strategies and performance but looked at the role that marketing communication strategies played in performance.

Another study on marketing communication strategies and performance was that of Jobber (2019), who reviewed literature on marketing communication strategies and performance in organizations. The approach adopted is theoretical because it was assessed based on extant literature. The result of the findings revealed that marketing communication strategies enhanced performance. However, the performance improvement could have been more significant. Despite looking at marketing communication strategies and performance, this study failed to utilize primary data for the empirical research but undertook a literature review.

In a study by Davis (2020), marketing communication strategies have positively influenced performance, which increased the firm's sustainable competitive advantage. This study should have shown how marketing communication strategies and performance

relate based on primary data other than the literature review. This study also involved the non-profit sector in Jordan other than the hotel sector, displaying differences in the context. Al-Rfou (2021) conducted research to identify marketing communication strategies. This study found that public relations and advertising positively influence performance. However, direct marketing had no significant influence on performance. It was not the purpose of this research to investigate how marketing communication methods affected performance; rather, it focused on how marketing communication strategies influence the effect that performance has on companies.

A small body of evidence suggests that the concepts of marketing communication methods are unrelated to actual performance. As an example, consider the study by Tsikirayi and colleagues (2021), which discovered a small but favorable correlation between performance and marketing communication approaches. The study's authors used structural equation modeling and descriptive statistics to fill in the blanks. To evaluate the efficacy of marketing communication strategies, however, quantitative data was not used. Incorporating the hotel industry within the study's endeavor to gather actual data is also essential. Another study that looked at the effect of marketing communication strategies on KCB's performance in Kenya was run by Nyanaro and Bett (2018). Although the study's results did not reach statistical significance, they did show that marketing communication strategies improved competitive advantage. The purpose of this research is to highlight a gap in terms of context by establishing a connection between marketing communication methods and competitive advantages other than individual performance. In addition, this study was done based on qualitative rather than quantitative data, as with the present study.

### **2.3 Marketing Communication Strategies and Performance**

The environment is dynamic and uncertain, and competition is unavoidable, therefore, market communication strategies that enhance an organization's attractiveness have significant influences on its performance (Gomes, Najjar, & Yasin, 2018). Hassan and Hilman (2017) assert that companies desiring to enhance performance must adopt appropriate market communication strategies. The hospitality sector is one such sector where increased competition has seen market communication strategies being increasingly considered essential to gaining a competitive edge and enhancing performance (Wang, Yang, & Yang, 2019). Adopting the best market communication strategies, however, requires organizations to continuously monitor and respond to the environment as strategic appropriateness entails businesses matching available resources and activities to the environment in which they operate (Mutinda & Mwasiagi, 2018).

Reid (2019) conducted a study in Australia that examined the use of marketing communication to establish robust brand identities on a global scale. The present research suggests that MC, or marketing communication, is a noteworthy concern in the field of marketing management. This is attributed to the ever-changing and dynamic conditions in the market, which are impacting the effectiveness of conventional marketing communication tools and planning approaches. Based on the findings of the research, it seems that a higher degree of integration in the management of marketing communication leads to enhanced performance. The study, on the other hand, placed a greater focus on the development of a strong brand than it did on the evaluation of performance. It is also important to note that the study was conducted just in Australia; hence, it may be difficult to apply the findings to other nations or markets since the research was only conducted in

Australia. Through their study, Amin and Priansah (2019) analyzed the marketing communication strategy that was used to boost the tourism potential. The decision was made to use a qualitative methodology in order to get further knowledge on the mental aspects of the incident. The results showed that Curug Putri Palutungan regency's tourist potential was significantly increased thanks to the Office of Youth, Sports, and Tourist's marketing communication plan. This is accomplished via a variety of promotional channels, including newspaper ads, web promos, radio spots on Kuningan FM, and the use of banners and billboards. During the course of this investigation, there was no effort made to ascertain whether or not there was a correlation between the market communication techniques and the outcomes.

In their 2019 study, Keramati, A., Ardalan, A., and Ashtiani, P., looked at how marketing communication affected sales performance for privately held Iranian steel businesses. The descriptive methodology used in this study supported the hypothesis that effective marketing communication has a positive impact on business results. There was, however, a lack of context since the research was conducted outside of the realm of Iranian steel private enterprises. Aghaei et al. (2020) analyzed the brand performance and brand personality of Iranian chain stores by using IMC infrastructures. The study's results pointed to the importance of brand orientation, market orientation, and customer orientation as factors in shaping the aforementioned five characteristics of brands and their overall success. The research did not, however, take a comprehensive look at all aspects of marketing communication.

A qualitative questionnaire was used to gather data for the case study and survey that was carried out by Davis (2020) on successful marketing communication techniques in a

franchise business, namely Bakers' Joy Holdings Australia. Bakeries were proven to have a greater impact via the use of marketing communication tactics. The study's limitations lie in the fact that it was based on a case study, relied on data collected from a single source, and was a cross-sectional study designed to be completed quickly. Further, the research was conducted with Australian bakeries, thus the results may not hold for hotels in Mombasa, Kenya.

