

**STRATEGIC RESPONSES BY TOUR OPERATORS TO THE CHANGES IN THE  
BUSINESS ENVIRONMENT OF THE MAASAI MARA NATIONAL RESERVE IN  
KENYA**

**BY  
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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE  
REQUIREMENT FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS  
ADMINISTRATION, SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI**

**NOVEMBER, 2013**

**DECLARATION**

This project is my original work and has not been presented for a degree in any other university.

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**SUPERVISOR'S APPROVAL**

The project has been submitted for examination with my approval as university supervisor.

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## **DEDICATION**

To my dearest wife, Janet, for her unwavering support and continuous encouragement whenever I was almost giving up during the MBA process and for bearing the brunt of my being at times an absentee husband. You have been the pillar in my life and have seen me surmount many of the challenges thrown at me. I will always appreciate and value your presence in the journey of marriage.

To my lovely son and adorable daughter, Saruni and Nayoku respectively, who understood the pain of experiencing spells of absentee fatherhood and lived with it. You are the spirit that keeps me going. You are also the reason I work so hard to ensure you lack of nothing. May you live to surpass my achievements.

## **ACKNOWLEDGEMENTS**

I acknowledge my family for standing with me all the way. Your support and encouragement has enabled me reach this far not only in the duration of the MBA course, but also through the journey of life. I will always be grateful for all the support and understanding you have shown.

I also acknowledge my supervisor Dr. Zachary Awino who guided me throughout the research period. You were thorough and strict which enabled me not encounter any challenges during the project proposal. I will also borrow your thoroughness in undertaking my future endeavours.

I further acknowledge my lecturers and colleagues in the MBA class without whom I will not have reached this far. Your patience, understanding, and spirit are appreciated especially for the trying periods of deadlines to beat. You have walked the journey with me bearing all the hardships.

I also acknowledge the entire staff and management of the Kenya Tour Operators for allowing me to gather information from them concerning their companies. Your contribution to this research is priceless. The research findings will be of benefit to the critical sector you operate in.

Finally, I glorify the Almighty God for the gift of life, health, and resources. Thank you for being with me all through. You blessed me with an understanding family, the willpower to face the challenges thrown at me, and the resources required to undertake not only the MBA course but meet my earthly obligations. I will continue relying on your grace throughout my life.

## **ABBREVIATIONS AND ACRONYMS**

<b>Forex</b>	Foreign Exchange
<b>GDP</b>	Gross Domestic Product
<b>IBM</b>	International Business Machine
<b>JKIA</b>	Jomo Kenyatta International Airport
<b>KAHC</b>	Kenya Association of Hotel-keepers and Caterers
<b>KATA</b>	Kenya Association of Travel Agents
<b>KATO</b>	Kenya Association of Tour Operators
<b>Kenya-Re</b>	Kenya Reinsurance Corporation
<b>KNBS</b>	Kenya National Bureau of Statistics
<b>KTDC</b>	Kenya Tourism Development Corporation
<b>KWS</b>	Kenya Wildlife Service
<b>MMNR</b>	Maasai Mara National Reserve
<b>PA/PAs</b>	Protected Area/Protected Areas

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## **ABSTRACT**

The purpose of this study was to establish the strategic responses by tour operators to changes in the operating environment of the Maasai Mara National Reserve (MMNR) in Kenya. The study took the form of a cross sectional survey and primary data was collected using questionnaires. The study findings show that the tourism industry being critical and hyper-competitive has attracted highly qualified and experienced staff at both managerial and non-managerial levels. The study findings indicate that the tour operators in the MMNR have vision and mission statements that guide their strategic planning processes, implementation of operations, and control processes. Additionally, most tour operators are members of stakeholder groups which help in maintaining high standards as well as corporate bargaining. Despite the importance of the MMNR in the Kenyan tourism circuit, there is no strategic master-plan in place to guide the management of the so called jewel of Kenya's tourism. The tour operators believe that the activities in the MMNR have had a positive social impact on the people of Narok County. The tour operators have affirmative policies of varying extent on diverse issues in the MMNR. The political and legal environmental factors, economic factors, technological factors, physical environmental factors, and other general factors have impacted the operations of the tour operators in the MMNR to varying degrees thus resulting in the operators adopting appropriate strategic responses in order to remain afloat in a sector characterized by an environment of cut-throat rivalry, complexity, turbulence, and dynamism.

## **CHAPTER ONE: INTRODUCTION**

### **1.1: Background of the Study**

Strategic responses are hinged on organizations operating in open systems and the need for organizations to be ‘smartly’ pro-active or reactive in their relations to the business environment factors and influences. Successful organizations must align their activities to the inter-play of environmental factors and influences in order to achieve and retain a strategic match between organizational strategy and the environment. The organizational environment concerns the totality of factors and influences taken into consideration while making organizational strategies. The organizational environment is categorized into a controllable internal and an uncontrollable external. The environment is diverse, complex, and turbulent (Johnson et al., 2009, p. 64) thus creating uncertainty for organizational operations.

Strategic responses are critical for successful organizations that must adopt plans which respond appropriately to environmental volatility. Strategic responses involve organizational changes determined by the interplay between the organization’s internal capabilities and its environment (Ansoff and McDonnel, 1990 as cited in Cherop 2009). It is not enough to identify the environmental factors; it is imperative to understand the interaction of the various factors and how they impact the organization (Johnson et al., 2009, p. 62). Identifying a causative link between environmental variables and strategic response is not possible because of the complexity of variables and the chaotic nature of environments (Windsor, 1995, as cited in Mason, 2007). Organizations must be dynamically capable to develop and change competences to respond to the rapid environmental changes and achieve strategic fit. Organizations usually adopt the contingency theory’s concept of a ‘strategic fit’ or ‘resource-based’ approach if only they possess internal dynamic capabilities.

Tour operators in the context of this study refers to organizations that operate hotels, lodges, tented camps, and provide travel services for tourists in the Maasai Mara National Reserve (MMNR). In Kenya, tour operators are members of specific associations such as:

(a) Kenya Association of Tour Operators (KATO), (b) Kenya Association of Hotel-keepers and Caterers (KAHC), and (c) Kenya Association of Travel Agents (KATA).

### **1.1.1: Strategic Responses**

Organizations are environment-dependent and environment-serving. The said environments dictate the broad contextual backgrounds within which organizations operate. Any changes in the organizations' environments, call for commensurate strategies which may involve reform in the organizational operational activities. The adopted strategic responses may be deliberate or emergent strategies. Strategic responses link an organization and its environment and must be consistent with the goals, values, the external environment, resources, structure and system (Ansoff and McDonell, 1990, as cited in Kariuki, Awino, and Ogutu, 2011, p. 3). To keep ahead of competition, an organization may adopt a dominant strategy. Three 'generic' strategies by which an organization can achieve competitive advantage were pioneered by Porter; they include overall cost leadership, differentiation, and focus strategies (Porter, 1985, as cited in Kariuki et al., 2011). Johnson et al., (2009), talked of strategies such as diversification (p. 282 and p. 346), differentiation (p. 246), and focus (p. 251).

Organizations must be able to respond strategically to environmental volatility, through developing and maintaining dynamic capabilities, especially in hyper-competitive environments such as the tourism sector. Dynamic capabilities have been defined as "the capacity to renew competencies so as to achieve congruence with the changing business environment by adapting, integrating, and reconfiguring internal and external organizational skills, resources, and functional competencies" (Teece et al., 1997, p. 515). Wang and Ahmed (2007) alternatively defined dynamic capabilities as a firm's behavioural orientation to constantly integrate, reconfigure, renew and recreate its resources and capabilities, and most importantly, upgrade and reconstruct its core capabilities in response to the changing environment to attain and sustain competitive advantage (p. 10). Wang and Ahmed stated that adaptive capability, absorptive capability, and innovative capability are all components of dynamic capability necessary to link the internal resource advantage to the external marketplace-based competitive advantage (p. 13). It has been contended that the competitive advantage of firms lies with their [routine] managerial and organizational processes; shaped by their (specific) [tangible and non-tangible] asset positions [or unique resources, and core competences], and the paths [or strategic direction, scope, and choices] available to organizations (Teece et al., 1997, p. 518).

Organizations adopt the contingency theory while responding to environmental changes by configuring their strategic capabilities and competences. Organizations may either adopt the concept of a 'strategic fit' approach where they identify opportunities in the external environment, and develop internal strategic capabilities to exploit the prevailing opportunities (Johnson et al., 2009, p. 61). Johnson et al. stated that organizations may alternatively pursue a 'resource-based' approach where organizations identify their strategic capabilities and competences; seek opportunities which enable the organizations to exploit their capabilities and competences to achieve and [sustain] competitive advantage (p. 61). Organizations are required to survive environmental turbulence by engaging in 'sensing', 'seizing', and 'transforming' (Teece et al., 1997). Teece et al. observed that sensing entails identifying and assessing opportunities; seizing concerns mobilizing resources to exploit opportunities and consequently capturing value in the process; and transforming refers to continued renewal.

Operational responses concern the development and nurture of distinct organizational competences aimed at bestowing an organization with competitive advantage (Hunger and Wheelen, 1990, as cited in Cherop, 2009). Kariuki et al. (2011) in turn said that the survival and prosperity of an organization, depends on how the organization relates to its environment (p. 3). Additionally it was observed that strategic responses involve changes to organizational behaviour (Ansoff and McDonnel, 1990, as cited in Cherop, 2009). The organizational capabilities and the environment dictate the form of the organizational changes. Different environments demand different strategies for organizational success. The way distinctive organizational competences, resources, and values are combined, is unique for each organization and each situation (Andrews, 1980, as cited in Odongo, 2008). An organization must learn, adopt, and re-orient itself to the changing environment (Ross, 1996, as cited in Kamau, 2007).

### **1.1.2: The Business Environment**

The business environment impacts organizational operations. The environments in which organizations operate are diverse, complex, and turbulent resulting in uncertainty. The environmental diversity results from the many environmental factors and influences impacting the organization; complexity concerns the inter-connectedness of the environmental factors; and turbulence is caused by the ever-changing environment (Johnson et al., 2009, p. 64).

The environmental uncertainty will require organizations to develop mechanisms of reducing, absorbing, countering, or avoiding the uncertainty. The environment offers organizations internal strengths and external opportunities to be exploited in addition to exerting internal weaknesses and external threats to be neutralized in the pursuit of organizational objectives. Organizations must adapt new strategies to new environmental conditions (Ansoff and McDonnel, 1998, as cited in Cherop, 2009). The organizational environment, according to Johnson et al. (2009), encapsulates many diverse influences which makes it difficult to make sense of (p. 64). The complexity of the many influences results from the interconnectivity of the many prevailing environmental factors (Johnson et al., p. 64). The speed of change resulting from environmental dynamism and volatility makes it imperative for organizations to respond strategically.

Thompson, 1967 (as cited in Cherop, 2009), observed that an organization has to respond to environmental dynamism, heterogeneity, instability, and uncertainty. The ever volatile environment requires organizations to continuously adapt their operations lest they encounter failure, and neither achieve nor sustain competitive advantage. Environmental turbulence requires organizations to anticipate future challenges, and consequently to formulate appropriate plans and strategies to rebuff the challenges. Environmental changes and the pace of the changes are significant for organizational survival and the achievement of competitive advantage.

The business environment, according to Johnson et al. (2009), has been categorized as a series of 'layers' composed of: (a) the organization, (b) markets or competitors, (c) industry or sector, and (d) the macro-environment. This categorization helps in understanding organizational environment, identify key issues, and ways of coping with environmental complexity and dynamism. The most general layer is the macro-environment exemplified by the PESTEL framework. The political, economic, socio-cultural, technological, [physical] environment, and legal factors change constantly thus impacting different organizations differently depending on the contextual backgrounds of the organizations. Johnson et al. observed that the PESTEL factors provide the broad 'data' from which the key drivers of change are identified (p. 65). These factors are not independent of each other and when they change they affect the competitive environment thus requiring creative and flexible organizational strategic responses.

The PESTEL factors differ from sector to sector thus calling for different industrial or sectoral response strategies. In the fast-paced business environment where the future business environment is likely to differ from the prevailing one, scenarios of possible future environments are used (Johnson et al., 2009, p. 65) in trying to determine future strategic responses. The PESTEL framework, according to Johnson et al. aids in building an understanding of how the macro-environmental changes affect different organizations. Because different organizations operate under specific contexts and possess different resources and competences, different organizations respond differently to environmental changes and influences. Johnson et al. pointed out that the PESTEL factors are of limited value if they are merely deemed as influences (p. 69) [separately]. The key drivers of change are vital because they impact on the structure of an industry, sector, or market (Johnson et al., p. 69). Furthermore, Johnson et al. stressed that it is the combined effect of just some of the PESTEL factors that will be important, and [not all] the factors separately (p. 69).

Industry or sector is the next layer of the general environment. Industry consists of organizations engaged in operations producing similar principal goods or services (Johnson et al., 2009, p. 65); therefore, there is hyper-competition. Organizations use Porter's five forces framework and cycles of competition to respond to the competitive dynamics within and around an ever-changing industry. Changes in the business environment and the resultant counter-moves by rival organizations to erode a firm's competitive advantage, cause 'ripple' effects and consequently result in cycles of competition thus rendering any competitive advantage temporary. The five forces framework is composed of threat of entry by potential entrants, bargaining power of buyers, threat of substitutes, bargaining power of suppliers and competitive rivalry within the industry (Porter, 1980, as cited in Kariuki et al. 2011).

Johnson et al. (2009) give the most immediate layer of the environment as competitors and markets (p. 65). This layer is characterized by diverse organizations competing on different bases. Johnson et al. stated that organizations identify direct and indirect competitors through the strategic groups framework while customers' expectations are identified using critical success factors and met through market segmentation.

