EFFECTS OF SPECIFIC DESTINATION MARKETING STRATEGIES EMPLOYED BY TOUR FIRMS IN KENYA

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DECLARATION

I declare that this research work is my original work and has not been presented for an academic award in any other institution.

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This report has been submitted for examination with my approval as the university supervisor.

Name of supervisor

 Sign:…………………………...   Date:……………………………..

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ABSTRACT

This paper is a research work on specific destination marketing strategies employed by tour firms in Kenya.Kenya's tourism activity has always been a high source of foreign exchange in Kenya. With regard to this, this study aimed at investigating the effects of certain specific destination marketing strategies of the tour firms in Kenya. Data was collected using semi-structured questionnaires and analysed using mainly descriptive statistics. The study found out that the touris attraction events, the tour firms' image and the country's image. The researcher will undertake a research study to find answers to fundamental questions that are of essence in destination marketing strategies of tour firms in Kenya. The research was undertaken within a framework of a set of philosophies (approaches). It will use procedures, methods and techniques that have been tested for their validity and reliability, designed to be unbiased and objective. Research was conducted via quantitative or qualitative methods. Quantitative methods were useful when a researcher seeks to study large-scale patterns of systems, while qualitative methods were more effective when dealing with interactions. The researcher was aiming to achieve philosophies - approaches e.g. qualitative, quantitative and the academic discipline in which the researcher has been trained, Validity - correct procedures was applied to find answers to fundamental questions, reliability - to the quality of a measurement procedure that provides accuracy and, unbiased and objective – to take each step in an unbiased manner and drawn each conclusion to the best of the ability of the researcher.

TABLE OF CONTENTS

LIST OF TABLES

CHAPTER ONE : INTRODUCTION

1.1 Background of the Study

Traditionally, marketing has been seen as the preserve of the world of commerce. In the recent past however, marketing has found accommodation in much unrelated facets of daily life. The emergence of social marketing, relationship marketing Green marketing, the marketing of political institutions, countries and destinations has now jumped in and are getting a fair share by attention. According to Pike (2009) this is an indication that marketing as a discipline is an indication that marketing as a discipline is coming of age.

Wahab et.al (1976) define destruction marketing as the process by which tourist enterprises identify their selected tourist, actual and potential, communicate with them to ascertain and influence their wishes, needs, motivations, likes and dislikes on local, regional, national and international levels and to formulate and adapt their tourist product accordingly in new of achieving optimal tourist satisfaction thereby fulfilling their objectives. In other words destination marketing is a strategic process that is built on competitive advantages, targeted markets and mixed marketing techniques and appeals to actual and potential visitors. Moreover the highly competitive global markets for tourists' mandates that destination goes beyond that initial visitation to engendering a degree of loyalty among their visitor base.

Destination marketing in Kenya is fronted by the government itself, town firms, Kenyans in their private capacities and even the foreigners who serve as consumers of destinations products in Kenya. With time with shrinking customer catchments areas and increasing competition, Kenya is fast becoming aware of the need for destination marketing.

1.1.1 Concept of marketing

Marketing is part of all business entity and it goes without say that all business organization uses different mediums to push their agenda hence the need to understand the marketing mediums and the consumers of their brand. Consumer behavior is defined by Blackwell, Miniard and Engel (2006) as the activities people undertake when obtaining, consuming, and disposing of products and services. Consumer behavior is a concept that has generated interest among scholars and it is undisputed that it is a great part in marketing decisions making and planning. Assael (2001) emphasizes on the importance of understanding one's consumers by stating that consumer needs directly influences profitability of organizations, the better organizations understand their consumer's behavior, the better able they are to develop effective marketing strategies to meet consumer needs which translated to sales of products and services. As per Assael (2001) many marketers have come to realize the same.

Consumer behavior is the study of the processes involved when individuals or groups select, purchase, use or dispose of products, services, ideas or experiences to satisfy needs and desires as defined by Solomon, Bamossy (2006). Schiffman & Kanuk (2007) take a similar approach in defining consumer behavior as the behavior that consumers

display in searching for, purchasing, using, evaluating, and disposing of products and services that they expect will satisfy their needs. Marketing is based on thinking about the business in terms of customer needs and their satisfaction basically consumer behavior. Consumer behavior has been greatly researched by different scholars for the role it plays in marketing decisions, there has been five main approaches that has been will be discussed in this study which are behavioral, psychodynamic, cognitive, humanistic and economical theoretic approaches as discussed by (Foxall 1990).These approaches have been explored by both contemporary and traditional researchers. Marketing differs from selling as Levitt (1960) states that Selling concerns itself with the tricks and techniques of getting people to exchange their cash for your product, it is not concerned with the values that the exchange is all about and it does not, as marketing invariable does, view the entire business process as consisting of a tightly integrated effort to discover, create, arouse and satisfy customer needs

1.1.2 Destination marketing

A local towndestination is a physical   space in which a visitor spends at least one overnight. It includes tourism products such as support services and attractions and tourism resources within one area. Destination marketing is the process of matching destination resources with environment opportunities with the wider interests of society in mind (Pike, 2009). Possessing natural comparative ad vantages such as a salubrious climate, pristine coral reefs, compelling architectural heritage, a smorgasbord of culinary offerings, rich and vibrant cultures and friendly and welcoming people, many small countries have deliberately chosen tourism as a development option. With the

exception of a few of these states tourism is the main economic driver. The rationale for tourism induced development is that it provides the much needed foreign exchange, increases employment numbers, fosters intersectional linkages and promotes entrepreneurship (Pike, 2009).