To better understand the role of marketing communication in environmental management awareness campaigns (EMAC), Akpoghiran (2019) performed research in Nigeria. The findings of the study demonstrated that MC improves environmental management through public education initiatives. The study's author concedes that Nigeria's telecommunications service providers promote their goods and brands via advertising. This article fills a knowledge gap by studying fields outside of the hotel industry. Lekhanya (2021) conducted research in South Africa to identify and validate the knowledge gap around the promotion of SME expansion through marketing communication. The findings revealed that not all marketing communication platforms were used to their full potential to boost SMEs' development. The research also showed that knowing what elements affect their business's success can help them accurately identify marketing strategies. It becomes clear that more work has to be done to fully demonstrate the connection between strategy and development, and that there are also gaps relating to the need to duplicate the research on a local level.

Zimuto (2019) investigated how marketing managers at small and medium-sized enterprises (SMEs) in Masvingo Urban felt about the country's market communication strategy. According to the findings, IMC helps customers make sense of information by

promoting message consistency and integration. Customer confusion will not result from information coming from many sources. The study's findings, however, show that most marketing managers lack the understanding necessary to effectively use IMC strategies. Therefore, SMEs must see IMC as a fresh phenomenon that might boost their business. The research has limitations due to its focus on SMEs in Zimbabwe. In a similar vein, Tsikirayi et al. (2021) found that despite being the primary employers of Zimbabwe's displaced workforce, small and medium-sized businesses there do not recognize the significant contribution that the marketing communications mix makes to both the successful placement of their products in the market and the education of potential buyers. Since this research focused on the marketing communication mix, discussions of market communication methods are warranted.

Research on how advertising affects business results in Ghana was conducted by Okyere et al. (2019). Expenditures on sales promotion and advertising were shown to have a considerable effect on total sales volume. However, there was a negative correlation between ads on television and actual sales. It was also shown that the sponsorship budget correlated negatively with overall sales. Aside from the obvious language barrier, the research only addressed performance in the specific setting of telecommunications companies in Ghana.

Competition and Organizational Performance: Empirical Evidence from Jordanian Firms was the subject of research by Al-Rfou (2021). By the start of 2010, 33 manufacturing companies were included in the research, all of which were traded on the Amman Stock Exchange. The amount of competition in the market was shown to have a considerable positive effect on the efficiency of these enterprises, according to the findings of multiple

regression analysis. Due to the fact that this study used a quantitative approach and concentrated on the industrial sector of Jordan, it is not possible to draw any definitive conclusions from it. However, researchers may choose to conduct studies of a similar kind in other countries. Nevertheless, the study will concentrate on the performance of balanced scorecards.

The performance of a homegrown brand, Kenya Orient Insurance Company, was analyzed by Kihanya (2021), who looked at the role that various market communication tactics played. Over the last five years, the figures show that both income and morale have increased. The study concluded that among the elements of the marketing communication mix, advertising had the most beneficial impact on Kenya Orient Insurance's performance. However, the study merely scratched the surface of the issue of corporate performance.

Due to the existence of competing mobile money transfer services in Kenya that were not as widely adopted as M-PESA, Mulwa, and Ndati (2019) investigated the IMC techniques used by M-PESA. The data was analyzed and interpreted qualitatively and quantitatively thanks to the case study approach. According to the findings, Safaricom's innovative IMC approaches were more suited to its target market than its rivals when it came to spread the word about the M-PESA breakthrough. Although qualitative, this study suffered from several methodological shortcomings.

Ismail et al.'s (2019) case study of a global organization used information from Procter & Gamble's annual report and sales record to analyze the impact of marketing communication strategies on business results. The statistics show a favorable and statistically significant association between using marketing communication strategies to



contact and encourage potential customers to make a purchase, and increased sales. Since the research was done on a worldwide scale, its findings may not apply to the hotel business on a more micro level. The research did not provide any explanations for the disparate marketing environments seen in industrialized nations.

To determine how the marketing mix might increase sales of Atousa hair color goods, Hossein and Navaie (2018) polled 384 women who had used these products before. The findings revealed that direct marketing was not as effective as other channels like sales promotion, advertising, and personal selling in driving revenue growth. Because not all marketing communication tactics, such as advertisements, were tracked in this study, further investigation into the impact of the marketing mix on product sales is needed.

Onditi (2018) evaluated promotional elements that stimulated sales using a case study of agricultural and non-agricultural commodities. The sample for the study consisted of 204 women's groups from the Homa-Bay District in the southern part of Kisumu City. Food and non-food goods are both produced by these organizations. The findings show that most women's groups depend on sales promotion, even if they have a hard time affording it. Since the study did not account for all the factors that could have an impact on small businesses success, there is a need for further investigation into the effects of advertising on these establishments.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This section provided a summary of the research strategies that were implemented. First and foremost, it focuses on the study's layout, next on the data analysis methodologies, and lastly on the data collection and presentation strategies that were used in this investigation.