In response to environmental diversity, complexity, and dynamism, Johnson et al. (2009) postulate three levels of corporate strategies, namely: corporate, business, and operating. The corporate strategies according to Johnson et al. include the corporate or overall-scope level, the business or competitive level, and the operating or effective-delivery level (p. 11). There must be a link between strategies at the three levels. Successful organizations rely on suitable decisions or activities at the operating level (Johnson et al., p. 12) meaning that competitive advantage results from activities at the operating level. The ever-dynamic changes in the business environment require creative and flexible strategies to fill existing strategic gaps. Kariuki, et al. (2011) citing Ansoff and McDonnell (1990) observed that strategic responses must meet three conditions; namely (a) the aggressiveness of the firm's strategic behavior matches the turbulence of its environment, (b) the responsiveness of the firm's capability matches the aggressiveness of its strategy, and (c) the components of the firm's capability must be supportive of one another (pp. 16 - 17).

### **1.1.3: National Reserves in Kenya**

National reserves are the back-bone of Kenya's tourism industry, the tour operators' environment; hence the vital role of tour operators. Tourism in Kenya dates back to pre-independence days. The Kenya Government after independence and upon realizing the enormous potential of the tourism industry undertook to upgrade the existing infrastructure and superstructure as well as investing in additional facilities by encouraging local and foreign entrepreneurs, the tour operators, to invest in the tourism and hospitality industries.

Kenya has set aside some 29 national parks, 34 national reserves, 4 wildlife sanctuaries, and 13 wildlife conservancies (World Bank, 2010, pp. 82 – 83) spread across the country. According to Kenya Wildlife Service (KWS), about 8% of the Kenya's land mass is Protected Area (PA) for wildlife conservation. The PAs are landscapes or seascapes gazetted either as National Parks or National Reserves. In Kenya, the PAs embrace various types of ecosystems namely: forests, wetlands, savannah, marine, arid, and semi-arid (KWS). KWS states that the PAs comprise of 23 terrestrial National Parks, 28 terrestrial National Reserves, 4 marine National Parks, 6 marine National Reserves, and 4 national sanctuaries. National reserves are usually managed by the County governments of the areas where the National reserves are located.

National reserves mainly rely on safari tourism, the so called “signature” product for Kenya’s overall tourism (World Bank, 2010, p. 23), and offered by tour operators. Furthermore, the World Bank (2010) added that safari tourism is dependent on natural and wildlife assets, which are typically remote and difficult to access, and are highly seasonal with peaks and valleys, tied to animal migration patterns, and that safari tourism has limited capacity given the fragility of ecosystems and the sensitivities of the animal population.

Tourism, the tour operators’ environment, is the third highest contributor to Kenya’s Gross Domestic Product (GDP), after tea and horticulture (Kenya Government, 2012, p. 10 and p. 54) as indicated in Table 1, and is being promoted by the government as a source of economic growth and poverty alleviation, thus emphasizing the importance of tour operators. Tourism is also a cornerstone of Kenya’s Vision 2030 (Kenya Government, 2007, p. 13). According to Kenya Government (2012), Kenya’s tourism earnings have been steadily increasing as indicated in Table 1 meaning that tour operators in the MMNR got a share of the said earnings. Kenya’s tourism products include: wildlife safaris, cultural safaris, birding safaris, sporting safaris, horse-back safaris, and balloon safaris; coastal, and, business and conference.

**Table 1: Earnings from Horticulture, Tea, and Tourism, (Kshs. Millions)**

Year	Horticulture	Tea	Tourism
2008	71,182	63,812	52,710
2009	65,220	68,766	62,500
2010	72,092	91,617	73,700
2011	83,331	102,235	97,900

*Source:* Kenya Government (2012). *Facts and figures 2012*, (p. 10 and p. 64)

National reserves face a number of key issues including: ineffective protection and management of wildlife and natural resources; unsustainably managed development that prevents delivery of exceptional tourism experiences which benefits the local stakeholders; unregulated tourism facility construction and other developments; rampant wildlife poaching for elephants’ tusks, rhino horns, wildlife meat and skins; declining wildlife populations; high visitor numbers and heavy vehicular traffic; loss of wildlife dispersal areas; human-wildlife conflict; sub-optimal revenue collection and management; and habitual budget overruns.

#### 1.1.4: Maasai Mara National Reserve in Kenya

The Maasai Mara National Reserve (MMNR), currently managed by the Narok County government, is considered Kenya's premier safari destination, regarded as the jewel of Kenya's wildlife viewing areas, and famed by the spectacular annual wildebeest migration, the so called Eighth Wonder of the World. The MMNR covers an area of 1,510 km<sup>2</sup> (8.42% of 17,933 km<sup>2</sup> of the County surface area). Tourism activities in the MMNR and conservancies cover 2, 809 km<sup>2</sup> (15.67% of the County surface area) implying that tourism, and by extension the role of tour operators, is the leading economic activity in Narok County. The attractions of the MMNR include 95 species of mammals, amphibians and reptiles and over 400 birds species (Magical Kenya) as well as the rich Maasai cultural heritage.

The tour operators in the MMNR are described thus:

Maasai Mara in Kenya is highly driven by . . . national tour operators [who] play a vital role in organizing, arranging and executing the entirety of the tour. Many national tour operators also operate their own safari camps, either inside the reserve, just outside it, or in one of the many private conservancies that have proliferated since the breaking up of the Maasai group ranch land structure. National tour operators will arrange group and individual travel tours at multiple national and regional destinations that include the Maasai Mara. Clients will stay at camps owned and operated by them or within the abundant selection of camps . . . in the Mara over the last decade. All activities are typically included in these packages - for example, game drives, night drives, walking tours - but camps also have the opportunity to steer activities for their clients. Almost all camps work with a selected local Maasai *Manyatta* to arrange tours with the village and potentially see traditional dances and artisan activities. Commonly, both tour operators and the camps also include school visits and/or any community projects they might be supporting as additional excursion options. (Christian, 2012, pp. 6 -7)

Accommodation for tourists in the MMNR is provided by tour operators running 15 lodges, 87 tented camps, four private houses, one farm house, and one camp site (Maasaimara.com). Tourists' travel and transport services are offered by 405 firms (KATO). The tourism sector in the MMNR generates about Kshs. 7 billion annually (the Standard, 1st May, 2013, p. 11). Visitor arrivals to the MMNR, according to the Ministry of Tourism data, are as shown in Table 2. The MMNR is served by three murramed airstrips and a mostly un-tarmac road network.

**Table 2: Visitor Arrivals ('000)**

Year	No. of Visitors	Year	No. of Visitors
1995	133.2	2004	240.0
1996	130.3	2005	285.2
1997	118.3	2006	316.5
1998	100.4	2007	279.7
1999	171.0	2008	60.0
2000	193.0	2009	157.9
2001	207.2	2010	
2002	231.1	2011	
2003	233.0	2012	

*Source: Ministry of Tourism, Kenya Government (KNBS)*

Tour operators play a significant role in tourism, a hyper-competitive environment whose structure is complex and composed of small, medium, and large businesses pursuing different organizational objectives. The diverse, complex, and volatile environment requires that tour operators adopt appropriate strategies that can adapt to the fast-paced environmental volatility.

## **1.2: Research Problem**

The environments where organizations operate in are diverse, complex, and turbulent thus causing uncertainty in business operations and making it difficult to clearly formulate strategies and operational plans. Businesses therefore require appropriate strategic responses to achieve and sustain competitive advantage in their industry or sector characterized by hyper-competition.

Several studies have been done to determine the strategic responses of businesses to changes in their operating environments. However, most of the studies have concerned other industries or sectors and none has focused on the strategic responses to the MMNR business environmental changes over the last five years. This study aims to fill this research gap.

Kamau (2007), in a study of Kenya-Re, concluded that the internal and external organizational environments present challenges which require strategic responses. She summarized the challenges as social, economic, political, and internal. The consequent strategic responses mentioned by Kamau included turn-around, effective leadership, cost reductions, diversification, expansion, focus, market segmentation, and employment of citizens of branch host countries.

Odongo (2008), in a study of Kenya Tourism Development Corporation (KTDC) mentioned environmental changes as inadequate funding and infrastructural services, and government controls. Odongo observed that the strategic responses included: increased funding, review of organizational strategic plan, development of manpower, and adoption of [an appropriate] competitive strategy.

Cherop (2009), in a study of KWS, observed that the environmental challenges included politics, increased insecurity, financial limitations, instability in neighbouring countries, climate change, increased unemployment, forex fluctuations, inflation rate, inadequate resources, and increased operational costs. The strategic responses deployed against the challenges observed by Cherop included review of organizational structure, culture, leadership, human capital management, market development, innovations, cost containment, diversification, market research, and decentralization.

Grant (1999), while studying eight of the world's largest oil companies, observed the environmental changes as down-sizing, oil reserves nationalization, increasing competition, catastrophic oil prices fall, and excess capacity. Grant stated that the consequent strategic responses included scenario-planning, contingency planning, decentralization, shift from detailed planning, and use of balanced scorecards.

In a study on healthcare systems, Cepeda-Carrion et al. (2011) identified environmental challenges as a decentralized national health insurance, rationalization, and cost-controls, innovation (p. 600), and an unskilled labour force characterized by high turnover and staffing instability (p. 601).

Cepeda-Carrion et al. observed that the consequent strategic responses included: appropriate updating of employees, unlearning of old procedures and processes by staff, creation of new or modified patient approaches, strengthening of patient relationships, flexible process in configuring (combining) technology and physician–patient knowledge, and consolidation of emergent understandings.

Rindova and Fombrun (1999) in their study of IBM observed environmental changes as follows: cost reduction and product innovation by rivals; introduction of a different set of success measures; inception of a different pattern of resource allocations, and a changing macro-culture of the organizational (p. 703), and greater emphasis on response to customers' expectations (p. 704). Rindova and Fombrun observed IBM's strategic responses as: development of products comparable to those of rivals (p. 697); careful control of strategic projections, formation of strategic plot, investment in research and development, diversification into micro-computer market, production of proprietary technology, and retailing of its products. Rindova and Fombrun concluded that IBM's strategic responses could not reinvent the strategic plot that aligned its resources and micro-culture, and so could not respond to the new definitions of success and resource allocations of constituents (p. 704).

The many studies done to assess organizational strategic responses to environmental turbulence were not conclusive in coming up with uniform strategic responses uniformly applicable to all contextual, sectoral, and industrial organizations under study. This study aims to fill the gap on the tourism sector in the MMNR. This research study has arisen pursuant to the political, economic, socio-cultural, technological, [physical] environment, and legal environmental changes impacting tour operators in the MMNR over the last five years, and the resultant organizational responses. This study, thus, aims to answer the following question: What strategic responses have the tour operators in the MMNR adopted in relation to the prevailing environmental changes in the last five years?

### **1.3: Research Objective**

This study seeks to identify the strategic responses adopted by tour operators to the changes in the operating business environment of the MMNR over the last five years.

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

The research will help fill the research gap identified in section 1.2 by focusing on the tourism sector in the MMNR and specifically, the strategic responses of tour operators. The study will in addition form the basis for guiding further studies especially on the tourism sector in the face of the ever-changing environmental factors and influences. Furthermore, the study by identifying the environmental changes in the MMNR in the last five years and the corresponding strategic responses by tour operators, will contribute to the existing body of knowledge.

The study will inform the formulation of appropriate policies by concerned stakeholders to ensure optimal operations of tour operators in the MMNR for overall sustainability and benefits. The study will aid the National and Narok County governments enact appropriate laws and policies that will ensure that not only are tour operators offered an enabling and conducive business environment, but that the benefits accruing from tourism in the MMNR are equitably enjoyed and utilized by residents of Narok County. The study will also inform the formulation of policies on conservation of the reserve's globally significant biodiversity; protection and management of natural and wildlife assets; strategic tourism products range, process of enabling cross-jurisdictional entities, and packaged tourism.

The study additionally will enable the tour operators in MMNR and other stakeholders respond appropriately to the environmental changes facing them by improving the existing tourism product; appreciate tourism's vulnerability to both national and international trends and events; develop flexible and responsive strategies and the internal dynamic capabilities and competences to be fully prepared for the uncertainties and surprises presented by the ever-dynamic and turbulent environment. Additionally still, the study will help improve tourists' management at crossing points. Furthermore, the study will enable the development of a cohesive tourism portfolio of safari tourism product, and expand cultural heritage tourism attractive to both foreign and domestic tourists in addition to exploring opportunities for wildlife and scenic filming.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1: Introduction**

This chapter consists of diverse theoretical arguments relevant to organizational strategic responses to changes in the environment to conceptually support the study under discussion. The section comprises theoretical foundation, and strategic responses and the business environment.

### **2.2: Theoretical Foundation**

The business environment is diverse, complex, and turbulent thus presenting organizations with external threats and opportunities, and internal strengths and weaknesses which create environmental uncertainties. Organizations reduce environmental uncertainties by changing their business processes to achieve a strategic fit between their strategic responses, the prevailing business environments, and their internal strategic capabilities. When firms make changes in a market they create “ripples” that affect the whole market, forcing other firms to try to improve their strategic “fit” to the shifting market (Black and Farias, 1997 as cited in Mason 2007, p. 12).

The emergence of knowledge-based economy, according to Chang et al. (2012) has considerably turned the business environment more turbulent and uncertain than ever before. Many scholars have, therefore, tried to offer suggestions from different perspectives to help firms develop the abilities to cope with this turbulent and uncertain situation. Chang et al. stated that Porter in 1980 proposed the “competitive forces theory” to analyze the market structure and the nature of competition between different industries operating in the 1980s. Chang et al. added that Nash’s ‘game-theory’ discusses how firms could gain advantages over the competitors by a series of strategic moves prevailing in late the 1980s. Furthermore Chang et al. pointed out that Wernerfelt’s resource-based view (RBV) theory illustrates firms competing based on the possession of the resources that are scarce, firm-specific, idiosyncratic and difficult to imitate (Drucker, 1999; Dutta, 1999; Penrose, 1959; Porter, 1980; Teece & Pisano, 1994; Wernerfelt, 1984 as cited in Chang et al., ). Organizations must therefore have or develop the dynamic capability to adapt, integrate, and re-configure their internal and external organizational skills, resources, and functional competencies to attain a strategic fit in order to achieve and maintain competitive advantage.