Historically marketing of destination was accidental but in recent times it has become a deliberate effort. Against the backdrop of a changing global marketplace, it is incumbent on destinations to be proactive, resilient and strategic in their approach to marketing destinations (Oli, 2008).

1.1.3 Marketing of services

Admittedly, the destruction between goods and services is not always perfectly clear. In reality, many services contain at least some tangible elements. The destruction between goods and services in further obscured by firms that conduct business on both sides of the fence (Proctor, 2008); It is generally accepted that the service economy includes the soft parts of the economy counseling of industries such as education, financial, health, transportation, governments and leisure and hospitality.

Baker (2001) posits that the key characteristics of services include intangibility, invisibility, indivisibility, non-transferability, perishability and inseparability. Each of these characterizations poses peculiar challenges.For the customer, there may be little evidence, in advance of what to expect. Worse still, both parties may fail to agree on what constitutes a quality service.

What makes a service really a service according to (Butler, 2001) in the interface; the front office, the dining room and the actual difference between a service and a manufacturing facility is the size of the interface. The customer as a major input to the service production process is regarded as a major source of uncertainty. The uncertainty is for the service provider not fully understanding these customer inputs.

While application of the other P of marketing may not be a real problem determining the price in the services is a real challenge. This arises from the fact that services are intangible and invisibleand therefore it may be difficult to establish quality andtherefore servethe price.

1.1.4 The tourism industry in Kenya

The Kenya Tourism Board (KTB) is responsible for maintaining information pertaining to tourism in Kenya. KTB achieves its mandateby partnering with other government institutions suchas brandKenya, Kenya Airways and even private enterprises.

The main tourist attractions are Photo Safaris through the nineteen (19) national parks and game reserves. For a long time, Kenya relied on external tourists to drive its tourism industry. However, recent global developments have made it necessary for the government through its various institutions to start targeting local (domestic tourists). To further this cause, the government has encouraged private firms to design packages targeting the domestic tourists.

The Kenya Association of tour operators(KATO) is Kenya's foremost tourism trade association representing the interests of over 250 of the leading and most experienced professional tour operators in Kenya .These members offer a wide variety of services that can be broadly divided into the following categories: Air safaris, incentive travel group safaris, custom safaris, for individual travelers, camping safaris, ocean and coast holidays, cultural and community safaris, golf safaris, agrosafaris and special interest safaris such as deep sea fishing, and horse riding. Membership is categorized into Full membership and affiliate members.

The Kenya Tourism Board (KTB) is responsible for maintaining information pertaining to tourism in Kenya. Tourism is the second largest source of revenue following agriculture. The main tourist attractions are photo safaris through the countries nineteen (19) national parks and game reserves. Other attractions include the mosques at Mombasa, the renowned scenery of the Great Rift Valley, the coffee plantations of Thika, a view of Mt. Kilimanjaro, and the countries beaches along the Indian Ocean.

1.2 Research Problem

Destination marketing is one of the emerging dimensions of marketing. (Zenker, 2008) notes that the extensions of a discipline are indicative of a discipline tois now entering maturity stages both in academic and practice. The acceptance of green marketing, social marketing, relationship marketing and destination marketing into marketing theory squeezes smaller the space traditionally occupied by goods and services previously seen as the only product possibilities in commerce.

Zenker (2008) argues that unlike other extensions of marketing, destination marketing has taken relatively long pick because of the fact tourism industry took a long time to establish itself formally. It and existed probably earlier than all the rest but had dragged when it came to establishing itself. The destinations at that time were not exactly in the title of anybody and were not branded and if branding had been done, it was not for marketing purposes. As such destinations were viewed as commodities that could not be differentiated from one another.   As time went by and competition for attention increased, there was need for marketers owners and other interested parties to market their destination and make them competitive. This marked the emergence of destination marketing.

Roberta (1999) assets that destination marketers have had to content with the application of strategies and approaches developed with goods and services in mind. Kitiso (1999) studies the relationship marketing in the tourism industry in Kenya and found that tourism marketing institutions and companies were interested in establishing customer loyalty or repeat business. Wanjala(2012) studied the state of the tour industry nin Kenya and concluded that there is positive correlation between a tour firms marketing approaches and performance. Ambani (2009) also studied the marketing strategies employed by tour firms to market their services to tourists. It is worth noting that Ambani (2009) was interested in establishing how tour firms market themselves and not

the destinations. This study therefore seeks to answer the following question: what are the destination marketing strategies employed by tour firms in Kenya?

1.3 Objective of study

The study shall be guided by the following objectives:

i) To determine the specific destination marketing strategies employed by tour firms in Kenya.

ii) To establish the challenges they face in the implementation of these strategies.

1.4 Value of study

This study will inform the players in the tourism industry about

The issues that should be addressed in their marketing programs; this is because more often than not they have tended to rely on traditional marketing practices without taking into account the peculiarities surrounding destination marketing.