### **3.2 Research Design**

The researchers in this study used a descriptive methodology. Collecting data to answer questions about the study's present state or to test hypotheses is what descriptive research all about is (Siedlecki, 2020). People were able to express their opinions and views thanks to this study method, which established and explained the current state of affairs. A descriptive survey is another technique to acquire evidence regarding the qualities, actions, or views of a big group of people. This design was appropriate since it provided data on attitudes that are challenging to measure based on the observational methods. The researcher used a descriptive survey design to investigate the links that occur among various variables.

### **3.3 Target Population**

According to Oliver and Mays (2019), the term "population" refers to the members of a group, whether real or imaginary, from whom the researcher generalizes about the variables that are being investigated. The hotels in Mombasa County that have a rating of five stars or above made the demographic that was targeted. 56 hotels in Mombasa County have received a star rating, according to databases maintained by the HRA, the

KAHC, and the Ministry of Tourism. As indicated in Appendix 2, the research will consider 2-star, 3-star, 4-star, and 5-star hotels. The star-rated hotels were selected based on the quality of amenities and luxury that they offer. A survey of the population was used for the research.

### **3.4 Data Collection**

Primary source data was used throughout this inquiry. The main tool for gathering information was a structured questionnaire. The polls only included closed-ended questions. There were three sections to the questionnaire; the first one collected background data. A discussion on marketing communication was presented in the second portion, and performance was discussed in the third section. Those who were targeted for participation were marketing managers from each hotel. For the purpose of making the process of data gathering more manageable, the researcher sought the assistance of two research assistants.

This decision was made to enhance the efficiency and effectiveness of data collection. Before commencing their duties, the research assistants went training to familiarize themselves with the research instruments, objectives, and ethical considerations associated with the study. The lead researcher, together with two research assistants, was responsible for filling up questionnaires and collecting responses from the individuals who were identified as participants. The reason for using this method is due to higher response rates and reduced non-response bias issues. In addition to that, the questionnaire was distributed by email and other online platforms

### **3.5 Data analysis**

After collection, the data was double-checked for accuracy, consistency, and duplication. Data analysis was carried out using SPSS version 25. The information collected for this study was examined with the use of SPSS. The correlation between dependent and independent variables may be discovered by regression analysis. Using correlation analysis, we were able to determine the nature of the correlations between the variables. Tables were used to display the data since they make the results more concrete and simpler to understand compared to other methods. Statistical methods for both descriptive and inferential analysis were presented in the data set.

## CHAPTER FOUR: DATA ANALYSIS AND DISCUSSION

### 4.1 Introduction

The findings of the study and the analysis that was performed on the data that was gathered will be presented in this chapter. This section included a discussion of the findings that were generated by the literature that was covered in the chapters that came before it. To determine the impact that marketing communication techniques have on the performance of hotels in Mombasa County, Kenya, the purpose of the research was to establish it.

### 4.2 Response Rate

At 92.86 percent, the total response rate was achieved when 52 out of 56 surveys were returned. A representative sample size and an effective way to gather data are both shown by a response rate of 70%, say Sitzia and Wood (2018), who agree with our results. The findings coincide with these findings. In light of this, the response rate of the study was deemed to be satisfactory.

**Table 4. 1: Response Rate**

<b>Response Rate</b>	<b>Frequency</b>	<b>Percentage</b>
Returned Questionnaires	52	92.86
Not Returned Questionnaires	4	7.14
<b>Total</b>	<b>56</b>	<b>100.0</b>

### 4.3 Organizational Characteristics

Basic information about the hotel is included in this area. The information helped in comprehending the background information about the firm under evaluation. It asked for details about the business's hours of operation and how many workers there are.

#### 4.3.1 Period of operation

The responses on the hotels in Mombasa's length of operation were shown in Table 4.2

**Table 4. 2: Period of Operation**

<b>Years</b>	<b>Frequency</b>	<b>Percent</b>
Less than 4 years	7	13.46
4-8 years	25	48.08
Above 8 years	20	38.46
<b>Total</b>	<b>52</b>	<b>100.0</b>

**Source: Field Data (2023)**

Table 4.2 shows that 48.08 percent of hotels in Mombasa have been in business for 4 to 8 years, more than 8 years (38.46%), and for a period ranging from less than 4 years (13.46%). According to this, the vast majority of the hotels have a solid reputation in the Kenyan market.

#### 4.3.2 Number of Employees

Finding out how many individuals work for hotels was the study's main objective. Table 4.3 displays the results obtained from the survey.

**Table 4. 3: Number of Employees**

<b>Employees</b>	<b>Frequency</b>	<b>Percentage</b>
Less than 300	15	28.85
301 – 600	25	48.81
Above 600	12	23.08
<b>Total</b>	<b>52</b>	<b>100.0</b>

**Source: Field Data (2023)**

Table 4.3 shows that of all hotels in Mombasa, 48.81% had between 301 and 600 workers. The next largest group, with 28.85% of the total, are businesses with less than 300 workers, followed by the largest group, with 23.08% of the total, with more than 600 workers. This suggests that most hotels in Mombasa provide jobs.