The contingency theory's concept of a (strategic) fit between the business environment, its strategic capability, and its strategy have been well accepted in the strategic management literature (Ansoff, 1979: 95; 1984:14; Burns & Stalker, 1961; Thomson, 1967; Lawrence and Lorsch, 1967:185; Lorsch and Lawrence, 1972:38; Collins, 2001:41, as cited in Johannesson, 2010, p. 3). The success of the organization is determined by a strategic fit between the business environment, organizational strategy, and organizational strategic capability. There are some arguments advanced about the prevailing conceptual differences as well as debating among strategic management theorists [and practitioners] on the sequence of the fit among the environment, strategy, and strategic capability (Chandler, 1962:15; Rumelt, 1974; Miles & Snow, 1978:3; Miles & Snow, 1986; Drucker, 1974:445 as cited in Johannesson, p. 4). Strategic choice is concerned with the evaluation of strategic options and selection of the most appropriate options for achieving the objectives (Kariuki et al., 2011, p. 3).

The dynamic capabilities approach according to Helfat et al., 2007 as cited in Poulis et al., (2013) constitutes an extension to the resource-based perspective (Collis & Montgomery, 1995 as cited in Poulis et al.). While some scholars see dynamic capabilities as the key to competitive advantage (Teece et al., 1997), others seem to doubt that there is actually such a thing. The term 'capabilities' emphasizes the key role of strategic management in appropriately adapting, integrating and reconfiguring internal and external organizational skills, resources and functional competences to match the requirements of a changing environment. The strategic planning process must involve a phase where the need for strategic capability applicable for the future business environment is evaluated with the objective of matching the strategic capability to the future business environment the firm intends to create. Other scholars though feel that the strategic fit should be among the organization's business environment, the organization's strategic capability, and its strategy (Ansoff, 1984:14; Burns & Stalker, 1961; Thomson, 1967; Lawrence and Lorsch, 1967:185; Lorsch and Lawrence, 1972:38; Collins, 2001:41 as cited in Johannesson, p. 4). Moreover the argument for the fit between the [organization's] strategic capability and the [organization's] business strategies is based on the observation that the implementation of strategies is contingent upon the responsiveness of the strategic capability (Chandler, 1962; Galbraith, 1977; Eglehoff, 1988 as cited in Johannesson, 2010, p. 8).

### **2.3: Strategic Responses and the Business Environment**

Organizations, as already alluded, do not operate in a vacuum and can be termed as open systems which influence, and are influenced in turn, by their environments. The business environments are diverse, complex, and turbulent (Johnson et al., 2009, p. 64) requiring organizations to continuously adopt new strategies in order to fit into the volatile environments. Organizations that fail to adopt new strategies in response to environmental changes, do not achieve their goals hence fail to attain and sustain competitive advantage.

Increased environmental volatility makes systematic strategic planning difficult. The pace of change calls for flexible, creative, and responsive strategies. Ansoff recognized that if some organisations were faced with conditions of great turbulence, others still operated in relative stability. Consequently, although strategic response had to consider environmental turbulence, one strategy could certainly not be made to fit every industry or context. According to observations by Kariuki et al. (2011) citing Ansoff and McDonnell, (1990) there are five levels of environmental turbulence; they are as follows: (a) “repetitive”, whereby change is at a slow pace, and is predictable; (b) “expanding”, where there is a stable marketplace, growing gradually; (c) “changing”, where there is incremental growth, with customer requirements altering fairly quickly; (d) “discontinuous”, which is characterized by some predictable change and some more complex change; and (e) “surprising”, where change cannot be predicted and which both develops, and develops from, new products or services.

Successful organizations, thus, must adopt plans which respond appropriately to the volatile environment. The business environment is changing faster than ever before (Achrol, 1991; Hamel and Prahalad, 1994; Kotter, 1996; Glass, 1996; Loewen, 1997; Conner, 1998, as cited in Mason, 2007, p. 10), and with such change occurring in complexity and turbulence (Dess et al., as cited in Robbins, 1990; Huber, as cited in Achrol, 1991), there is thus greater need for flexible, creative, and rapid strategic responses. Strategic management equips organizational managers with capabilities and competences to understand the strategic positions for their organizations, the strategic choices for the future, and [optimally] turning strategy into action (Johnson et al., 2009, p. 16).

Robinson et al. (1988) as cited in Matiko (2010) stated that organizations need to understand which strategic decisions are required to face environmental challenges. Johnson et al. in turn stated that strategic decisions are complex in nature, made in uncertain situations, affect operational decisions, require integrated approach, and involve considerable change (p. 10). Kamau (2007) citing Porter (1980) emphasised the importance of strategy [as a response to environmental changes] in achieving organizational competitive advantage (p. 24).

Matiko (2010) citing Aosa (1998) observed that modern approach to strategic planning has developed as a response to increasing challenges resulting from high levels of environmental turbulence. Since many businesses are uncertain about how to cope with diverse, complex and turbulent environments, it makes sense to identify the strategic responses to handle such volatile environments and consequently getting strategic fit between the responses and the ever-changing environment. Many believe that identifying a causative link between environmental variables and management action is impossible because of the complexity of variables and the chaotic nature of environments (Windsor, 1995, as cited in Mason, 2007). Recent research according to Polonsky et al. (1999) as cited in Mason (2007) stressed the inter-relationship between an organization and its environment and the attainment of strategic fit between the strategic responses and the ever-changing environment. Organizations must continuously scan their environments for signs of future discontinuity and potential surprises and consequently respond to the frequent changes in competitive structure and dynamics (Kariuki et al., 2011, p. 3).

Chaos and complexity authors agree that traditional strategic responses are ineffective in turbulent environments. Traditional strategic responses are not innovative, creative or original, leading to strategic rigidity (Nilson, 1995; Edgar and Nisbet, 1995; Brown and Eisenhardt, 1998, Roos, 1999, as cited in Mason, 2007, p. 15). New strategic responses are evolving to meet the changing conditions (Wall and Wall, 1995, as cited in Mason, p. 15) as exemplified by: increasingly more people being involved in strategy formulation, implementation, and control; increased delegation to staff closest to the customers; and cross-functional teams are increasingly being used. Grant (2003) citing Hamel (1996), observed that strategic planning is a calendar-driven ritual ... [which assumes] that the future will be more or less like the present' (p. 70).

Environmental turbulence causes business operations to be increasingly uncertain. Uncertainty, according to Jabnoun et al. citing Collis, 1992, results from the indistinct and convoluted causal configuration underlying the internal [organizational] operations, its environment, and the complex relationship between the firm and the environment. The dimensions of uncertainty include macro-environmental uncertainty, competitive uncertainty, market (and demand) uncertainty, and technology uncertainty (Jabnoun et al.). Johnson et al. (2009) stated that the extent of environmental uncertainty is dependent on the level of increase in environmental dynamism and complexity. The pace of change in environmental variables determines the level of environmental dynamism. Thus, the more dynamic and complex environmental conditions are, the greater the intensity of uncertainty in the environment.

Firms, according to Mason (2007) co-exist and co-evolve with their [business] environments and therefore are able to influence the environment to a greater extent than previously thought (Brooks and Weatherston, 1997 as cited in Mason). Mason further added that organisations shape their environments by influencing their industries or collaborating with each other, thereby gaining some control over some part of their environments. The environment is thus not completely determined by external forces, but can also be influenced by the firm (Anderson et al., 1994, cited in Ford, 1997).

The business environment as earlier mentioned, offers organizations strategic opportunities and threats requiring organizations to have internal strategic [and dynamic] capabilities to enable them discern existing strategic gaps to be exploited through searching for strategic fit whereby organizations change their internal strategic capabilities to exploit opportunities or neutralize threats presented by the changing environment (Johnson et al., 2009, p. 116). Strategic capability is rooted on organizations possessing unique, non-imitable, and non-substitutable resources and core competences resulting in organizations continuously achieving cost efficiency (Johnson et al. pp. 116 - 117) while striving to achieve and sustain competitive advantage.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1: Introduction**

This chapter lists the procedures and methods applied to undertake the study. The study was guided by the research objective listed in section 1.2. The methodology is composed of the sub-sections of research design, population, sample design, data collection, and data analysis. The study was quantitative in nature.

### **3.2: Research Design**

The research design was a cross-sectional survey of the sample frame of 513 tour operators in the MMNR (see Appendix A). Sampling was preferred due to its relatively (a) lower cost, (b) greater accuracy of results, (c) greater speed of data collection, and (d) availability of population elements (Cooper and Schindler, 2011, p. 364). The study strove to achieve validity by ensuring accuracy and precision. Accuracy refers to the degree to which bias is absent from the sample while precision concerns how closely a sample represents the population under study (Cooper and Schindler, pp. 366 - 367).

The study was a cross-sectional survey of the tour operators in the MMNR and was undertaken in September-October, 2013. The survey enabled appropriate and optimal gathering of relevant information about past events and possible future reactions. The research descriptors were formal, ex post facto, causal-predictive, cross-sectional, statistical, field setting, and actual routine parameters (Cooper and Schindler, 2011, p. 140).

The justification for the survey, according to Cooper and Schindler (2011), was derivation of comparable data across sub-sets of the chosen sample in order to find similarities and differences (p. 243). The cross-sectional survey was preferred for its versatility in data-collection. Additionally, cross-sectional survey is able to cover large geographical areas cost-effectively. There were however errors in communication to guard against during the study hence suitable questions were asked in appropriate order and with proper transitions and instructions.

### **3.3: Population of the Study**

The study population is 513 tour operators who comprise the population (see Appendix A). The study sampled fifty-one (51) operators in the MMNR, which is 10% of the study population. Tourists' accommodation in the MMNR is provided by 107 tour operators running 15 lodges, 87 tented camps, four private houses, one farm house, and one camp site (Maasaimara.com); and 406 tour operators providing tourists' travel services number (KATO website).

The study sample which is 10% of the population was drawn in a way that ensured fair coverage of the tour operators in the MMNR though inclusion of operators of accommodation facilities and travel and transport services. Further, coverage consisted of tour operators on both sides of the Mara river. Further still, the sample included operators inside the PA and the surrounding conservancies.

### **3.4: Sample Design**

The design adopted was probability sampling which ensured that each population element had a known and equal chance of selection (Cooper and Schindler, 2011). Additionally, probability sampling was selected because it meets the objectives of the study. Further, probability sampling draws respondents who are representative of the population. Further still, probability sampling projects findings from sample to target population. Furthermore, probability sampling provides estimates of precision and offer opportunity for generalization. The sampling method was purposive since it involved tour operators whose activities are undertaken in the MMNR. Quota sampling was used in order to improve representativeness and minimize distortions caused by non-representativeness. Weaknesses of quota sampling was noted and minimized for optimal, error-free, and unbiased findings.

The choice of the design was informed by the location of the study area, the subjects, and cost- and time-limitations. Furthermore, the evidence to be gathered was similar but at a relatively cheaper cost than if more sophisticated sampling procedures were used. Sampling also ensured greater accuracy of results because the elements were manageable in number, accessible, and of low variability. In sampling, there is faster data collection.

Data was measured after collection by exploring relationships among variables. Descriptive statistics were then used to summarize the results of the study to get the measure of central tendency and measure of variability. The analysis technique used in the study was descriptive statistics in the form of measures of central tendency including mean, median, mode, and variance. Finally, after analyzing data, there was interpretation of findings in light of the research question.

### **3.5: Data Collection**

Primary data was collected from the sampled tour operators in the MMNR already mentioned in section 3.3. Cooper and Schindler (2011) stated that primary data will be sought for their proximity to truth and control over error. Secondary data was gathered from relevant journals, government documents and web-sites, and the media. The respondents filled questionnaires which contain three categories of measurement questions. The categories of measurement questions include administrative, classification, and structured or unstructured target questions.

The respondents were managers of lodges, tented camps, and houses as well as Chief Executive Officers (or their representatives) of travel and transport service providers who were required to fill self-administered questionnaires (see Appendix B). The questionnaires used are a variant of structured mail questionnaire emailed to the subjects who filled them. The filled questionnaires were then emailed by the respondents to the researcher. In case of any clarification, the researcher called the respondents through mobile telephone.

### **3.6: Data Analysis**

Once data was collected, it was prepared. Data editing ensured consistency across respondents, and located omissions. Additionally, data editing is said to reduce errors in recording, improves legibility, and clarifies unclear and inappropriate response for ease of data analysis Cooper and Schindler (2011). Cooper and Schindler added that alphanumeric codes reduce the respondents' responses for manageable storage and processing. Data preparation ensures accuracy and conversion for appropriate analysis.

Concepts were operationalized by clearly defining the variables. Data analysis involved development of summaries, search for patterns, and application of statistical techniques. Data analysis in addition explored relationships among variables. Descriptive statistics were then used to summarize the results of the study to get the measure of central tendency and measure of variability. The analysis technique used in the study was descriptive statistics in the form of measures of central tendency including mean, median, mode, and variance. Finally, after analyzing data, there was interpretation of findings in light of the research question.

The findings were valid as indicated by the low variability resultant from the manageable number of respondents, and the accessibility of respondents. The findings too were reliable because the probability sampling used drew respondents who were representative of the study population; projected findings from sample to target population; provided estimate of precision; and offered opportunity for generalization.

## CHAPTER FOUR: DATA ANALYSIS, INTERPRETATIONS, AND DISCUSSION

### 4.1: Introduction

The purpose of this study was to establish the strategic responses by tour operators to changes in the operating environment of the MMNR in Kenya. Primary data was successfully collected from 38 tour operators out of the sample size of 51. This implies that the study achieved a response rate of 74.5% that was considered enough to enable the researcher to generalize the findings of this study. The following is the presentation of the findings from the study.