The government policy making organs such as Kenya Tourism Board and Brand Kenya will also be in a position to make more informed policy decisions. As a result of this study these bodies will appreciate the marketing role with the proper information at hand.

Researchers have tended to channel their mental resources into the marketing of goods and ignoring such, marketing aspects as marketing of destinations and events marketing. This study will serve to refocus their energies to this hitherto unresearched domain of marketing.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter examines literature that is relevant to the study. This includes the theories that have relevance in the study; the resource based view, the social relational model, destination marketing theory and the application of marketing strategies to destination marketing.

2.2 Theoretical Foundation

This study is anchored on two theories; Resource based view and the social relational theory. It is believed that these two theories accommodate all the concepts discussed earlier holistically.

2.2.1 The Resource based view

To a very large extent, the philosophy and approaches to strategic item are underpinned by the resource-based view. This states that it is the range of resources in an organization, including the natural resources that produces its unique character and creates competitive advantages. It is based on the ideas of Penrose (1959) who wrote that the firm is an administrative organization and a collection of productive resources. It recognizes that strategy is a balance between the exploitation of existing resources and the development of new ones.

Resource based strategy theorists such as Barney (1991) argued that sustained competitive advantage stemmed from the acquisition and effective use of bundles of destructive resources that competitors cannot imitate. Destructive resources have four

attributes; they are valuable, rare, imperfectly imitate and non-substitutable. Resource – based strategic marketing can produce what Boxall and Purcell (2003) referred to as marketing advantage. The aim is to develop strategic capability. This means strategic fit between resources and opportunities.

2.2.2 The social /relational exchange Theory

The social/relational exchange theory considerations used by lee and Kim (1999) argues that limitations of the transaction the theory and other economic theories as lack of consideration for analyzing quality of outsourcing relationships. Armstrong (2000) suggests that "The clines" power and quality of their partnership with the services provider motivates the service provider to comply with the contractual obligations, co-operate with the client and invest additional resources into the outsourcing relationship.

In fluctuate and dynamic environment the strategic flexibility is of utmost importance. From the social exchange theory, trust was found to be positively related to strategic and operational flexibility while another component of the social exchange theory, dependence, was found to be negatively related to the strategic flexibility of the alliance.

2.3 Unique features of Tourism Industry and Tourism services.

Tourism products are considered services (Fyall and Garroro 2005) and the all services are characterized by intangibility, heterogeneity, inseparability and perish ability (Zeithaml, 1981). These characteristics imply the increased involvement of consumers in the service process of production and consumption. In addition to the features related to their service nature, the particulariti4es of the tourism industry named seasonality,

globalization, low levels of loyalty complexity (including Multiple sub sectors such as food and beverage, accommodation, transportation recreation and travel) and cross and income elasticity demand need to be taken into account before making any marketing decisions.

Seasonality in tourism which has been defined as a "temporal imbalance in the phenomena of Tourism which may be expressed in terms of dimensions such elements as number of visitors, expenditure of visitors, traffic on highways and other forms of transportation employment and admission to attractions (Butler, 2001). Seasonality is considered a severe problem in tourism because it leads tourism firms to hire part-time personnel therefore limiting their capabilities.

Globalization in tourism means that tourism businesses have the ability to operate and market them not only locally but globally as well, while may have opted for competitive strategy of internationalization. Nowadays tourism firms consider the world as their operating environment and establish both global strategies and global market presence. In tourism, globalization affects both the supply and the demand side in various ways.Tourism is also characterized by low levels of customer loyalty. If developing loyalty in services is difficult then achieving loyalty in tourism is a feat. Because consumers search for new experiences by visiting various places and destinations all over the world, it is very difficult to develop loyalty, for places and destinations all over the world.

Tourism is also a complex industry because it is a compilation of various services such as accommodation, transportation, dining recreation and travel. All these services comprise of tourism experience. Often these services are offered by different providers who may not communicate or collaborate with the remaining providers (Baker, 2001). Finally, Tourism services are characterized by cross elasticity of demand meanings that a trip can be easily replaced by the purchase of another product which may force them to postpone traveling for one more year until they entirely pay for the product acquired.

2.4 Applying Strategic Marketing to Tourism

Successful marketing strategies require the recognition and understanding of global business challenges, the development and leverage of distinct capabilities, the provisions of superior customer value and immediate response to competitor's actions. A marketing strategy should make the most of a company's strengths and matches them to the customer value requirements. Furthermore, a marketing strategy should be flexible in order to respond to changes in consumer needs, desire and preferences and be able to identify new market. Segments and target them successfully. Then a marketing strategy leads to a superior business performance and sustainable competitive advantages.

Tourism firms need to be cognizant of the factors influencing their marketing strategy such as resources and competencies they possess or should acquire the opening and closing of strategic windows, the nature of competition in the tourism industry and the stage of marketing or industry life cycle. A competitive marketing strategy also requires

decisions on the product market in which a tourism firm competes, the level of investment needed, the functional area strategies the strategic assets, competencies and synergies matched with the functional area strategies and the allocation of resources among the business units (proctor, 2008).