#### **4.3.3 Number of Branches**

Finding out how many locations the hotel has in Kenya was the focus of this research.

Table 4.4 displays the results.

**Table 4. 4: Number of Branches**

<b>Branches</b>	<b>Frequency</b>	<b>Percentage</b>
Less than 5	15	28.08
5-10	25	48.81
More than 10	12	23.08
<b>Total</b>	<b>52</b>	<b>100</b>

**Source: Field Data (2023)**

Table 4.4 shows that most hotels operate between 5 and 10 facilities around the country. This contrasts with the percentage of firms that have five or fewer locations, which is 28.076%, and the percentage of organizations that have more than ten locations, which is 23.08%. This indicates that hotels have a broad network of offices in Kenya.

**4.4 Marketing Communication Strategies**

The study sought to investigate the marketing communication strategies that hotels in Mombasa have adopted and the outcome of the analysis is summarized in the subsequent tables.

**4.4.1 Advertising**

Respondents were presented with five statements and asked to rate the extent to which each one applied to them. The outcomes are shown in Table 4.5.

**Table 4. 5: Advertising**

<b>Advertising</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Communication is aimed at certain demographic groups and distributed via a variety of mass media.	52	4.17	.879
The advertising message for the hotel may be found presented identically throughout all the available advertising channels.	52	4.63	.525



To accomplish either its short-term or long-term goals, the hotel makes use of its advertising.	52	4.00	.886
Advertising is comprised of promoting both the overall image of the hotel as well as the individual goods that are available.	52	4.11	1.132
Long-term relationships, in which the hotel builds up its reputation by using various forms of institutional advertising	52	4.21	.893
<b>Composite mean</b>	<b>52</b>	<b>4.22</b>	<b>0.863</b>

**Source: Field Data (2023)**

In Table 4.5, communication is aimed at certain demographic groups and distributed via a variety of mass media by Mean 4.17 and S.D 0.879. The advertising message for the hotel may be found presented identically throughout all the available advertising channels with a mean of 4.63 and S.D of 0.525. To accomplish either its short-term or long-term goals, the hotel makes use of its advertising with a mean of 4.000 and S.D .886. Advertising is comprised of promoting both the overall image of the hotel as well as the individual goods that are available with a mean of 4.115 and S.D 1.132. Advertising is comprised of promoting both the overall image of the hotel as well as the individual goods that are available with a mean of 4.212 and S.D 0.893. The aggregate score with a mean of 4.22 and an SD of 0.863. This infers that advertising was adopted to a large extent by the hotels in Mombasa County.

#### 4.4.2 Sales Promotion

Each participant was given five statements about the sales promotion with which they were asked to rate their degree of agreement. Table 4.6 displays the obtained outcomes.

**Table 4.6: Sales Promotion**

<b>Statement</b>	<b>N</b>	<b>Mean</b>	<b>Std. dev</b>
Promotion of the hotel's goods and services is accomplished via the use of strategic marketing tactics.	52	4.18	0.95
The hotel provides a high degree of care to its guests.	52	3.73	1.06
New clients are brought in via sales advertising inside the hotel's offerings.	52	3.57	0.99
The employee can determine the requirements and issues of the consumer via the use of sales promotion.	52	3.00	1.02
Monitoring the hotel's sales promotion tools helps the establishment ensure that they are being used effectively when put into action.	52	3.35	1.05
<b>Composite mean</b>	<b>52</b>	<b>3.57</b>	<b>1.01</b>

**Source: Field Data (2023)**

Table 4.6 shows that the promotion of the hotel's goods and services is accomplished via the use of strategic marketing tactics at an average of 4.18 with S.D 0.95. On the other hand, the hotel provides a high degree of care to its guests having an average of 3.73 with S.D 1.06. Similarly, new clients are brought in via sales advertising inside the hotel's

offerings with an average of 3.57 and SD of 0.99. Monitoring of the hotel's sales promotion tools helps the establishment ensure that they are being used effectively when put into action with an average of 3.00 with a S.D of 1.05 finally monitoring of the hotel's sales promotion tools helps the establishment ensure that they are being used effectively when put into action with an average of 3.35 with S.D 1.02. The average was 3.57, suggesting that hotels in Mombasa County generally adopted sales promotion to a moderate extent.

#### 4.4.3 Public Relations

Each participant was given five statements about public relations with which they were asked to rate their degree of agreement. Table 4.7 displays the obtained outcomes

**Table 4.7 : Public Relations**

Statement	N	Mean	Std Dev
The hotel's public relations work contributes to the development and upkeep of the establishment's corporate identity.	52	4.11	.504
Public relations improve the hotel's visibility and standing in the industry.	52	4.54	.505
Public relations create goodwill through developed relationships	52	4.23	.798
The hotel is always involved in charitable works	52	4.63	.547
The hotel embraces community social responsibility	52	4.26	.611
<b>Composite Statistics</b>	<b>52</b>	<b>4.35</b>	<b>.652</b>

**Source: Field Data (2023)**

Regarding Table 4.7, the hotel's public relations work contributes to the development and upkeep of the establishment's corporate identity with an average of 4.63 and S.D 0.547. Public relations improve the hotel's visibility and standing in the industry having a 4.54 as average and a 0.505 as S.D. The hotel embraces community social responsibility, with an average of 4.26 and a variation from 611. In addition to this, public relations create goodwill through developed relationships having a 4.23 average and a 0.798 as S.D. Finally, the hotel embraces community social responsibility with an average difference of 4.11 and 0.504. The average score was 4.35, indicating that most hotels in Mombasa County have fully adopted public relations to a great extent.