### 4.2: Respondent and Institutional Profile

The researcher sought some organizational and personal profile information of both the tour operators and the respondents. The purpose of the information was to enable the researcher to better understand the strategic responses of tour operators to changes in the operating environment. The results on the profile information are presented next.

**Table 4.1: Business Activities**

What are your organization/business activities?

Factor	Frequency	Percent	Valid Percent	Cumulative Percent
Lodge	4	10.5	10.5	10.5
Tented camp	12	31.6	31.6	42.1
Road	18	47.4	47.4	89.5
Air	2	5.3	5.3	94.8
Trade association	2	5.3	5.3	100.0
Total	38	100	100.0	

The findings in the Table 4.1 above confirm that 47.4% of the tour operators that participated in the study are engaged in road travel business activities; 31.6% are in tented camp business; 10.5% operate lodges; 5.3% of the tour operators are involved in air travel and 5.3% are trade associations. The tourism business is thus diverse, complex, and turbulent which presents uncertainties that have to be responded through strategic fit.

**Table 4.2: Management Position**

**Management position in the organization**

Factor	Frequency	Percent	Valid Percent	Cumulative Percent
Senior level	6	15.8	15.8	15.8
Middle level	32	84.2	84.2	100.0
Total	38	100.0	100.0	

It is evident from the findings illustrated in Table 4.2 above that 84.2% of the respondents who participated in the study are middle level managers in the respective tour operating companies they work for. The remaining 15.8% of respondents are senior level management staff in the respective organizations. This is a confirmation the study sought information from respondents with the right skills and authority to be able to provide reliable information on the issues under investigation. This is proof that appropriately skilled human capital is critical to organizational performance.

**Table 4.3: Duration in the Organization**

**How long have you worked for the organization?**

Factor	Frequency	Percent	Valid Percent	Cumulative Percent
2-5 years	24	63.2	63.2	63.2
6-10 years	14	36.8	36.8	100.0
Total	38	100.0	100.0	

The findings from the study presented in Table 4.3 above reveal that 63.2% of the respondents who participated in this study have worked with their respective organizations for between 2-5 years whereas 36.8% of the respondents have worked for between 6-10 years in the organizations. This is an indication that the respondents have been with their respective firms for relatively long durations and thus have better and clear understanding of the activities of their organizations hence their ability to provide relevant and reliable information. This proves that appropriately experienced human capital is critical to organizational performance. The longer managers stay in organizations, the more they get attached to their firms and consequently they develop corporate loyalty. Additionally such managers retain institutional memory.

**Table 4.4: Highest Academic Qualification**

**What is your highest academic qualification?**

Factor	Frequency	Percent	Valid Percent	Cumulative Percent
Masters degree	6	15.8	15.8	15.8
Bachelors degree	32	84.2	84.2	100.0
Total	38	100.0	100.0	

The results illustrated in Table 4.4 above indicate that 84.2% of the respondents hold a Bachelors degree from a recognized university while 15.8% have attained Masters degree qualifications. This confirms that the respondents have the right academic qualification and hence have an understanding of the issues under investigation. Additionally, the results indicate that tourism being an important sector has attracted, continues to attract, and retain highly qualified and experienced managers in an industry characterized by hyper-competition, and vulnerability to environmental dynamism and volatility. It is incumbent that organizations require appropriately qualified managers to provide leadership to enable the firms not only achieve competitive advantage but also sustain the competitive advantage in efforts to attain the organizational goals through improved performance which meets stakeholder expectations.

**Table 4.5: Organization Description**

**Descriptive Statistics**

Factor	N	Minimum	Maximum	Mean	Std. Deviation
Strategic plan	38	1	1	1.00	.000
Vision statement	38	1	1	1.00	.000
Mission statement	38	1	1	1.00	.000
	38				

The study findings indicate from the descriptive statistics in Table 4.5 above that the vision and mission statements had a mean of 1 respectively. Additionally, the standard deviation for the vision and mission statements is 0.00 respectively. This is an indication that all the organizations that participated in this study have well stated vision and mission statements that guide the tour operators' activities thus showing the seriousness that the firms attach to tourism with well-thought strategy formulation, activities' implementation, and performance measurement and control.

**Table 4.6: Maasai Mara Activities and Social Welfare of Narok County Citizens**

**Maasai Mara activities and social welfare of County citizens**

Factor	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	4	10.5	10.5	10.5
Agree	34	89.5	89.5	100.0
Total	38	100	100.0	

The study sought to establish the extent to which the respondents agreed or disagreed that tourism activities in the MMNR have contributed to socio-economic welfare of Narok County citizens. The results from the Table 4.6 above confirm that 89.5% of the respondents agree that tourism activities in the MMNR have made a significant contribution to the social welfare of the Narok County citizens. On the other hand, 10.5% of the respondents strongly agreed that the tourism activities in the MMNR have made a significant contribution to the social welfare of the Narok County citizens. Organizations have to benefit the communities in areas where they operate.

**Table 4.7: Affirmative Policies**

<b>Descriptive Statistics</b>					
Factor	N	Minimum	Maximum	Mean	Std. Deviation
Sourcing of food stuffs, and other supplies, in Narok County	38	1	3	2.68	.574
Commitment to local jobs	38	2	2	2.00	.000
Expansion of local employment for managerial positions	38	1	3	2.05	.399
Expansion of local employment for non-managerial positions	38	1	2	1.95	.226
Training of local people	38	1	3	2.37	.589
Increase local access to infrastructure and services provided for tourist	38	1	3	2.68	.574
Creating a more supportive policy that enable participation of the poor	38	1	3	2.79	.528
Increase information and communication between stakeholders	38	1	2	1.95	.226
Mitigate detrimental environmental impacts	38	1	2	1.95	.226
Improvement of socio-cultural impacts for local residents	38	1	3	2.00	.329
Stimulation of local cultural and heritage products	38	1	3	2.21	.528
Address competing use of natural resources	38	1	3	2.42	.599
Improvement of education standards and infrastructure for local residents	38	2	3	2.78	.422
Revenue-sharing with local residents	38	2	3	2.56	.504

The study sought to investigate whether the various tour operators who took part in this study have affirmative polices on a number of issues. The issues under study are of interest to the stakeholders of tourism activities in the MMNR.

The results from the Table 4.7 in the preceding page reveal that most of the organizations have very affirmative policies on increasing information and communication between stakeholders, expansion of local employment to managerial positions and mitigating detrimental environmental impact. It was also clear from the results that most of the organizations have moderately affirmative policies on sourcing of food and other supplies from Narok County-based firms or individuals; commitment to local jobs; expansion of local employment for managerial positions; expansion of local employment for non-managerial positions; training of local people; increase local access to infrastructure provided to tourists; creating a more supportive policy/planning framework that enables the participation of the poor; improvement of socio-cultural impacts for local residents; stimulation of local cultural and heritage products; addressing competing use of natural resources; improvement of education standards and infrastructure for the local residents as well as revenue sharing with local residents.

#### **4.3: Political and Legal Environment Issues**

The researcher sought some political and legal environment information of the tour operators. The purpose of the information was to enable the researcher to better understand the strategic responses of tour operators to changes in the political and legal environment. The results on the political and legal environment are presented next.

**Table 4.8: Two-tier Government Resultant from Constitution of Kenya, 2010**

**The two-tier government resultant from the constitution of Kenya, 2010**

Factor	Frequency	Percent	Valid Percent	Cumulative Percent
Has affected my organization's operations in some way	38	100.0	100.0	100.0

The findings illustrated in the Table 4.8 above indicate that all the tour operators agree that the new constitutional dispensation that was promulgated in the year 2010 in Kenya affected the operations of their organizations in some non-specified way.

**Table 4.9: Impact of the Defunct Coalition Government**

**Defunct coalition government impact on operations**

Factor	Frequency	Percent	Valid Percent	Cumulative Percent
It improved operations moderately	30	78.9	78.9	78.9
It did not impact operations in any way	8	21.1	21.1	100.0
Total	38	100	100.0	

The results tabulated in Table 4.9 above indicate that 78.9% of the organizations confirm that the defunct coalition government improved their operations moderately while 21.1% of the firms indicated their operations were not impacted in any way. This is an indication that the defunct coalition government had policies and political good-will that enabled the tour operators to improve their operations for the better thus generating positive margins and hence resulting in multiplier spill-offs to the economy of Narok County.

**Table 4.10: Impact of Elections on Operations**

**What extent were your operations affected by Kenyan general elections especially presidential**

Factor	Frequency	Percent	Valid Percent	Cumulative Percent
Very greatly	6	15.8	15.8	15.8
Greatly	32	84.2	84.2	100.0
Total	38	100.0	100.0	

The study sought to find out the impact of the 2013 Kenyan general election, and especially the presidential election, on the operations of the tour companies. The results as tabulated in Table 4.10 above indicate that 84.2% of the respondents confirm that the presidential elections greatly affected their operations whereas 15.8% of the tour operators indicated that their operations were very greatly affected by the presidential elections in Kenya. Political stability is required for organizations to carry out their operations smoothly. Conversely, political instability creates uncertainty for business operations.

**Table 4.11: Merging of Ministries and Operations**

**How has the merging of the previous Kenya’s Ministry of Tourism affected your organization's operations?**

Factor	Frequency	Percent	Valid Percent	Cumulative Percent
Not affected operations	38	100.0	100.0	100.0

It is evident from the findings of the study in Table 4.11 in the preceding page that all the tour operators that took part in this study confirm that the merging of the former Ministry of Tourism with other Ministries to form the Ministry of East African Affairs, Commerce, and Tourism has not affected in any way the operators’ activities possibly because the new Ministry has just started its functions.

**Table 4.12: New Narok County Government and Operations**

**What extent has the new Narok County made your operations easier?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Moderately	26	68.4	68.4	68.4
Fairly	12	31.6	31.6	100.0
Total	38	100.0	100.0	

It is evident from the findings in the Table 4.12 in the preceding page that 68.4% of the tour operators confirm that the new Narok County government has moderately made their operations easier. Conversely, 31.6% of the respondents consider the new Narok County government to have made operations fair. This is an indication that the devolved government system is yet to make it possible for the tour operating firms to improve their operations and a lot more remains to be done for optimal operations.

**Table 4.13: Effect of Taxes and Levies**

**What extent will the taxes, levies affect the operations of your organization**

Factor	Frequency	Percent	Valid Percent	Cumulative Percent
Very greatly	4	10.5	10.5	10.5
Greatly	34	89.5	89.5	100.0
Total	38	100.0	100.0	

The study sought to establish the extent to which the levies and taxes in Kenya will affect the operations of the tour operators that participated in this study. The results in the Table 4.13 in the preceding page confirm that 89.5% of the respondents indicated that the taxes and levies will greatly affect their operations while 10% indicated that the levies will very greatly affect their operations. Increase in taxes and levies increases the operating expenses which may negatively impact the profit margins of the organizations.

**Table 4.14: Road Network and other Infrastructural Facilities**

**In your opinion has the road network and other infrastructural in the Maasai Mara National Reserve conducive?**

Factor	Frequency	Percent	Valid Percent	Cumulative Percent
Un-conducive	34	89.5	89.5	89.5
Very un-conducive	4	10.5	10.5	100.0
Total	38	100.0	100.0	

The study sought to investigate from the tour organizations whether they thought the road network and other infrastructural facilities in the MMNR was conducive enough for their operations. The findings from the study in Table 4.14 above confirm that 89.5% of the respondents indicated that the road network and other infrastructural facilities in the MMNR are un-conducive to business operations whereas 10.5% gave the extent as vey un-conducive. This is an indication that the road network and other infrastructural facilities in the MMNR are wanting and do greatly hinder the operations of the tour organizations.

**Table 4.15: Satisfaction with Construction of more Tourist Facilities in the Maasai Mara**

**Are you satisfied with a moratorium in constructing more tourist facilities in Maasai Mara**

Factor	Frequency	Percent	Valid Percent	Cumulative Percent
Very satisfied	10	26.3	26.3	26.3
Satisfied	10	26.3	26.3	52.6
Neutral	16	42.1	42.1	94.7
Very dissatisfied	2	5.3	5.3	100.0
Total	38	100.0	100.0	

On the moratorium in the construction of more tourist facilities, 26.3% of the respondents indicated, as shown in Table 4.15 in the preceding page, that they are very satisfied with this initiative. Another 26.3% were satisfied with the moratorium. However, it can be noted that 42.1% of the respondents remained neutral implying that they were neither satisfied nor dissatisfied.

#### 4.4: Economic Environmental Issues

The researcher sought some economic environment information of both the tour operators. The purpose of the information was to enable the researcher to better understand the strategic responses of tour operators to changes in the economic environment. The results on the economic environment issues are presented next.

**Table 4.16: Economic Environmental Issues**

Descriptive Statistics					
Factor	N	Minimum	Maximum	Mean	Std. Deviation
Interest rates	38	2	2	2.00	.000
Money supply	38	2	2	2.00	.000
Inflation rates	38	2	2	2.00	.000
Unemployment	38	2	4	3.39	.599
Poverty levels	38	2	4	3.33	.586
Prescribed employment laws and regulations	38	2	2	2.00	.000
Unstable fuel prices	38	1	2	1.53	.506
Forex rates	38	1	2	1.84	.370

The study sought to establish the economic environmental issues that affect the operations of tour operators. The findings from the descriptive statistics above confirm that there are two main economic factors that seriously affect the operations of the organizations. These are unstable fuel prices with a mean of 1.53 (and a standard deviation of 0.506) and forex rates with a mean of 1.84 (and a standard deviation of 0.370). The results also indicate that four other factors seriously affect the operations of the tour companies. These include; interest rates, money supply, inflation rates and prescribed employment laws and regulations each of which had a mean of 2 and a standard deviation of 0.00. Unemployment and poverty levels seemed not to be an issue directly affecting the tour operators.