After selecting the marketing strategy, the next step is strategy implementation. The focus strategy should influence both the   target marketing strategy as well as the marketing mix of the tourism firm. At the same time, both target and marketing and the marketing mix can influence the implementation of the selected strategy. Target marketing refers to strategic launch decisions whereasmarketing mix refers to tactical launch decisions (Crawford and Di.Beneto, 2008). The process ends with control phase where the selected strategy is evaluated. This stage involves measurement of the marketing strategy results, in comparing the outcomes with the goals set and correcting negative performance deviations. This phase provides feedback to the previous phases in the strategic marketing process in order to make the necessary adjustments.

2.5 Destination Branding

Two of the most important factors influencing the competitiveness of destruction are destination governance and destination branding (Dwyer and Kim, 2003). Destination branding is instrumental in managing the fragmented and complex nature of tourist destination effectively while destination branding is important because it enhances a destination's positioning and exerts considerable influence over tourists' choices and

their satisfaction. The relationship between destination governance and destination positioning has however not been investigated in depth.

Broadly speaking, destination branding can be defined as the dynamic process of drawing support and cooperation from different stakeholders so that he brand will be accepted communicated and manifested through official and unofficial publicity and products (Oli, 2004).

CHAPTER THREE : RESEARCH METHODOLOGY

3.1 Introduction

This chapter details the research methodology that will be used. This includes the study design, the population, the sample design, data collection and data analysis.

3.2 Research design

The cross sectional descriptive survey deign will be used in this study. A cross sectional survey enables the collection of data from a large sample(Cooper and schindler,2006). The study will be descriptive since it attempts to describe some phenomenon.

3.3 Population of study

Kerlinger(1986) defines the population as the total number of units to be studied.

According to the Kenya Association of tours operators, there were 250 registered tour operators in Kenya as at 31st March 2014. This represents the number of tour operators who can market their services independently. Any other tour operator who is not registered with KATO can only operate under are gistered Tours company.

3.4 Sample selection

Cooper and Schindler (2006) argue that the basic idea behind sampling is that by selecting some of the elements of the population we may draw conclusions about the entire population. A listing of all population elements from which the sample will be selected is called a sampling frame. The researcher will use simple random sampling to select the

50 tour operators to be included in this study. Simple random sampling is especially useful when the elements share common characteristics and there is no reason for the researcher to believe that there will be any radical distinctions when that would warrant any varied treatment.

According to the requirements for registration as provide by KATO, nearly all the tour operators operate the same way, follow the same guidelines when negotiating with aclient and share most facilities. This essentially means that there is no major difference between one operator and another.

3.5 Data collection

Primary Data will be utilized in this study. It will be collected by use of a questionnaire which will be semi structured. The semi structured questions will be intended to capture data on the extent to which certain methods of marketing are considered effective. The questionnaires will be administered through drop and pick later technique. The respondents for this study will be the marketing managers in the various Tour firms or their equivalents.

Secondary data will be collected from the marketing materials obtained from the firms and from their websites.

3.6 Data Analysis

Quantitative data collected will be analyzed by use of Means, median, standard deviation and variance. The above statistics are appropriate given the nature of the questions that

the researcher intents to pose to the respondents. Kerlinger (2008), notes that there must be a very degree of alignment between the questions and the methods of analysis. The qualitative data will be collected by use of content analysis.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter is a presentation of results and findings obtained from field responses and data, broken into two parts. The first section deals with the background information, while the other section presents findings of the analysis, based on the objectives of the study as explored by the questionnaires where both descriptive and inferential statistics have been employed.

4.2 Response Rate

From the data collected, out of the 250 questionnaires administered, 210 were filled and returned. This represented a 84% response rate, which is considered satisfactory to make conclusions for the study. According to Mugenda and Mugenda (2003) a 50% response rate is adequate, 60% good and above 70% rated very good. This also collaborates with Bailey (2000) assertion that a response rate of 50% is adequate, while a response rate greater than 70% is very good as presented in Table 4.2. This implies that based on this assertion; the response rate in this case of 84% is very good.

This high response rate can be attributed to the data collection procedures, where the researcher pre-notified the potential participants and applied the drop and pick method where the questionnaires were picked at a later date to allow the respondents ample time to fill the questionnaires.

Table 4.1: Response Rate

	Frequency	Percentage
Returned questionnaires	210	84%
Unreturned Questionnaire	40	16%
Total	250	100%

Source: Researcher (2014)

4.3 Validity Test

To establish validity in the study, the research instrument was given to professionals who were experienced to evaluate the relevance of each item in the instrument in relation to the objectives. The same were rated on the scale of 1 (very relevant) to 4 (not very relevant). Validity was determined by use of content validity index (CVI). CVI was obtained by adding up the items rated 3 and 4 by the experts and dividing this sum by the total number of items in the questionnaire. A CVI of 0.854 was obtained. Oso and Onen (2009), state that a validity coefficient of at least 0.70 is acceptable as a valid research hence the adoption of the research instrument as valid for this study.

The questionnaires used had likert scale items that were to be responded to. For reliability analysis Cronbach's alpha was calculated by application of SPSS. The value of the alpha coefficient ranges from 0 to 1 and may be used to describe the reliability of factors extracted from dichotomous (that is, questions with two possible answers) and/or multi-point formatted questionnaires or scales (i.e., rating scale: 1 = poor, 4 = excellent). A

higher value shows a more reliable generated scale. Cooper & Schindler (2008) indicated 0.7 to be an acceptable reliability coefficient. Since, the alpha coefficients were all greater than 0.7, a conclusion was drawn that the instruments had an acceptable reliability coefficient and were appropriate for the study.