#### **4.4.4 Direct Marketing**

Each participant was given five statements about direct marketing with which they were asked to rate their degree of agreement. Table 4.8 displays the obtained outcomes

**Table 4.8: Direct Marketing**

<b>Statement</b>	<b>N</b>	<b>Mean</b>	<b>Std. Dev</b>
Our direct marketing initiatives raise consumer awareness of our items and send mail and emails to customers to remind them about those things.	52	3.78	1.27
The improvement of hotel direct marketing operations has been made possible thanks to the development of technology.	52	3.43	0.98
The hotel has a contact center for direct interaction with clients	52	3.05	0.09

The hotel participates in sponsorship events (career open days)	52	3.56	0.79
The hotel has information regarding our institution available on our website	52	3.34	0.17
<b>Composite Statistics</b>	<b>52</b>	<b>3.43</b>	<b>0.66</b>

**Source: Field Data (2023)**

Direct marketing initiatives raise consumer awareness of our items and send mail and emails to customers to remind them about those things by Mean 3.78 and S.D 1.17. The hotel participates in sponsorship events with a mean of 3.56 and S.D 0.79. The improvement of hotel direct marketing operations has been made possible thanks to the development of technology with a mean of 3.43 and S.D 0.98. The hotel has information regarding our institution available on our website with a mean of 3.34 and S.D 0.17. The hotel has a contact center for direct interaction with clients with a mean of 3.05 and S. D 0.09. The overall mean was 3.43 which implies that the hotels in Mombasa County embraced to a moderate extent.

**4.5 Organizational Performance**

Organizational performance was shown to be a dependent variable in this study. The opinions of the respondents on the hotel's performance were crucial to uncover.

**Table 4. 9: Operational Performance**

<b>Statement</b>	<b>N</b>	<b>Mean</b>	<b>Std.</b>
------------------	----------	-------------	-------------

			<b>Dev</b>
The profitability of the hotel has increased throughout the course of its history.	52	4.539	.699
Over the course of a certain amount of time, the hotel has introduced several services that are both unique and original.	52	4.231	.783
The cumulative revenue brought in by hotels has increased throughout the years.	52	4.365	.658
Costs associated with the administration have been cut down significantly.	52	4.519	.505
By serving as role models for new hires, upper management demonstrates its dedication to the company's development plans.	52	4.289	.825
<b>Composite Statistics</b>	<b>52</b>	<b>4.389</b>	<b>0.694</b>

**Source: Field Data (2023)**

Table 4.9 shows profitability of the hotel has increased throughout the course of its history with a mean of 4.539 and S.D of 0.699. Over the course of a certain amount of time, the hotel has introduced several services that are both unique and original with a mean of 4.231 and S.D of 0.783. Cumulative revenue brought in by hotels has increased throughout the years with a mean of 4.365 and S.D 0.658. Costs associated with

administration have been cut down significantly with a mean of 4.519 and S.D 0.505. By serving as role models for new hires, upper management demonstrates its dedication to the company's development plans with a mean of 4.289 and S.D 0.825. The aggregate score was 4.389 which implies that the firm performance of hotels in Mombasa County was a large extent.

#### **4.6 Correlation Analysis**

Finding out what kind of relationship existed between the variables under study was the main goal of doing the correlation analysis. To determine the level of connection between the variables being studied, the Karl-Pearson correlation coefficient was used throughout the inquiry. Table 4.10 summarizes the study's findings.

**Table 4.10: Pearson Product-Moment Correlations Results for Study Variables**

		Advertising Sales	Public Relations	Direct Marketing	Performance	
Advertising	Pearson Correlation	1				
	Sig. (2-tailed)					
Sales Promotion	Pearson Correlation	.483**	1			
	Sig. (2-tailed)	.002				
Public Relations	Pearson Correlation	.658**	.766**	1		
	Sig. (2-tailed)	.000	.000			
Direct Marketing	Pearson Correlation	.477**	.541**	.529**	1	
	Sig. (2-tailed)	.002	.000	.000		
Performance	Pearson Correlation	.775**	.560**	.746**	.705**	1
	Sig. (2-tailed)	.000	.000	.000	.000	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

b. Listwise N=52

**Source: Field Data (2023)**

According to Karl Pearson's correlation coefficient, the link between advertising and performance is statistically significant and moderately positive ( $r=0.483$ ,  $p<0.05$ ). This implies that advertising and performance move in the same direction. Further, the link between sales promotion and performance is statistically significant and positive ( $r=0.658$ ,  $p<0.05$ ). This implies that sales promotion and performance move in the same direction. In addition, the link between public relations and performance is statistically



significant and moderately positive ( $r=0.477$ ,  $p<0.05$ ). This implies that public relations and performance move in the same direction. Further, the link between direct marketing and performance is statistically significant and positive ( $r=0.775$ ,  $p<0.05$ ). This implies direct marketing and performance.