#### 4.5: Technological Environmental Issues

The researcher sought some technological environment information of both the tour operators. The purpose of the information was to enable the researcher to better understand the strategic responses of tour operators to changes in the technological environment. The results on the technological environment issues are presented next.

**Table 4.17: Technological Environmental Issues**

Descriptive Statistics					
Factor	N	Minimum	Maximum	Mean	Std. Deviation
Mobile telephony	38	2	2	2.00	.000
Internet access and speed	38	2	2	2.00	.000
E-ticketing	38	1	2	1.72	.454
Automation of business processes	38	2	3	2.26	.446

The findings in the Table 4.17 above indicate that e-ticketing with a mean of 1.72 and a standard deviation of 0.454 very greatly affected the operations of tour cooperators in the MMNR. It was also clear from the study that mobile telephony, internet access and speed, and automation of business process greatly affect the operations of the organizations given their respective means and standard deviations. Organizations need to take advantage of technology to improve their efficiency in operations, and improve the quality of their products.

#### 4.6: Physical Environmental Issues

The researcher sought some physical environment information of both the tour operators. The purpose of the information was to enable the researcher to better understand the strategic responses of tour operators to changes in the physical environment. The results on the physical environment issues are presented next.

**Table 4.18: Physical Environmental Issues**

Descriptive Statistics					
Factor	N	Minimum	Maximum	Mean	Std. Deviation
Water sources	38	2	3	2.56	.504
Waste disposal	38	2	3	2.06	.232
Energy and power sources and consumption	38	2	2	2.00	.000
NEMA regulations	38	2	2	2.00	.000
Environmental protection	38	2	3	2.28	.454
Fluctuating levels of the Mara river	38	1	2	1.61	.494
Inconsistent length of stay of wildebeest in Maasai Mara following annual migration	38	1	2	1.33	.478

Table 4.18 above indicates that the results from the study established that the fluctuating levels of Mara river with a mean of 1.61 (and a standard deviation of 0.494) and the inconsistent length of stay of wildebeest in the MMNR with a mean of the 1.33 (and a standard deviation of 0.478) are the physical environmental factors that very greatly affect the operations of tour operators in the MMNR. It was also evident that the other factors, including water sources, waste disposal, energy and power sources, NEMA regulations and environmental protection, greatly affect the operations of the tour operators as evidenced by their respective means and standard deviations. The Mara river is the lifeline of MMNR and any reduction in the river's water levels, will impact the fauna and flora which attract tourists to the MMNR. The inconsistent length of stay of the wildebeest in the MMNR following the annual migration, the Eighth Wonder of the World, robs the MMNR one of its unique, non-imitable, and non-substitutable resource.

#### **4.7: Other Environmental Issues**

The researcher sought some political and legal environment information of both the tour operators. The purpose of the information was to enable the researcher to better understand the strategic responses of tour operators to changes in the other environmental issues. The results on other environmental issues are presented next.

**Table 4.19: Other Environmental Issues****Descriptive Statistics**

Factor	N	Minimum	Maximum	Mean	Std. Deviation
Maasai Mara by Narok county as opposed previous management by Narok county councils	38	2	4	3.00	.338
Wildlife poaching in the Maasai mara	38	1	3	1.94	.410
Insecurity in the Maasai mara	38	1	3	1.83	.507
Negative travel advisories by tourist-supply markets	38	1	2	1.06	.232
Increased agitation by locals on sharing benefits accruing from tourism	38	1	3	2.61	.599
High visitor densities in the Maasai mara	38	2	3	2.39	.494
Tourism products in the Maasai Mara National reserve	38	2	3	2.06	.232
Over-reliance on few given markets for tourists	38	1	2	1.28	.454
Local tourists numbers in the Maasai Mara	38	2	3	2.72	.454
President Obama's skipping of visiting Kenya recently	38	2	3	2.83	.378
President Kibaki's and Uhuru's visits to the Maasai Mara at the on-set	38	2	3	2.06	.232
Sport's tourism (KQ Maasai Mara Marathon)	38	2	3	2.06	.232
Maasai rite of passage ceremonies	38	2	3	2.17	.378
Competition from alternative tourists destinations	38	1	2	1.53	.506
Increased stakeholders involvement	38	2	2	2.00	.000
The recent fuel and fire hitches at JKIA, Nairobi	38	1	2	1.53	.506
Ease of access to Serengeti National Park	38	2	3	2.26	.446

The study also sought to establish the effect of other environmental issues on the operations of the tour companies involved in the study. The results are presented in Table 4.19 in the preceding page. The study established that wildlife poaching in the Maasai Mara; insecurity in the Maasai Mara; negative travel advisories by tourist-supply markets; over-reliance on few given markets for tourists; competition from alternative tourists' destinations and the recent fuel and fire hitches at Nairobi's JKIA have an average mean of 1 indicating that they very greatly affected the operation of the tour operators. The study further confirmed that increased agitation by locals on sharing benefits accruing from tourism in the Maasai Mara; high visitor densities in the Maasai Mara; tourism products in the Maasai Mara National Reserve; local tourists' numbers in the Maasai Mara; President Obama's skipping of visiting Kenya recently; Presidents Kibaki's and Uhuru's visits to the Maasai Mara at the on-set of the annual wildebeest migration; sport's tourism (KQ Maasai Mara Marathon), ease of access to Serengeti, and Maasai rite of passage ceremonies have an average mean of 2 an indication that they greatly affect the operations of the tour operators.

#### **4.8: Discussion**

The findings from the study proved that an organization's business environment is complex, diverse, and turbulent (Johnson et al., 2009, p. 6) as exemplified by the tourism sector in the MMNR where there are operators offering hospitality services in lodges and hotels, tented camps, and private houses. In the MMNR are also operators offering travel services through road, air, and balloon. These hospitality and travel providers offer different services and face different challenges thus requiring different strategies to respond to their unique environments. It can be said that the operators in question require different dynamic capabilities (Helfat et al., 2007) in order to attain strategic fit between their business environments, organizational strategies, and organizational strategic capabilities.

In a considerably more turbulent and uncertain business environment such as the tourism sector in the MMNR, firms have to develop the abilities to cope with this turbulent and uncertain situation. The tour operators may formulate different strategies, effect implementation and control processes depending on their contextual situations and dynamic capabilities as strategic responses to their prevailing business environments.

The tour operators may adopt Porter's "competitive forces theory", as suggested by Chang et al., (2012), to analyze the market structure and the nature of competition in tourism sector in the MMNR, and generally the tourism sector across the globe given the fact that the world currently is a global village. The tour operators may also adopt Nash's 'game-theory' to gain advantages over the competitors by a series of strategic moves (Chang et al.). Additionally, the operators may embrace Wernerfelt's resource-based view (RBV) theory to compete based on the possession of the resources that are scarce, firm-specific, idiosyncratic and difficult to imitate (Chang et al.). Further, the operators can also pursue the contingency theory's concept of strategic fit between their business environments, their strategic capabilities, and their strategies (Mason 2007, p.7).

The dynamic capabilities approach is another way available to tour operators in the MMNR. This stresses the fundamental role of strategic management in appropriately adapting, integrating and reconfiguring internal and external organizational skills, resources and functional competences to match the requirements of a changing environment (Chang et al., 2012).

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

### **5.1: Introduction**

The study was carried out to establish the strategic responses by tour operators to changes in the operating environment of the MMNR in Kenya over the last five years. Included in this chapter are the summary of the findings from the study, the limitations, the conclusions, recommendations, and suggestions for further research.

### **5.2: Summary**

The study revealed that all the tour operators that participated in this study have highly qualified and experienced human resources at senior- and middle-level management positions. The operators additionally have well stated mission and vision statements that guide their strategic planning processes and routine operations thus indicating that tourism is given the seriousness required of any business undertaking. It was also evident from the study that the tour operators believe that the tourism activities in the MMNR are critical and have had (and will definitely continue having) an impact on the social welfare of the County's citizens.

The study further established that the tour operators have in place affirmative policies of varying extent on a number of issues that are important to the community and to them too. For instance, it was clear from the study that there are very affirmative policies held by the tour operators on increasing information and communication between stakeholders, expansion of local employment to managerial positions and non-managerial positions as well as mitigating detrimental environmental impacts. The other moderately affirmative policies were found to be in the sourcing of food and other supplies from Narok County-based firms or individuals; commitment to local jobs; training of local people; increasing access of the local residents to the infrastructure provided to tourists; creating a more supportive policy and planning framework that enables the participation of the poor in all facets of the tourism sector; improvement of socio-cultural impacts for local residents; stimulation of local cultural and heritage products; and addressing competing use of natural resources. The affirmative policies will ensure support of tourism activities by the residents of Narok County.

It was also evident from the study that the new constitutional dispensation that was promulgated in the year 2010 has had significant effect on the operations of the tour operators. The study also found out that the defunct coalition government made efforts to put in place policies in addition to having a political goodwill to facilitate a conducive environment for the tour operators to improve their operations. The other significant finding from the study involves the road network and other infrastructural facilities in the MMNR. The study findings were very clear that the road network and other infrastructural facilities in the MMNR are in a deplorable conditions and this does adversely affect the tour operators' activities. It was also established that there are some economic environmental issues that also affect the operations of the tour operators. These factors include unstable fuel prices, forex rates, interest rates, money supply, inflation rates, and prescribed employment laws and regulations.

The study additionally confirmed that there are a number of physical environmental issues that affect the operations of the tour companies. These factors include the fluctuating levels of water in the Mara river with a mean of 1.81 and inconsistency length of stay of wildebeest in the MMNR with a mean of the 1.33 are the physical environmental factors that very greatly affect the operations of. It was also evident that other factors such as water sources and waste disposal are of concern. It was also clear from the findings that there are other factors, all of which have an average mean of 1, which very greatly affect the operations of the tour operators in the MMNR. These include wildlife poaching, insecurity, negative travel advisories by tourist-supply markets, over-reliance on few given markets for tourists, competition from alternative tourists' destinations, and the recent fuel and fire hitches at Nairobi's JKIA.

The study found out that all respondents were members of non-specified tourism stakeholder groups. However, no respondent confirmed being a member of MMNR Stakeholder group. Additionally, all respondents were neither aware of nor participated in formulating Maasai Mara National Reserve Master-plan. It was found that the management change of MMNR by the Narok County government as opposed to the previous management by Narok and Trans-Mara County Councils have moderately impacted the tour operators' activities given a mean of 3 and a standard deviation of 0.338.

### **5.3: Limitations of the Study**

The research encountered some limitations conceptually, contextually, and methodologically. Conceptually, the study encountered limitations in that it was not possible to single out clearly the strategic responses of tour operators to the specific business environmental dynamics. Additionally, the business environment could not clearly be categorized as the organization, market or competitors, industry or sector, and the macro-environment. Some tour operators offered both hospitality and travel services to tourists. Moreover, other tour operators owned lodges, tented camps, and private houses at the same time in essence competing against themselves.

Contextually, the study encountered limitations where the tour operators were involved in business activities across Kenya and not confined to the MMNR which may have distorted the information given by the respondents. Further, most of the respondents were initially unwilling to give the required confidential information especially. A lot of persuasion and persistence was required to have the questionnaires filled. Financial, knowledge, and physical resource constraints too came in the way of the study.

Methodologically, the study faced limitations in that the errors in communication may have arisen from the interviewer, sampling, data entry, process, or respondents, or a combination of these as a consequence of unsuitable questions were asked in improper order, with improper transitions, and unclear instructions. Furthermore, the quota sampling method used may have affected representativeness of respondents and distorted the information collected thus resulting in erroneous and biased findings.

### **5.4: Conclusion**

The respondents were agreed that changes in their operating environment are diverse, complex, and turbulent resulting in uncertainty. The tour organizations operating in an environment of cut-throat rivalry and hyper-competition as well as being vulnerable to environmental volatility thus the need to have the requisite dynamic capability to formulate suitable strategic responses, implement activities, and measure performance in order to achieve and sustain competitive advantage.

The tour operators in the MMNR responded strategically to changes in their operating environment in various ways. Realizing that their industry is highly critical and hyper-competitive, the tour operators employed highly qualified and experienced staff at both senior managerial and middle-managerial levels emphasizing the importance of having human capital with the appropriate qualifications, skills, experience, and corporate culture. Additionally, the tour operators all have vision and mission statements that guide their strategic planning processes and implementation operations implying that they have in place strategic responses to rebuff any surprises sprung by the complex, turbulent, ever-dynamic environment. To maintain service standards and have a strong bargaining voice, the operators belong to relevant stakeholder groups, which can be deemed as strategic groups thus indicating the importance of the need for bench-marking. They also believe that the tourism activities in the MMNR have a positive social impact on the people of Narok County. This will ensure that stakeholder management will thus be of essence to the tour operators in the MMNR and hence have to be embraced for mutual benefit of all the concerned.

The tour operators have furthermore embraced affirmative policies, as is the current practice in the corporate world around the globe, to ensure that the stakeholders in the MMNR support the operators' activities, in addition to having Corporate Social Responsibility programmes. The affirmative policies will ensure that stakeholder expectations are met to some extent. The tour operators affirmative policies of varied extent on local sourcing of supplies, commitment to local jobs, expansion of employment for both managerial and non-managerial positions, training of local people, and increase of access to tourists' infrastructures and services to local residents.

Other affirmative policies adopted include the creation of supportive policy and planning framework, increased stakeholder management, mitigation of detrimental tourism-related impacts to the natural environment and the Narok County residents, stimulation of local cultural and heritage products, addressing competing use of natural resources for sustainable development, improvement of educational standards and infrastructure for Narok County residents as well as revenue-sharing with the local residents.