4.4 Demographic Information

The study sought to find out the demographic information of the respondents which included gender, number of years in operation, and the firms' ownership structure. The findings of the study are discussed in the subsections below.

4.4.1 Gender of the respondents

Further the study sought to determine the gender distribution of the respondents in order to establish if there is gender parity in the positions. From the findings as indicated in Figure 4.1, majority (65.24%) were male respondents which were noted to have a frequency of 137 respondents. (34.76%) of the total respondents were noted to befemales, this carried a frequency of 73. This implies there were more males than female among the operators registered with KATO. This implies that more men than women are involved in monitoring and evaluation activities.

Figure 4.1: Gender of the respondents
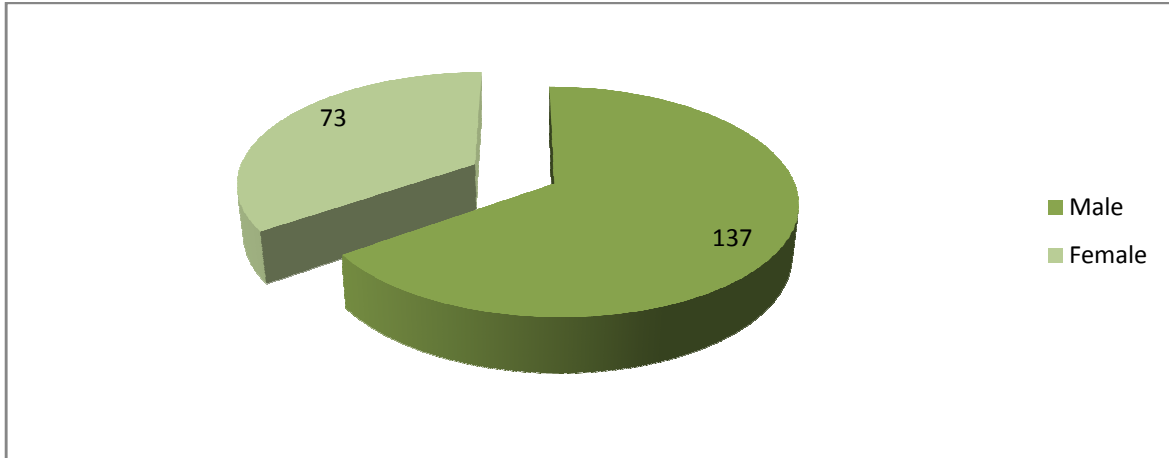
4.4.2 Number of years in operation

The study found it necessary to find out the number of years in which the respondents had been in operation as registered members of KATO. Based on the findings, majority (46.67%) of the respondents had been in operation for 5 to 10 years followed by 26.67% of the respondents who had been in operation for less than 5 years. It was also revealed that 15.71% of the respondents had been in operation as registered KATO operators for period of 11 to 15 years. A small proportion of the respondents had been in operation for 16 to 20 years and more than 20 years as evidence by 6.19% and 4.76% respectively. The findings implies that the respondents were experienced enough to provide valuable responses concerning the destination marketing strategies employed by tour firms in Kenya. Figure 4.3 displays the findings of the study.

Figure 4.2: Years of Operation
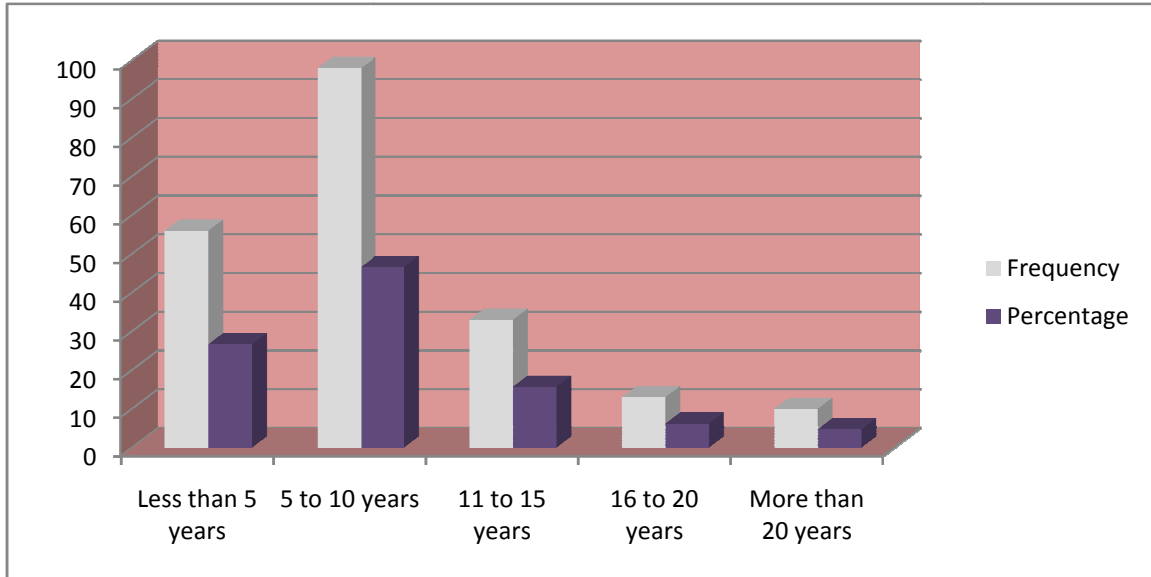
Source: Researcher (2014)