#### **4.7 Inferential Statistics**

Examining the relationship between marketing communication tactics and the performance of hotels in Mombasa County, the research used regression analysis. Results are presented in the sections that follow.

##### **4.7.1 Model Summary**

The findings of the Model Summary are shown in Table 4.11

**Table 4.11: Model Summary**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted Square</b>	<b>R Std. Error of the Estimate</b>
1	0.8469	0.717	0.708	12.4936

According to Table 4.10's results, R and R<sup>2</sup> were .8469 and 0.717, respectively, ( $p<0.05$ ). As shown by  $R=0.889$ , there is a strong link between market communication strategies and performance. According to the findings, the predictors in the model can explain 84.69% of the variation in performance, whereas other factors that are not part of the model can only account for 15.31% of the variation.

#### 4.7.2 Goodness of Fit of the Model

After doing an ANOVA, the researcher settled on a regression model that worked well with the data they had. Based on what we can see in Table 4.12.

**Table 4.12: ANOVA Results**

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.087	4	2.029	12.508	.000 <sup>b</sup>
	Residual	7.786	47	.162		
	<b>Total</b>	<b>13.873</b>	<b>51</b>			

a. Dependent Variable: Performance

b. Predictors: (Constant), Advertising, Sales Promotion, Public Relations and Direct Marketing

**Source: Field Data (2023)**

Table 4.11 provides a quick overview of the analyses of variance findings. This table shows that when the 5% level of significance is used, the f statistic equals 12.508. The significance of the coefficient of determination relies heavily on this result. The significance level is high since the p-value is just 0.000. There was a correlation between the two variables. This indicates that the elements that are a part of market communication strategies have a significant effect on performance.

#### 4.7.3 Coefficient of Determination

The data are shown in Table 4.13, which includes both unstandardized and standardized coefficients, as well as t statistics and significant values.

**Table 4.13: Coefficients**

Model	Unstandardized		Standardized	T	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	-.634	.003		-.632	.000
Advertising	.558	.169	.326	3.297	.001
1 Sales Promotion	.278	.158	.257	2.739	.009
Public Relations	.470	.125	.361	3.756	.000
Direct Marketing	.266	.130	.248	2.504	.010

a. Dependent Variable: Performance

**Source: Field Data (2023)**

From the Table 4:13, the following model has been developed;

$$Y = -0.634 + 0.558X_1 + 0.278X_2 + 0.470X_3 + 0.266X_4$$

Where:

Y = Performance

X<sub>1</sub> = Advertising

X<sub>2</sub> = Sales Promotion

X<sub>3</sub> = Public Relations

X<sub>4</sub> = Direct Marketing

A one-unit increase in advertising will lead to a 0.558-unit rise in performance, according to the interpretation. Similarly, with everything else being equal, a one-unit increase in sales promotion will raise performance by 0.278 units, a one-unit increase in public

relations will raise performance by 0.470 units, and a one-unit increase in direct marketing will raise performance by 0.266 units.

#### **4.8 Discussion of Findings**

It was discovered that several hotels in Mombasa have advertising and public relations to a great extent. Communication is aimed at certain demographic groups and distributed via a variety of mass media and the hotel's public relations work contributes to the development and upkeep of the establishment's corporate identity. These findings support Reid, (2019), who identifies four primary channels of marketing communication: one-on-one interactions, sales promotions, the media, and publicity, with the last being the most crucial. The findings also agree with Njagi (2019), that advertising may be defined as a kind of remunerated non-personalized communication about a company, product, or concept that is sponsored by a recognized entity.

The research revealed that sales promotion and direct marketing had a minor impact on hotels in Mombasa County. This was supported by the following statements: new clients are brought in via sales advertising inside the hotel's offerings and the improvement of hotel direct marketing operations has been made possible thanks to the development of technology. The findings agree with Kihanya (2021), that direct marketing is making personal contact with customers to persuade them to take some kind of action, whether it is making a purchase, submitting an inquiry, or visiting a store. Jobber (2019), personal selling requires making direct eye contact with a consumer to be successful.

The regression analysis reveals that the four independent variables account for about 84.69% of the performance, indicating a distinct correlation between marketing communication approaches and performance. The finding agrees with Hassan and

Hilman (2017) are assertive that companies desiring to enhance performance must adopt appropriate market communication strategies. Further, Reid (2019) in Australia looked at how effective marketing communication may be utilized to construct powerful brands. According to the results, a greater degree of integration between marketing communication management and other business processes leads to better overall performance.

# **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

## **5.1 Introduction**

The following chapter gives a summary of the findings obtained in the previous chapters and derives conclusions. Further, limitations encountered while conducting the current study are enumerated. It also gives recommendations to key stakeholders together with policymakers. At last, this research gives suggestions for segments that researchers can use to perform further studies.