Being alive to the fact that politico-legal environmental issues impact their operations, the tour operators have in place innovative, flexible, responsive strategies which respond accordingly to the prevailing changes to achieve strategic fit in endeavouring to obtain and sustain competitive advantage. The two-tier governance system had to be embraced by having the capability to deal with issues at both National- or County-level. Cost-containment measures were also adopted in the face of increasing operational expenses resultant from demands of the 2013 general election, VAT Act 2013, and an un-conducive road network and other infrastructural facilities' conditions.

The anxiety resultant from election-related chaos scared away tourists hence depriving the tour operators business with the consequences of operations being sub-optimal and less-than-normal return on investment. The operators in such circumstances may have been forced to scale down their operations by down-sizing their labour-force or even laying-off some staff. The moratorium in the construction of additional tourists' facilities in the MMNR was of concern because of the need for protecting the physical environment to ensure sustainability of the tourism activities through the conservation of the ever-sensitive and irreplaceable biodiversity which in turn ensures the protection of tourist-attracting wildlife and natural resources.

The economic environmental issues were dealt with by the tour operators through the adoption of creative and responsive strategies. Efficiency in operations and cost-management were embraced to deal with unfavourable interest rates, money supply, inflation rates, employment regulations, unstable fuel prices, and fluctuating forex rates. Technological advances were also utilized by the tour operators to enhance their operations and improve the quality of their services through automation of their business processes, mobile telephony, and e-ticketing. The tour operators have also adopted strategies to address physical environmental issues. Sustainable and alternative water sources, appropriate waste disposal, sustainable and alternative energy sources, adherence to NEMA regulations and environmental protection were pursued.

### **5.5: Implications of the Study on Theory, Policy and Practice**

The study proved that changes in an organization's environment are diverse, complex, and turbulent. This is exemplified in the politico-legal, economic, technological, physical, and other environmental factors listed in parts, I, II, III, IV, V, and VI of the questionnaire.

The study further emphasized the importance of organizations (operating in environments characterized by cut-throat rivalry, hyper-competition, and environmental volatility) having the requisite dynamic capability to formulate, implement, and control suitable strategic responses in order to achieve and sustain competitive advantage through achieving a strategic fit between the operating environment, the organizational strategies, and the organizational dynamic capabilities.

On policy, the tour operators in the MMNR responded strategically to changes in their business environment in various ways. The operators, realizing that their industry is highly critical and hyper-competitive, formulated and implemented policies of employing highly qualified and experienced staff at both senior managerial and middle-managerial levels stressing the importance of having human capital with the appropriate qualifications, skills, experience, and corporate culture. Additionally, the tour operators developed policies of having vision and mission statements that guide their strategic planning processes and implementation operations thus implying that they have in place strategic responses to rebuff any surprises sprung by the complex, turbulent, ever-dynamic environment.

On practice, the operators joined relevant stakeholder groups, which can be deemed as strategic groups, in an effort to maintain service standards and have a strong bargaining corporate voice, thus indicating the importance of the need for bench-marking. Realizing the need for tourism activities in the MMNR having a positive social impact on the citizens of Narok County, the tour operators adopted MMNR stakeholder management for mutual benefit of all the concerned. The tour operators have furthermore embraced affirmative policies to ensure that the stakeholders in the MMNR support the operators' activities in addition to having Corporate Social Responsibility programmes. The affirmative policies will ensure that stakeholder expectations are met to some extent. Being alive to the fact that PESTEL environmental factors impact their operations, the tour operators have in place innovative, flexible, responsive strategies which respond accordingly to the prevailing changes to achieve strategic fit in endeavouring to obtain and sustain competitive advantage. Cost-containment measures were also adopted in the face of increasing operational expenses resultant from demands of the 2013 general election, VAT Act 2013, and an un-conducive road network and other infrastructural facilities' conditions.

The resultant from chaos scared away tourists hence depriving the tour operators business with the consequences of operations being sub-optimal and less-than-normal return on investment. The tour operators scaled down their operations by down-sizing their labour-force or even laying-off some staff as a result of election-related anxiety. In pursuing environmental protection and consequent sustainability of the tourism activities, the tour operators supported the moratorium in the construction of additional tourists' facilities in the MMNR.

Efficiency in operations and cost-management were embraced by tour operators in order to deal with unfavourable economic environmental challenges. Technological advantages were also utilized by the tour operators to enhance their operations and improve the quality of their services through automation of their business processes, mobile telephony, and e-ticketing.

## **5.6: Recommendation**

The study has revealed that the road network and other infrastructural facilities in the MMNR are in bad conditions and greatly affect the business activities of the tour operators. The Narok County government needs to improve the condition of the road network and other infrastructural facilities in the MMNR so as to enhance the operations of the tour operators by possibly ploughing back some of the revenue generated by tourism-related businesses.

It is also clear that the insecurity and wildlife poaching at the MMNR also affect the operations of the tour operators. It will be important for the relevant authorities to spend more resources in ensuring that there are adequate security and anti-poaching initiatives at the MMNR in order to improve the operations of the tour operators. The option of involving the community neighbouring the MMNR in security and anti-poaching matters is available.

It is suggested that given the importance of MMNR in the Kenyan tourist circuit, there should be a Master-plan developed with in-puts from all stakeholders. Additionally, the tourism products should be diversified from the usual mass tourism characterized by low-value and high-impact to one of high-value and low-impact. Given that Narok County has produced 200-metre world and Olympic champions Konchella and Rudisha, sports tourism should be enhanced beyond the Kenya Airways Maasai Mara Marathon.

There is also the possibility of adopting the home-stays concept for tourists may also be explored given the shortage of accommodation for tourists especially in the high tourist season. This will thus put more tourist money in the pockets of the local residents. Local tourists should also be encouraged, possibly through special and subsidized rates, to visit the MMNR especially during the so called low tourist season.

The Maasai rites of passage ceremonies may also be packaged and niche-marketed. Further there should be a forum bringing together all stakeholders of the MMNR in order to ensure proper and optimal management of the reserve for the mutual benefit of all concerned. Further still, access of tourists to the adjacent Tanzanian Serengeti National Park from the MMNR should be implemented to reduce the inconvenience and cost of tourists from MMNR accessing the Serengeti through the circuitous Mara-Narok-Nairobi-Namanga-Arusha-Serengeti route.

Another suggestion is that there is need for a conducive economic environment in terms of taxation, inflation rates, interest rates, employment laws, and stable fuel prices to enable the tour operators have optimal and uninterrupted activities assuring them of positive margins which will attract further investments to the MMNR. Further, there is need for affirmative policies to ensure that the benefits accruing from tourism in the MMNR are equitably distributed to the Narok County citizens. An international airport should be constructed in Narok County to avoid disruption of tourists' arrivals and departures as experienced following the fuel and fire hitches that befell Nairobi's JKIA.

### **5.7: Area for Further Research**

It will be important to carry out a survey of the other Kenyan National parks and game reserves in order to establish the similarities and differences that exist in the operating environments of the tour operators. It will also be significant to carry out a comparative study with other leading wildlife parks in the region for the purposes of benchmarking for best practices.

Another area for further research is to confirm the affirmativeness of tourism activities from the Narok County government and citizens and assess the extent of pro-poor tourism. This will gauge whether the benefits accruing from tourism in the MMNR are equitably distributed.

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## APPENDICES:

### APPENDIX A: LIST OF TOUR OPERATORS

#### (1) Safari Luxury Lodges, Tented Camps & Homes in Maasai Mara, Kenya

S/No	Lodges	S/No	Camps	S/No	Homes
1	David Livingstone Safari Resort	14	Base Camp Explorer	42	Acacia House
2	Ngerende Island	15	Bateleur Camp	43	Topi House Private Bush
3	Mara Serena Lodge	16	Kichwa Tembo	44	Mara House Private Bush
4	Olarro	17	Cottars 1920's Safari		
5	Fairmont Mara Safari Club	18	Elephant Pepper		
6	Mara Simba	19	Mara Porini		
7	Mara Sopa	20	Porini Lion		
8	Keekorok	21	Mara Plains		
9	Royal Mara	22	Muthaiga Safari		
10	Mpata Safari Club	23	Olumara Tented		
11	Mara Hippo	24	Olarro		
12	Sentrim Masai Mara	25	Fig Tree		
13	Mara Paradise	26	Governors		
		27	Governors IL Moran		
		28	Sarova Mara Tented		
		29	Siana Springs Intrepids		
		30	Mara Intrepids		
		31	Mara Explorer		
		32	Saruni		
		33	Offbeat Mara		
		34	Ol Seki Mara		
		35	Rekero		
		36	Sala's		
		37	AmaniMara Safari		
		38	Little Governors		
		39	Tipilikwani		
		40	Sekenani		
		41	Governors Private		

**Appendix A continued**

		<b>45</b>	Ikkeliani		
		<b>46</b>	Entim Mara		
		<b>47</b>	Olonana		
		<b>48</b>	Richard's		
		<b>49</b>	Richard's Private		
		<b>50</b>	Mara Timbo		
		<b>51</b>	Mara Siria		
		<b>52</b>	Kilima		
		<b>53</b>	Aruba Mara		
		<b>54</b>	Kicheche		
		<b>55</b>	Kicheche Bush		
		<b>56</b>	Ashnil Mara Safari		
		<b>57</b>	Elangata Olerai Luxury		
		<b>58</b>	Exploreans Mara Rianta Luxury		
		<b>59</b>	Mara Ngenche Luxury Tented		
		<b>60</b>	Mara Leisure		
		<b>61</b>	Entumoto Private Safari		
		<b>62</b>	Mara Bush		
		<b>63</b>	Mara Makari		
		<b>64</b>	Leleshwa		
		<b>65</b>	Nalepo Mara		
		<b>66</b>	Mara Toto		
		<b>67</b>	Mara Bushtops		
		<b>68</b>	Sentinel Mara Tented		
		<b>69</b>	Naboisho		
		<b>70</b>	Mara West		
		<b>71</b>	Mara River		
		<b>72</b>	Serian		
		<b>73</b>	Shompole Naibor		
		<b>74</b>	Naibor Tented		
		<b>75</b>	Film Safaris		
		<b>76</b>	Loyk Mara		

Source: [www.africanspicesafaris.com/masai\\_mara\\_lodges\\_camps\\_hotels\\_safari.htm](http://www.africanspicesafaris.com/masai_mara_lodges_camps_hotels_safari.htm)

**(2) List of Tourists' Travel Service Operators**

<b>S/No</b>	<b>Company</b>	<b>S/No</b>	<b>Company</b>
<b>77</b>	Abercrombie & Kent Ltd	<b>79</b>	Kenya Beach Travel Ltd-Msa
<b>78</b>	Absolute Adventure Africa Safaris Ltd	<b>80</b>	Kenya Wildlife Trails Ltd

**Appendix A continued**

<b>81</b>	Acacia Holidays Ltd	<b>115</b>	Kenyan Smiles Tours and Travel Ltd
<b>82</b>	Acacia Safaris( Kenya ) Ltd	<b>116</b>	Ker & Downey Safaris Ltd
<b>83</b>	Access Africa Safaris Ltd	<b>117</b>	Ketas Safaris
<b>84</b>	Accord African Adventure Safaris Ltd	<b>118</b>	Ketty Tours Travel & Safaris Ltd
<b>85</b>	Adventure African Jungle Ltd	<b>119</b>	Kibo Slopes & Safaris Ltd
<b>86</b>	Adventure Alternative Expeditions and Treks	<b>120</b>	Kimbla Mantana (K) Ltd
<b>87</b>	Adventure Centre Ltd-Msa	<b>121</b>	Kinazini Funzi Dhow Safaris-Msa
<b>88</b>	Adventure Holidays Company Ltd	<b>122</b>	Kisima Tours & Safaris
<b>89</b>	Affable Tours & Safaris (E.A)	<b>123</b>	Kobo Safaris Ltd
<b>90</b>	Africa Bound Safaris (K) Ltd	<b>124</b>	Kuja Safaris
<b>91</b>	Africa Expeditions Ltd	<b>125</b>	Kuldips Touring Company-Msa
<b>92</b>	Africa Last Minute - Msa	<b>126</b>	Leading Expeditions Safaris
<b>93</b>	Africa Partners in Safaris Ltd	<b>127</b>	Leboo Safari Tours Ltd
<b>94</b>	Africa Untamed Wilderness Adventures Ltd	<b>128</b>	Let's Go Travel
<b>95</b>	Africa Veterans Safaris Ltd	<b>129</b>	Liberty Africa Safaris
<b>96</b>	Africa Viza Travel Services Ltd	<b>130</b>	Linderberg Holidays & Safaris
<b>97</b>	African Dew Tours & Travel Ltd	<b>131</b>	Location Africa Safaris Ltd
<b>98</b>	African Eco-Safaris	<b>132</b>	Long Ren Tours & Travel Ltd
<b>99</b>	African Home Adventure Ltd	<b>133</b>	Lewis & Leakey Ltd
<b>100</b>	African Horizons Travel & Safaris Ltd	<b>134</b>	Luca Safari Ltd.
<b>101</b>	African Latitude (Kenya) Ltd	<b>135</b>	Magical Spots Tours
<b>102</b>	African Memorable Safaris - Msa	<b>136</b>	Maniago Safaris Ltd
<b>103</b>	African Oasis Safaris Ltd	<b>137</b>	Marble Travel
<b>104</b>	African Quest Safaris Ltd	<b>138</b>	Maridadi Safaris Ltd
<b>105</b>	African Road Safaris	<b>139</b>	Market Service Station Ltd
<b>106</b>	African Route Safaris-Msa	<b>140</b>	Masimba Hills Safaris
<b>107</b>	African Safari Diani Adventures - Msa	<b>141</b>	Mathews Safaris
<b>108</b>	African Sermon Safaris	<b>142</b>	Mbango Safaris East Africa Ltd
<b>109</b>	African Servalcat Safaris & Tours	<b>143</b>	Menengai Holidays Ltd
<b>110</b>	African Spice Safaris	<b>144</b>	Mfekane Tours & Travel Ltd
<b>111</b>	African Touch Safaris Ltd	<b>145</b>	Mighty Tours and Travel Ltd
<b>112</b>	African Tropical Safaris Ltd	<b>146</b>	Migration Management Ltd
<b>113</b>	Afriqueen Adventure Ltd	<b>147</b>	Mini Cabs Tours & Safaris
<b>114</b>	Aipa Safaris	<b>148</b>	Mitoni Africa Safaris Ltd