4.4.3 Firms Ownership Structure

The study found it necessary to find out the ownership structure of tour firms where the respondents operated in Kenya. Based on the findings, majority (30%) of the respondents worked in tour firms that were locally owned. This was followed closely by the respondents who stated that they worked in firms that were foreign owned; those who stated this were noted to be 27.62% of the total respondents and carried a frequency of 58 respondents. The study also revealed that 24.29% of the respondents worked with firms that were had mixture of both local and foreign ownership structure. A small proportion of the respondents stated that they worked for tour firms that were Family owned; this was noted to have a frequency of 38 respondents and was noted to be 18.10% of the total

respondents. The finding implies that most of the tour firms that operated in Kenya were Locally owned.. Figure 4.4 displays the findings of the study.

Figure 4.3 : Ownership structure
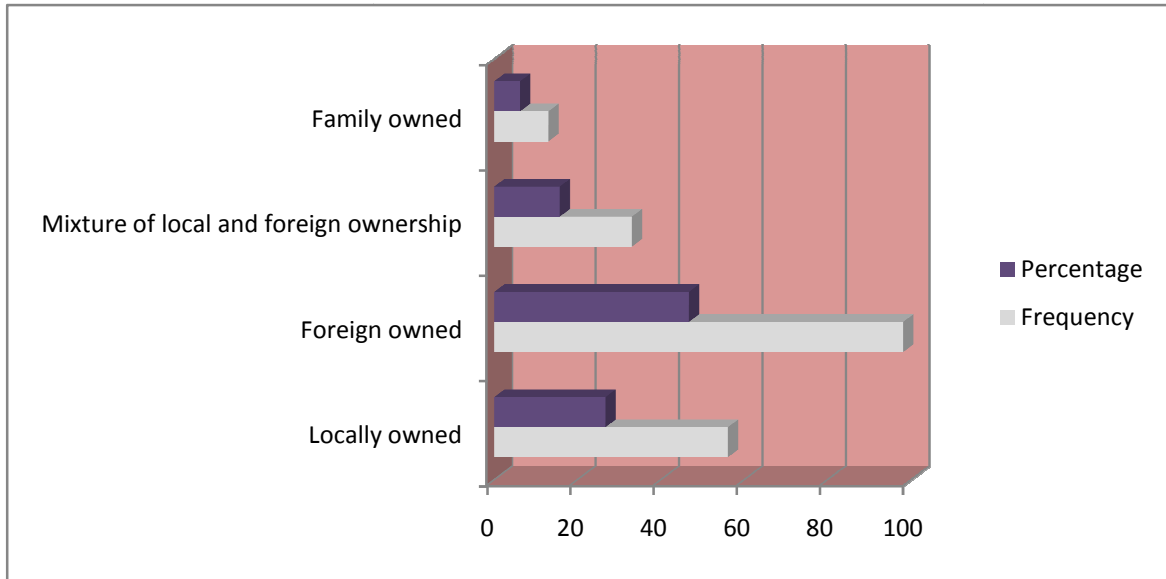
Source: Researcher (2014)

4.5 Descriptive Statistics

4.5.1 Preferrence of tourist destinations in Kenya

The study sought to determine level of preference of tourist destinations in Kenya. The respondents were asked to rate their responses to some of the tourist destinations that are located in different regions in Kenya on a Likert scale of 1 to 5 where 1 represented least preferred,2 represented less preferred,3 represented Neutral,4 represented moderately preferredand 5 represented highly preferred. The results are as shown in table 4.2 below.

Table 4.2: Preference of the tourist destinations

Tourist Destinations	Mean	Std. deviation	Skewness	Kurtosis
KICC	2.5783	0.41146	0.132	-1.126
Mara game reserve	4.9130	.83253	0.368	-0.98
Tsavo game reserve	4.0870	1.35344	0.134	-1.321
Mount Kenya	4.5435	1.06173	0.149	-1.321
The Coast Beaches	4.5957	1.14728	-1.348	2.778
The caves of Kyulu	2.1522	1.42196	0.037	-1.452
The Great Rift Valley	3.9391	1.36567	0.473	-1.078
Lake Victoria	3.2391	1.15802	0.121	-1.239
AthiRiver	1.3261	1.16866	-1.348	2.778
Tana river	4.261	0.22572	0.134	-1.116
Fourteen Falls	4.8652	0.83020	0.468	-0.981
Thompson Falls	2.0217	0.7289	0.131	-1.301

Source: (Research, 2014)