## **5.2 Summary**

The study set out to examine the connections between marketing communication strategies and the financial success of hotels in Kenya's Mombasa County. In Mombasa, it was discovered that the majority of hotels have been in business for more than four years, and the average number of workers at these hotels ranges from 301 to 600 staff members. The majority of hotels that are now functioning in Kenya have anything from five to 10 locations around the nation.

It has been shown that public relations and advertising have a significant impact on how various market communication strategies are undertaken. Advertising is comprised of promoting both the overall image of the hotel as well as the individual goods that are available. It was found that sales promotion and direct marketing have a moderate extent on market communication strategies and this was highly influenced by new clients brought in via sales advertising inside the hotel's offerings and the improvement of hotel

direct marketing operations has been made possible thanks to the development of technology.

The study showed a progressive correlation between market communication strategies and performance. Based on the results of a regression analysis, these four variables explain 84.69 percent of the variation in performance across hotels. A total of 15.31 % of the variation cannot be explained by known factors. An analysis of variance with a p-value below 0.05 was used to demonstrate the model's statistical significance. In the advertising, sales promotion, public relations, and direct marketing, there was statistically significant performance.

### **5.3 Conclusion**

Based on the study's results, hotels should allocate more resources to hiring and training staff members who are proficient in using marketing communication technologies. In addition, hotels should implement programs that teach current employees new skills on the job so that they can meet the evolving needs of their customers. This will enable workers to actively participate in marketing initiatives that specifically align with their criteria.

Since the research was unable to provide assured findings, the study also concludes that management should take the initiative to ensure that the market communication strategies positively serve the hotels by focusing on the link between the strategies and the performance. Additionally, the research concluded that public relations distributes damage restrictions of the hotel, and that trade shows develop deeper ties with important suppliers and consumers. Furthermore, the study revealed that.

Further, it was concluded that hotels in Mombasa use print media advertisements to endorse their products and services to the targeted consumers. For most hotels in Mombasa are publicized by use of television, magazines newspapers, and billboards. The study finally concludes that hotels in Mombasa try to reach young customers via digital platforms such as Facebook and Twitter to increase their customer base. The study concludes that there should be an enhanced scope of market communication strategies and not only depend on a few marketing communication strategies.

#### **5.4 Recommendations**

The study suggests that hotels need to employ more youthful marketers since they are capable of providing vibrant and energetic workforce that would be capable of responding swiftly to the changes that the external environment presents. The study recommends that the hotels should organize open days as well as carry out charity work. They will also make their services to be identified easily. The study also suggests that hotels in Kenya should form tactical cooperation that improves their advertising practices in the industry.

Managers at hotels would do well to pay attention to marketing communication tools like direct marketing, digital marketing, personal selling, and promotional tools like sales discounts, loyalty cards, and others if they want to engage guests. This recommendation is justified by the conclusions that have been presented above. To segment markets according to various criteria, the management of hotels in Kenya might use the results of this research as a realistic platform.



## **5.5 Limitations of the Study**

Using a standardized questionnaire, the researchers in this study examined primary data to decrease the occurrence of any outliers. The fact that the respondents were limited in the amount of information they were willing to provide, on the other hand, created the possibility of skewed data. This being the case, the researcher took care to choose a data collection tool that would allow for comprehensive data gathering in a way that would not compromise the research objectives.

On top of that, several respondents were uncertain about whether or not they would participate in this study. After getting the necessary approvals from institutions like the university, the researcher was able to solve the issue. Additionally, the researcher prioritized ethical considerations while conducting the study. Finally, the volunteer was guaranteed access to the study's findings by the researcher.

## **5.6 Suggestions for Further Studies**

This study was restricted to the hospitality industry. This creates gaps in the impact of creative methods on other businesses, including those in the aviation industry, huge farms, manufacturing, and the automotive industry, among others. Future research should be done on how market communication strategies influence service delivery in other sectors.

The methodology for this research is one of quantitative cross-sectional analysis. Due to the restricted amount of time and resources that were available, it was decided that cross-sectional research would be the most appropriate technique for dealing with the

problems. Since they could only provide organized replies, this methodological approach did not enable the respondents to elaborate on the implications of their responses.

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## **APPENDICES**

### **Appendix I: Questionnaire**

The data collected from this survey will be used only for academic purposes and will be integrated into a Master of Business Administration project examining "the influence of marketing communication strategies on performance among hotels in Mombasa County, Kenya." All gathered information will be handled confidentially during the whole procedure. There is a total of three parts.