**Appendix A continued**

<b>149</b>	Air Travel & Related Services Ltd	<b>185</b>	Moige Tours & Travels
<b>150</b>	All Seasons Safaris and Tours	<b>186</b>	Mombasa Air Safari Ltd-Msa
<b>151</b>	All Time Safaris Ltd	<b>187</b>	Moto Gari Ltd
<b>152</b>	Allamanda Safaris	<b>188</b>	Muthaiga Travel Ltd
<b>153</b>	Aloha Tours & Safaris	<b>189</b>	Nahdy Travel & Tours
<b>154</b>	Amazing Tours & Travel Ltd	<b>190</b>	Naked Wilderness Africa
<b>155</b>	Amicabre Travel Services Ltd	<b>191</b>	Napenda Africa Safaris
<b>156</b>	Animal World Safaris Ltd	<b>192</b>	Nappet Tours & Travel Ltd
<b>157</b>	Anste Tours & Travel Limited	<b>193</b>	Natural Track Safaris
<b>158</b>	Apollo Tours & Travel	<b>194</b>	Natural World Msa Safaris-Msa
<b>159</b>	Aramati Safaris	<b>195</b>	Nature Expeditions Africa
<b>160</b>	Archers Tours & Travel Ltd.	<b>196</b>	Natures Wonderland Safaris
<b>161</b>	As You Like It (Safaris) Ltd	<b>197</b>	New Kenya Travel And Tours Safaris Ltd
<b>162</b>	AsaRay Tours Ltd - Msa	<b>198</b>	Nightingale Tours & Travel
<b>163</b>	Asili Adventure Safaris	<b>199</b>	Nutty Safaris
<b>164</b>	Australken Tours & Travel Ltd	<b>200</b>	Oakland Tours and Safaris
<b>165</b>	AV Tours and Safaris Ltd	<b>201</b>	On Safari (K) Ltd
<b>166</b>	Avenue Motors Ltd	<b>202</b>	Ontdek Kenya Ltd
<b>167</b>	Avenue Service Station	<b>203</b>	Origins Safaris
<b>168</b>	Baisy Oryx Tours Travel & Safaris	<b>204</b>	Ostrich Holidays Adventures
<b>169</b>	Balloon Safaris Ltd	<b>205</b>	Out of Africa Collection Ltd
<b>170</b>	Basecamp Travel Ltd	<b>206</b>	Pacific Blue Travel and Tours Ltd
<b>171</b>	Bateleur Safaris Ltd	<b>207</b>	Pal - Davis Adventures Kenya
<b>172</b>	BCD Travel	<b>208</b>	Palbina Travel & Tours
<b>173</b>	Bellafric Expeditions Ltd.	<b>209</b>	Papa Musili Safaris Ltd
<b>174</b>	Benroso Safaris Ltd	<b>210</b>	Patcab Tours Ltd
<b>175</b>	Beyond Safari Consultants Ltd	<b>211</b>	PAWS Africa Safaris Ltd
<b>176</b>	Big Apple Tours & Safaris Ltd	<b>212</b>	PEAK East Africa Ltd
<b>177</b>	Big Five Tours & Safaris Ltd	<b>213</b>	Peaks & Safaris Africa
<b>178</b>	Bill Winter Safaris	<b>214</b>	Pega Tours & Travel Agencies Ltd
<b>179</b>	Blue Wave Ltd	<b>215</b>	Penfam Tours & Travel
<b>180</b>	Boma Travel Services Ltd	<b>216</b>	Phoenix Safaris (K) Ltd
<b>181</b>	Bravo Norris Ltd	<b>217</b>	Pinnacle (K) Travel & Safaris Ltd
<b>182</b>	Brisma World Tours and Travel	<b>218</b>	Platinum Car Hire & Tours
<b>183</b>	Brogibro Company Ltd	<b>219</b>	Pollman's Tours & Safaris Ltd-Msa
<b>184</b>	Buena Vista Tours & Safaris	<b>220</b>	Preps Safaris International Ltd.

**Appendix A continued**

<b>221</b>	Bunson Travel Service Ltd	<b>257</b>	Prima Vera Tours & Safaris
<b>222</b>	Bush and Beyond Ltd	<b>258</b>	Primetime Safaris
<b>223</b>	Bush Company Ltd	<b>259</b>	Private Safaris (EA) Ltd
<b>224</b>	BushBlazers Tours Travel & Safaris Ltd	<b>260</b>	Ramogi Tours & Travel Ltd
<b>225</b>	Bushbuck Adventures Ltd	<b>261</b>	Raydoll Tours & Travel
<b>226</b>	Bushtroop Tours & Safaris	<b>262</b>	Raylenne Tours & Safaris
<b>227</b>	Call of Africa Safaris	<b>263</b>	Real Africa Ltd
<b>228</b>	Camp Kenya Ltd	<b>264</b>	Rhino Safaris Ltd
<b>229</b>	Campofrio Safaris Ltd	<b>265</b>	Rickshaw Travels (Kenya) Ltd
<b>230</b>	Catalyst Travels Ltd	<b>266</b>	Right Choice Tours & Safaris
<b>231</b>	Central Rent a Car	<b>267</b>	Riuki Cultural Centre
<b>232</b>	Centurion Travel & Tours Ltd	<b>268</b>	Robin Hurt Safaris Ltd
<b>233</b>	Chameleon Tours	<b>269</b>	Rollard Tours & Car Rental Ltd
<b>234</b>	Charleston Travel Ltd	<b>270</b>	Safari Destinations (K) Ltd
<b>235</b>	Cheetah Tours Ltd	<b>271</b>	Safari Icon Travel
<b>236</b>	Cheli & Peacock Ltd	<b>272</b>	Safari Line Africa
<b>237</b>	Chronicle Tours & Travel	<b>273</b>	Safari Partners Kenya Ltd.
<b>238</b>	CKC Tours & Travel	<b>274</b>	Safari Trails Limited
<b>239</b>	Classic Safaris	<b>275</b>	Safari Travel Kenya Ltd
<b>240</b>	Coast Adventure Safaris	<b>276</b>	Safari Village Online
<b>241</b>	Concorde Car Hire & Safaris Ltd	<b>277</b>	Safaris Unlimited (Africa) Ltd
<b>242</b>	Conqueror Tours & Safaris Limited	<b>278</b>	Safe Ride Tours and Safaris
<b>243</b>	Cosmic Safaris Ltd	<b>279</b>	Salaton Safaris Ltd
<b>244</b>	Cotts Travel & Tours Ltd	<b>280</b>	Saleva Africa Tours Ltd.
<b>245</b>	Crown Tours & Car Hire Ltd.	<b>281</b>	Sameco Tours
<b>246</b>	Cruzeiro Safaris	<b>282</b>	Satguru Travel & Tours Services Ltd.
<b>247</b>	Custom Safaris	<b>283</b>	Savannah Adventures Ltd
<b>248</b>	Dallago Tours & Safaris	<b>284</b>	Sayari Afrika Ltd
<b>249</b>	David Tours & Car Hire-Msa	<b>285</b>	Scenic Treasures Ltd
<b>250</b>	Deans Travel Centre Ltd-Msa	<b>286</b>	Scenic Wildlife Safaris Ltd
<b>251</b>	Designer Tours & Travel	<b>287</b>	Selective Safaris
<b>252</b>	Destination Connect Co. Ltd	<b>288</b>	Senator Travel Services
<b>253</b>	Destination Kenya Ltd	<b>289</b>	Sentinel Safaris Ltd
<b>254</b>	Destination Link Services Ltd	<b>290</b>	Serene East Africa Safaris Ltd
<b>255</b>	Destination Mombasa	<b>291</b>	Shades of Africa Tours & Safaris
<b>256</b>	Diani Bikes	<b>292</b>	Shanzu Kenya Super Safaris

**Appendix A continued**

<b>293</b>	Discover Kenya Safaris Ltd	<b>327</b>	Sher Safari Services Ltd.
<b>294</b>	Diwaka Tours & Travel Ltd	<b>328</b>	Shian Tours & Travel Ltd
<b>295</b>	DK Grand Safaris & Tours Ltd	<b>329</b>	Shimoni Aqua Ventures
<b>296</b>	Dodoworld (K) Ltd	<b>330</b>	Shoor Travels & Tours
<b>297</b>	Dotcom Safaris	<b>331</b>	Sights & Scenes Kenya Ltd
<b>298</b>	Dream Kenya Safaris	<b>332</b>	Sights of Africa (E.A.) Tours & Travel
<b>299</b>	Duara Safaris Ltd	<b>333</b>	Signature Tours & Travel Ltd
<b>300</b>	Earth Tours & Travel Ltd.	<b>334</b>	Silver Africa Tours & Safaris Ltd.
<b>301</b>	East Africa Adventures Tours & Safari-Msa	<b>335</b>	Silverbird Adventure Tours & Travel
<b>302</b>	East Africa Safari Ventures Ltd	<b>336</b>	Silverbird Travel Plus Ltd
<b>303</b>	East African Eagle (K) Ltd	<b>337</b>	Skyview of Africa Ltd
<b>304</b>	East African Shuttles & Safaris	<b>338</b>	Smile Tours & General Agencies
<b>305</b>	East African Wildlife Safaris	<b>339</b>	Solly Safaris Ltd
<b>306</b>	Eastern and Southern Safaris	<b>340</b>	Somak Travel Ltd
<b>307</b>	Eastern Vacations Tours Ltd	<b>341</b>	Southern Cross Safaris (Mombasa)Ltd
<b>308</b>	Eco Adventures Limited	<b>342</b>	Southern Cross Safaris Limited
<b>309</b>	Edant Tours & Safaris	<b>343</b>	Southern Sky Safaris
<b>310</b>	El Molo Tours & Travel	<b>344</b>	Special Camping Safaris
<b>311</b>	Elida Tours & Safaris	<b>345</b>	Special Lofty Safaris-Msa
<b>312</b>	Elite Travel Services Ltd	<b>346</b>	Speedbird Travel & Safaris
<b>313</b>	Elsa Ltd (Elsamere Conservation & Field Study Centre)	<b>347</b>	Sportsmen's Safaris & Tours
<b>314</b>	Enchanting Africa Ltd	<b>348</b>	Spot Kenya Safaris
<b>315</b>	Essenia Safari Experts Ltd	<b>349</b>	Spurwing Travel & Tours Ltd
<b>316</b>	Exclusive African Treasures	<b>350</b>	Star Travel & Tours Ltd
<b>317</b>	Exotic Destinations Ltd-Msa	<b>351</b>	Steenbok Safaris & Car Hire
<b>318</b>	Exotic Golf Safaris Ltd	<b>352</b>	Sunpeak Safaris
<b>319</b>	Expedition Africa Safaris	<b>353</b>	Suntrek Tours & Travel Ltd
<b>320</b>	Explorer Kenya Tours & Travel	<b>354</b>	Sunworld Safaris Ltd
<b>321</b>	Express Travel Group	<b>355</b>	Supreme Safaris Ltd
<b>322</b>	Eyes on Africa Adventure Safaris Ltd	<b>356</b>	Taipan Vacations & Travel Ltd
<b>323</b>	Fairways Solutions Tours & Travel Ltd	<b>357</b>	Tamasha Africa Ltd
<b>324</b>	Farid Kings Tours & Safaris	<b>358</b>	Tamimi Kenya Ltd
<b>325</b>	Favour Tours & Safaris	<b>359</b>	Tano Safaris Ltd
<b>326</b>	Feathertrails Tours & Travel	<b>360</b>	Tee Off Kenya Limited

**Appendix A continued**

<b>361</b>	Fidex Car Hire Ltd	<b>398</b>	Tekko Tours & Travel
<b>362</b>	Finch Travels Ltd	<b>399</b>	The Air Travel & Related Studies
<b>363</b>	First Choice Tours & Travel Ltd	<b>400</b>	The Exclusive Portolio Ltd
<b>364</b>	Flawless Links Ltd	<b>401</b>	The Safari and Conservation Co. Ltd
<b>365</b>	Flight & Safaris International Ltd	<b>402</b>	The Safari Company Management Ltd
<b>366</b>	Flying Doctors Society of Africa	<b>403</b>	The Scott Travel Group Ltd
<b>367</b>	Flying Dove Tours & Travel Ltd	<b>404</b>	Timeless Tours & Travels Ltd
<b>368</b>	Fountain Safaris (K) Ltd	<b>405</b>	Tobs Kenya Golf Safaris
<b>369</b>	Four by Four Safaris Ltd	<b>406</b>	Top Africa Safaris Ltd
<b>370</b>	Franz Lang Safaris	<b>407</b>	Top Notch Luxury Safaris
<b>371</b>	Fredlink Company Ltd-Mass	<b>408</b>	Topcats Safaris Ltd
<b>372</b>	Furstenberg Safaris Ltd	<b>409</b>	Tour Africa Safaris
<b>373</b>	Game Viewers Adventures Limited	<b>410</b>	Tourist Maps Kenya Ltd
<b>374</b>	Gametrackers (K) Ltd	<b>411</b>	Trails of Africa Tours & Safaris
<b>375</b>	Gamewatchers Safaris Ltd	<b>412</b>	Transworld Safaris (K) Ltd.
<b>376</b>	GAT Safaris	<b>413</b>	Tratons Tours & Travels Ltd
<b>377</b>	Genet Tours & Safaris	<b>414</b>	Travel 'n Style
<b>378</b>	Giulia Enterprises Ltd	<b>415</b>	Travel Affairs Ltd
<b>379</b>	Glory Car Hire Tours & Safaris Ltd.	<b>416</b>	Travel Africa Safaris Ltd.
<b>380</b>	Go Africa Safaris and Travel	<b>417</b>	Travel Care Ltd
<b>381</b>	Go Africa Travel Ltd.	<b>418</b>	Travel Connections Ltd
<b>382</b>	Gofan Safaris	<b>419</b>	Travel Creations Ltd
<b>383</b>	Going Places Ltd	<b>420</b>	Travel Shoppe
<b>384</b>	Golden Holidays & Travel Company	<b>421</b>	Travel Waves Safaris
<b>385</b>	Good Hope Travel & Tours Ltd	<b>422</b>	Travel Wild East Africa Ltd
<b>386</b>	Grand Edition Tours	<b>423</b>	Travelmart Ltd
<b>387</b>	Grant & Cameron Safaris Ltd	<b>424</b>	Trevaron Travel & Tours Ltd
<b>388</b>	Hallmark Travel Planners	<b>425</b>	Trinity Tours & Safaris
<b>389</b>	Haya Safaris (A) & Travel Ltd-Msa	<b>426</b>	Tripple Tours & Travel Ltd
<b>390</b>	Helinas Safaris Ltd	<b>427</b>	Tropical Breaks
<b>391</b>	Hirola Tours & Safaris	<b>428</b>	Tropical Ice Ltd
<b>392</b>	Holiday Bazaar Ltd	<b>429</b>	Tulip Travel Ltd
<b>393</b>	Holidee in Africa Consulting Ltd	<b>430</b>	Tusker Safaris Ltd-Msa
<b>394</b>	Honeymoon Tours & Travel	<b>431</b>	Twiga Car Hire & Tours Ltd
<b>395</b>	Hotel Adventure Travel Ltd	<b>432</b>	Ulf Aschan Safaris Ltd
<b>396</b>	HTT Holidays & Incentives Ltd	<b>433</b>	Uniglobe Northline Travel Ltd
<b>397</b>	Ibis Tours and Travel Ltd	<b>434</b>	Unik Car Hire & Safaris-Msa