From the study it was noted that the Mara game reserve was a highly preferred tourist destination. This was indicated by the high mean values of 4.9130.The standard deviation calculated from the study indicated of .83253,indicated a small variance from the mean mark. The study also showed that the fourteen falls was also noted to be a highly preferred tourist destination. This was noted by the high mean values calculated of 4.8652.This indicated that most respondents noted that fourteen falls was a highly preferred tourist destination in Kenya. The standard deviation indicated uniformity in the responses of the respondents. The study also noticed that the coast beaches had a high preference of tourist attraction. This was noted by the high mean value calculated in the SPSS analysis of 4.5957. The standard deviation calculated from this study were all seen to be less than 1.5 which indicated uniformity of the responses. Mount Kenya was also noted to be having a high preference of tourist attraction in Kenya. This was evidenced by the high mean values calculated of 4.5435.the standard deviation calculated from the analysis was 1.06173indicated a small variation from the mean mark. From the study it was also noted that Tana river was also highly preferred as a tourist destination in Kenya. This was evidenced by the mean value calculated of 4.261 from the SPSS data analysis. The standard deviation calculated of 0.22572 from this analysis indicated a small variance from the mean mark. The study however noted that some of the tourist destinations in the study had a low mean values thereby indicating that they had low preference as a tourist destination. For instance it was noted that Athi river was calculated to have a mean of 1.3261 indicates that most respondents stated that Athi river was the least tourist destination. Similar locations with that low mean values were Thompson

25

falls which had a mean of 2.0217 and the caves of Kyulu which had a mean of 2.1522.The standard deviation calculated from the study was all noted to be less than 1.5.This indicated therefore that there was uniformity in the responses from the respondents.

4.5.2 Tourist Attraction Events In Kenya

The study sought to determine level of preference of tourist events by the customers of the tour operators. The respondents were asked to rate their responses to some of the tourist events that were noted in the tourist destinations on a Likert scale of 1 to 5 where 1 represented least preferred,2 represented less preferred,3 represented Neutral,4 represented moderately preferred and 5 represented highly preferred. The results are as shown in Table 4.3.

Table 4.3: the tourist destinations level of preference

Tourist Destinations	Mean	Std. deviation	Skewness	Kurtosis
The Turkana Camel Derby	3.67783	1.2846	0.473	-1.078
The Lamu Donkey derby	4.8130	.28253	0.121	-1.239
The Rugby Tournaments	3.9870	.95344	-1.348	2.778
Bull Fights of Bungoma	4.6435	.46173		

			0.134	-1.116
The Wildebeest Migration	4.7058	0.5428		
			0.468	-0.981
Go-Karting in the Rift Valley	4.3884	0.52196		
			0.131	-1.301
The Safari-Rally	3.9736	1.06567		
			0.473	-1.078

From the study it was noted that the Lamu Donkey derby was a highly preferred tourist attraction event. This was indicated by the high mean values of 4.8130.The standard deviation calculated from the study indicated of .28253,indicated a small variance from the mean mark. The study also showed that the Wildebeest Migration was also noted to be a highly preferred tourist attraction event. This was noted by the high mean values calculated of 4.7058. This indicated that most respondents noted that the wild beast migration at the Tsavo national park was a highly preferred tourist attraction event in Kenya. The standard deviation noted, indicateduniformity in the responses of the respondents. The study also noticed that the Bull Fights of Bungoma had a high preference as a tourist attraction event. This was noted by the high mean value calculated in the SPSS analysis of 4.6435. The standard deviation calculated from this study were all seen to be less than 1.5 which indicated uniformity of the responses. The Go-Karting in the Rift Valley was also noted to be having a high preference of tourist attraction in Kenya. This was evidenced by the high mean values calculated of 4.3884.The standard

27

deviation calculated from the analysis was 0.52196 indicated a small variation from the mean mark. From the study it was also noted that The Safari-Rally and The Turkana Camel Derby were moderately preferred as a tourist attraction events in Kenya. This was evidenced by the mean value calculated of 3.9736 and 3.67783 from the SPSS data analysis. The standard deviation calculated of 1.06567 and 1.2846 respectively indicated a small variance from the mean mark.

4.5.3: Effects of the tour firms Image on effective destination marketing strategies employed by Tour firms

The main objectives of the study sought to determine the specific destination marketing strategies employed by tour firms in Kenya. From the analysis of the data, the following was established. The respondents were asked to Rate how they felt about different statements related to tour firm image service in a five point Likert scale. The range was from 'strongly agree (5)' to 'strongly disagree' (1). The scores of 'strongly agree' was represented by the variable 5, the score representing 'mildly agree' was represented by the value 4, score representing 'neutral'   was constituted by the value 3,scores representing 'mildly disagree' was noted by the value 2 and lastly the scores representing 'strongly disagree' was established by the value 1.

Table 4.4: Statements relating to the tour firms image

Statement	Mean	Std. deviation	Skewness	Kurtosis
Tour firms image is accepted as an important aspect in successful tourism management and destination marketing	3.67783	1.2846	0.473	-1.078
The information about a specific destination is an important means of promotion for the tourism industry and influences the tour firms image	4.8130	.28253	0.121	-1.239
Promotion is a critical element in determining the tour firms image	3.9870	.95344	-1.348	2.778
Image plays an important role for destination marketers so as to differentiate their destination	4.6435	.46173	0.134	-1.116

Tour firms image is a vital influence on apotential tourist's decision to visit a destination	4.7058	0.5428	0.468	-0.981
Negative tour firms images, even if unjustified, will determine potential tourists and result ina decision not to purchase	4.3884	0.52196	0.131	-1.301
The sources of information of the firms have an effect on the tour guide image.	3.9736	1.06567	0.473	-1.078