### **SECTION ONE: HOTEL CHARACTERISTICS**

1. Age of the hotel:
  - (a) Less than 5 years
  - (b) 5 – 9 years
  - (c) 10 – 14 years
  - (d) 15 years and above

2. Number of employees

Less than 50 [ ]

51 – 150 [ ]

151-250 [ ]

251 – 350 [ ]

Over 350 [ ]

3. Ownership type.

a) Private owner ( )

b) Public owner ( )

c) A member of the consortium (group of firms) ( )

d) A member of a chain (group of similar businesses) ( )

4. What kind of rating does your hotel have?

a) 2-star ( )

b) 3-star ( )

c) 4-star ( )

d) 5-star ( )

## **SECTION TWO: MARKET COMMUNICATION STRATEGIES**

Kindly specify via ticking the extent to which you concur or disagree with the following assertion in the supplementary table below;

Scale: (Strongly agree=5, agree=4, Neutral=3, Disagree=2, strongly Disagree=1)

<b>Advertising</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Communication is aimed at certain demographic groups and distributed via a variety of mass media.					
The advertising message for the hotel may be found presented identically throughout all the available advertising channels.					
To accomplish either its short-term or long-term goals, the hotel makes use of its advertising.					
Advertising is comprised of promoting both the overall image of the hotel as well as the individual goods that are available.					
Long-term relationships, in which the hotel builds up its reputation by using various forms of institutional advertising					
<b>Sales Promotion</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Promotion of the hotel's goods and services is accomplished via the use of strategic marketing tactics.					
The hotel provides a high degree of care to its guests.					
New clients are brought in via sales advertising inside the hotel's offerings.					
The employee can determine the requirements and issues of the consumer via the use of sales promotion.					

Monitoring the hotel's sales promotion tools helps the establishment ensure that they are being used effectively when put into action.					
<b>Public Relations</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The hotel's public relations work contributes to the development and upkeep of the establishment's corporate identity.					
Public relations improve the hotel's visibility and standing in the industry.					
Public relations create goodwill through developed relationships					
The hotel is always involved in charitable works					
The hotel embraces community social responsibility					
<b>Direct Marketing</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Our direct marketing initiatives raise consumer awareness of our items and send mail and emails to customers to remind them about those things.					
The improvement of hotel direct marketing operations has been made possible thanks to the development of technology.					
The hotel has a contact center for direct interaction with clients.					
The hotel participates in sponsorship events.					

The hotel has information regarding our institution available on our website.					
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**SECTION THREE: FIRM PERFORMANCE**

Kindly specify via ticking the extent to which you concur or disagree with the following assertion in the supplementary table below;

Scale: (Strongly agree=5, agree=4, Neutral=3, Disagree=2, strongly Disagree=1)

<b>Performance</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The profitability of the hotel has increased throughout the course of its history.					
Over the course of a certain amount of time, the hotel has introduced several services that are both unique and original.					
The cumulative revenue brought in by hotels has increased throughout the years.					
Costs associated with administration have been cut down significantly.					
By serving as role models for new hires, upper management demonstrates its dedication to the company's development plans.					

**Thank you very much**

## Appendix II: List of Hotels in Mombasa County

2stars	3stars	4stars	5stars
1. Cool Breeze Hotel	1. Sunset Paradise Holiday Homes	1. Wells Villa Beach Hotel	1. Serena Beach Resort & Spa
2. Ocean View Nyali Boutique Hotel	2. Kenya Bay Beach Hotel	2. Mombasa Beach Hotel	2. Eden Beach Resort & Spa
3. Cingaki Hotel	3. Coastage Hotel	3. Sentrim Castle Royal Hotel	3. Cowrie Shell Beach Apartments
	4. The Shaza	4. Ocean Crown Hotel	4. Pangoni Beach Resort Mombasa
	5. Sanana conference center and Holiday Resort	5. Hotel Radiance	5. Sarova Whitesands Beach Resort & Spa
	6. Sun Africa Beach Resort	6. Voyager Beach Resort and Spa	6. Hotel English Point
	7. Reef Hotel	7. Coast Gate Hotel	
	8. Nightingale Apartments	8. Pride Inn Hotel	
	9. Lido Hotel	9. Best Western Plus Creekside Hotel	
	10. Dolphin Beach Hotel	10. Park View Hotel	
	11. Nyali International Beach Hotel and Spa	11. Hotel Sisters and Spa	
	12. Kahama Hotel	12. Pride Inn Paradise Beach Hotel	
	13. Milele Beach Hotel	13. Sereven Sea Lodge	
	14. Savanna Cottages	15. Travelers Beach Hotel	

	15. Neptune Beach Hotel	16. Flamingo Beach Resort and Spa	
	16. Bamburi Beach Hotel	17. White Rhino Hotel Mombasa	
	17. Continental Hotel	18. Stars Villas Nyali	
	18. Bahari Beach Hotel	19. Tamarind Village Hotel Apartments	
	19. Baobab Holiday Resort	20. Royal Court Hotel	
	20. Nyali Beach Holiday Resort	21. Sultan Palace Mombasa North Coast Beach	
	21. Pride Inn Nyali		
	22. Rembo Hotel Mombasa		
	23. Wells Villa Beach Hotel		
	25. Pride Inn Express Nyali		
	26. Nyali Sun Africa Beach Hotel and Spa		

**Source: Hotel and Restaurant Authority (HRA), Kenya Association of Hotel Keepers and Caterers (KAHC) and Ministry of Tourism database.**