**Appendix A continued**

<b>435</b>	Ideal Tours & Travel	<b>468</b>	Venture Africa Safaris & Travel
<b>436</b>	Impact Adventure Travel	<b>469</b>	Vessel Africa Ltd
<b>437</b>	Incentive Travel Ltd	<b>470</b>	Victoria Safaris
<b>438</b>	Integritour Ltd	<b>471</b>	Vintage Africa Ltd
<b>439</b>	IntoAfrica Eco-Travel Ltd	<b>472</b>	Visit Africa Ltd
<b>440</b>	Intra Safaris Ltd-Msa	<b>473</b>	Watch Tropical Wildlife Safaris
<b>441</b>	Jade Sea Journeys Ltd	<b>474</b>	Waymark Safaris Ltd.
<b>442</b>	Jambo Travel House Limited	<b>475</b>	Westminster Safaris Ltd
<b>443</b>	Jamii Tours & Travel Ltd	<b>476</b>	White Plains Tours & Travel
<b>444</b>	Jawamu Tours & Safaris	<b>477</b>	Widelink Expeditions Tours & Travel Ltd
<b>445</b>	Hotel Adventure Travel Ltd	<b>478</b>	Vessel Africa Ltd
<b>446</b>	HTT Holidays & Incentives Ltd	<b>479</b>	Victoria Safaris
<b>447</b>	Ibis Tours and Travel Ltd	<b>480</b>	Vintage Africa Ltd
<b>448</b>	Ideal Tours & Travel	<b>481</b>	Visit Africa Ltd
<b>449</b>	Impact Adventure Travel	<b>482</b>	Watch Tropical Wildlife Safaris
<b>450</b>	Incentive Travel Ltd	<b>483</b>	Waymark Safaris Ltd.
<b>451</b>	Integritour Ltd	<b>484</b>	Westminster Safaris Ltd
<b>452</b>	IntoAfrica Eco-Travel Ltd	<b>485</b>	White Plains Tours & Travel
<b>453</b>	Intra Safaris Ltd-Msa	<b>486</b>	Widelink Expeditions Tours & Travel Ltd
<b>454</b>	Jade Sea Journeys Ltd	<b>487</b>	Vessel Africa Ltd
<b>455</b>	Jambo Travel House Limited	<b>488</b>	Victoria Safaris
<b>456</b>	Jamii Tours & Travel Ltd	<b>489</b>	Vintage Africa Ltd
<b>457</b>	Jawamu Tours & Safaris	<b>490</b>	Visit Africa Ltd
<b>458</b>	Hotel Adventure Travel Ltd	<b>491</b>	Watch Tropical Wildlife Safaris
<b>459</b>	Jet Travel Ltd	<b>492</b>	Waymark Safaris Ltd.
<b>460</b>	JMAR Safaris Ltd	<b>493</b>	Westminster Safaris Ltd
<b>461</b>	Jocky Tours & Safaris	<b>494</b>	Wild Destinations Ltd
<b>462</b>	Jungle Beach Safaris Ltd	<b>495</b>	Wild Times Ltd
<b>462</b>	K.P.S.G.A	<b>496</b>	Wild Trek Safaris Ltd
<b>463</b>	Kairi Tours & Safaris	<b>497</b>	Wild Waters Ltd
<b>464</b>	Karisia Limited	<b>498</b>	Wildlife Safari (K) Ltd
<b>465</b>	Keeigee Mountain Expeditions	<b>499</b>	Wildlife Sun Safaris
<b>466</b>	Kenan Travel & Tours	<b>500</b>	Woni Safaris Ltd
<b>467</b>	Kenia Tours & Safaris	<b>501</b>	World Explorer Safaris Ltd

### Appendix A continued

<b>502</b>	Kenor Safaris Ltd	<b>512</b>	Xcellent Wildlife Paradise - Holidays and Safaris
<b>503</b>	Kent Tours & Travel Ltd		
<b>504</b>	Kentan Safaris Ltd.		
<b>505</b>	Karisia Limited		
<b>506</b>	Keeigee Mountain Expeditions		
<b>507</b>	Jocky Tours & Safaris		
<b>508</b>	Jungle Beach Safaris Ltd		
<b>509</b>	K.P.S.G.A		
<b>510</b>	Kairi Tours & Safaris		
<b>511</b>	Karisia Limited		

Sou512re: [www.katokenya.org/index.php?option=com\\_content....id](http://www.katokenya.org/index.php?option=com_content....id)

## APPENDIX B: QUESTIONNAIRE

### STRATEGIC RESPONSES OF TOUR OPERATORS TO CHANGES IN THE OPERATING ENVIRONMENT OF THE MAASAI MARA IN KENYA

I, Christopher Lekakeny Twala, a MBA student at the University of Nairobi, am undertaking the above research project and kindly request your assistance and cooperation. My contacts are: 0727-864-828 and christophertwala@yahoo.com

This questionnaire has six (6) parts. Part I would be used to get general information about the respondent. Part II will be used to get political- and legal-related responses. Part III will be used to get economic-related responses. Part IV will be used to get technological-related responses. Part V will be used to get physical environment-related responses. Part VI will be used to get other environment-related responses.

**NB**

The information provided will be strictly treated in confidence. Your assistance in completing the questionnaire will be highly appreciated.

**Instructions**

Tick the space provided [] or [] or write your response in the space provided.....

**PART I: RESPONDENT AND INSTITUTIONAL PROFILE**

**Organization**.....

**Contact Person**.....

**E-mail**.....

**Telephone**.....

Please provide me with your mobile telephone number and e-mail address as this will enable me contact you to seek any clarification.

**(A) What are your organizational/business activities?**

Accommodation				Travel Services	
Lodge	Camp	Tented Camp	Private House	Road	Air

Other (please specify).....

**(B) Management position in the organization**

Senior level	Middle level	Lower level

Other (please specify).....

**(C) How long have you worked for the organization?**

Less than 1 year	2 – 5 years	6 – 10 years	More than 10 years

**(D) What is your highest academic qualification?**

PhD	Masters Degree	Bachelors Degree	Diploma Degree

Other (please specify).....

**(E) Which statement(s) best describe(s) your organization?**

- My organization has a strategic plan
- My organization has a vision statement
- My organization has a mission statement

**(F) To what extent does your organization involve you in the formulation/review of the following:**

Activity	Greatly	Fairly	Minimally	Not at all
Strategic plan				
Vision statement				
Mission statement				

**(G) In your opinion, which statement(s) best describe(s) your organization?**

- My organization is a member of a tourism stakeholder group
- My organization is a member of Maasai Mara National Reserve Stakeholder group

**(H) Which statement(s), in your opinion, best describe(s) your organization?**

- My organization is aware of Maasai Mara National Reserve Master-plan
  
- My organization participated in formulating the Maasai Mara National Reserve Master-plan

**(I) To what extent do you agree or disagree that tourism activities in the Maasai Mara National Reserve have contributed to socio-economic welfare of Narok County citizens?**

Strongly agree	Agree	I do not know	Disagree	Strongly disagree

**(H) To what extent does your organization have affirmative policies on the following?**

Issues	Very Affirmative	Moderately Affirmative	Negligibly Affirmative	Not Affirmative
Sourcing of food stuffs, other supplies, and services from Narok County-based firms or residents				
Commitment to local jobs				
Expansion of local employment for managerial positions				
Expansion of local employment for non-managerial positions				
Training of local people				
Increase local access to infrastructure and services provided for tourists (e.g. roads, communications, health care, transport, etc)				
Creating a more supportive policy/planning framework that enables the participation of the poor				
Increase information and communication between stakeholders				
Mitigate detrimental environmental impacts				
Improvement of socio-cultural impacts for local residents				
Stimulation of local cultural and heritage products				
Address competing use of natural resources				
Improvement of education standards and infrastructure for the local residents				
Revenue-sharing with local residents				

**PART II: POLITICAL AND LEGAL ENVIRONMENTAL ISSUES**

**(A) In your opinion, which statement best describes your organization?**

The two-tier government resultant from the Constitution of Kenya, 2010:

Has complicated my organization's operations	Has affected my organization's operations in some way	Has not affected my organization's operations in any way

**(B) How did the operations of the defunct Coalition Government of Kenya impact your operations?**

- It improved operations greatly [    ]
- It improved operations moderately [    ]
- It did not impact operations in any way [    ]
- It impacted operations negatively [    ]

**(C) To what extent were your operations affected by the Kenyan general elections of 2013, especially the Presidential election, and subsequent petition?**

Very greatly	Greatly	Moderately	Negligibly	Not at all

**(D) How has the merging of the previous Kenya's Ministry of Tourism with others to form the Ministry of East African Affairs, Commerce, and Tourism affected your organization's operations?**

Improved operations	Not affected operations	Worsened operations

**(E) To what extent has the new Narok County government made your operations easier?**

Very greatly	Greatly	Moderately	Fairly	Not at all

**(F) In your opinion, to what extent will the taxes, levies, and fees in Kenya, especially the VAT Act, 2013 affect the operations of your organization?**

Very greatly	Greatly	Moderately	Fairly	Not at all

**(G) To what extent in your opinion has the road network and other infrastructural facilities in the Maasai Mara National Reserve conducive to doing business?**

Very Conducive	Conducive	Neutral	Un-conducive	Very Un-conducive

**(H) In your opinion, are you satisfied with a moratorium in constructing more tourist facilities in the Maasai Mara National Reserve?**

Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied

**PART III: ECONOMIC ENVIRONMENTAL ISSUES**

Given below are some possible Kenyan economic challenges affecting your operations; in your estimation, please indicate to what extent they have impacted your firm on the scale given:

1- Very seriously; 2 – Seriously; 3- Moderately; 4- Less serious; 5- Not at all

Challenges	1	2	3	4	5
Interest rates					
Money supply					
Inflation rates					
Unemployment					
Poverty levels					
Prescribed employment laws and regulations					
Unstable fuel prices					
Forex rates					

**PART IV: TECHNOLOGICAL ENVIRONMENTAL ISSUES**

In your opinion, to what extent have the technological changes given below impacted the operations of your organization on the scale given?

1-Very greatly; 2- Greatly; 3- Moderately; 4- Small extent; 5- No extent

Changes	1	2	3	4	5
Mobile telephony					
Internet access and speed					
E-ticketing					
Automation of business processes					

**PART V: PHYSICAL ENVIRONMENTAL ISSUES**

To what extent, in your opinion, have the changes mentioned below impacted your organization?

Changes	Very greatly	Greatly	Moderately	Fairly	Not at all
Water sources					
Waste disposal					
Energy and power sources and consumption					
NEMA regulations					
Environmental protection					
Fluctuating levels of the Mara river					
Inconsistence length of stay of wildebeest in Maasai Mara following annual migration					

**PART VI: OTHER ENVIRONMENTAL ISSUES**

In your opinion, to what extent have the environmental changes given below impacted the operations of your organization on the scale given?

1-Very greatly; 2- Greatly; 3- Moderately; 4- Small extent; 5- No extent

Changes	1	2	3	4	5
Management of Maasai Mara by Narok County government as opposed to previous management by Narok and Trans-Mara County Councils					
Wildlife poaching in the Maasai Mara					
Insecurity in the Maasai Mara					
Negative travel advisories by tourist-supply markets					
Increased agitation by locals on sharing benefits accruing from tourism in the Maasai Mara					
High visitor densities in the Maasai Mara					
Tourism products in the Maasai Mara National Reserve					
Over-reliance on few given markets for tourists					
Local tourists' numbers in the Maasai Mara					
President Obama's skipping of visiting Kenya recently					
Presidents Kibaki's and Uhuru's visits to the Maasai Mara at the on-set of the annual wildebeest migration					
Sport's tourism (KQ Maasai Mara Marathon)					
Maasai rite of passage ceremonies					
Competition from alternative tourists' destinations					
Increased stakeholder involvement					
The recent fuel and fire hitches at JKIA, Nairobi					
Ease of access to Serengeti National Park					