From the study it is noted that majority of the respondents strongly agreed with the statement; the information about a specific destination is an important means of promotion for the tourism industry and influences the tour firms image. This was noted by the high mean values calculated of4.8130.The standard deviation calculated of .28253implied that there was uniformity from the responses from the respondents. The study also noted that majority of the respondents strongly agreed with the statement; Tour firms image is a vital influence on a potential tourist's decision to visit a destination. This was indicated by the high mean value calculated of 4.7058; the standard deviation calculated indicated that there was uniformity in the responses from the respondents. The study also noted that there was also a strong agreement with the respondents on the

statement;Image plays an important role for destination marketers so as to differentiate their destination. This was noted by the high mean values calculated in the study of 4.6435.The standard deviation calculated in the study of .46173 indicated that there was a uniformity in the responses from the respondents. It was also noted that majority of the respondents agreed on the statement negative images, even if unjustified, will determine Potential tourists and result in a decision not to purchase. This was noted by the mean calculated of 4.3884.The standard deviation calculated in the study indicates a small deviation from the mean mark. The study also noted that majority of the respondents agreed that Promotion is a critical element in determining the tour firms image. This was noted by the mean calculated of 3.9870.The standard deviation calculated from the SPSS analysis indicated that there was uniformity in the responses from the respondents. Lastly it was noted that most of the respondents also agreed on the statement; The sources of information of the firms have an effect on the tour guide image. This was indicated by the mean calculated of 3.9736.The standard deviation calculated from the analysis of less than 1.5 implied that there was uniformity in the responses from the respondents.

From these findings it was evident that the Tour firms' is a critical element to consider for effective marketing strategies of the tour firms in Kenya.

4.5.4: Effects of the country's Image on effective destination marketing strategies employed by Tour firms.

The respondents were asked to Rate how they felt about different statements related to the country's image service in a five point Likert scale.The range was from 'strongly

agree (5)' to 'strongly disagree' (1). The scores of 'strongly agree' was represented by the variable 5, the score representing 'mildly agree' was represented by the value 4, score representing 'neutral' was constituted by the value 3, scores representing 'mildly disagree' was noted by the value 2 and lastly the scores representing 'strongly disagree' was established by the value 1. The table 4.3 below shows the results from the findings.

Table 4.5: Statements relating to the tour firms image

Statement	Mean	Std. deviation	Skewness	Kurtosis
Understanding of the perceptions held by potential tourists is an important tool for marketers in tour firms	4.9983	0.0146	0.453	-1.078
Re-brand Kenya and give it a new image that will that is positive is an important marketing strategy.	4.9013	.08253	0.101	-1.209
Effective performance of tour firms depends on the current image of the country	4.9170	.2144	-1.480	2.578

Statement	Mean	Std. Deviation		
Giving positive knowledge about a the country by providing symbolic information acquired either from sources like media or from their social groups is an important destination marketing strategy	4.435	.673	0.133	-1.161
The country's image is a vital influence on apotential tourist's decision to visit a destination	4.068	0.6728	0.468	-0.951
Negative country's images, even if unjustified, will determinepotential tourists and result ina decision not to travel tourist destination	3.801	0.92196	0.131	-1.321

From the study it is noted that majority of the respondents strongly agreed with the statement; Understanding of the perceptions held by potential tourists is an important tool for marketers in tour firms. This was noted by the high mean values calculated of 4.9983.The standard deviation calculated of 0.0146 implied that there was uniformity

from the responses from the respondents and an insignificant variation in those responses. The study also noted that majority of the respondents strongly agreed with the statement; Re-brand Kenya and give it a new image that will that is positive is an important marketing strategy.. This was indicated by the high mean value calculated of 4.7058; the standard deviation calculated indicated that there was uniformity in the responses from the respondents. The study also noted that there was also a strong agreement with the respondents on the statement; Image plays an important role for destination marketers so as to differentiate their destination. This was noted by the high mean values calculated in the study of 4.9013.The standard deviation calculated in the study of .08253 indicated that there was a uniformity in the responses from the respondents. It was also noted that majority of the respondents agreed on the statement; Effective performance of tour firms depends on the current image of the country. This was noted by the mean calculated of 4.9170.The standard deviation calculated in the study indicates a small deviation from the mean mark. The study also noted that majority of the respondents strongly agreed that giving positive knowledge about the country by providing symbolic information acquired either from sources like media or from their social groups is an important destination marketing strategy. This was noted by the mean calculated of 4.435.The standard deviation (.673) calculated from the SPSS analysis indicated that there was uniformity in the responses from the respondents. It was also noted that most of the respondents also agreed on the statement; the country's image is a vital influence on a potential tourist's decision to visit a destination. This was indicated by the mean calculated of 4.068.The standard deviation calculated from the analysis of less than 1.5 implied that there was

uniformity in the responses from the respondents. The analysis also noted that most of the respondents agree on the statement; Negative country's images, even if unjustified, will determine potential tourists and result in a decision not to travel tourist destination. This was noted by the high mean values calculated in the analysis of 3.801.The standard deviation calculated of 0.92196 indicated there was a variation in the responses from the respondents. From these findings it was evident that the country's image is a critical element to consider for effective marketing strategies of the tour firms in Kenya.

4.6 Regression and Correlation Coefficients of the Determinants of destination marketing strategies of tour firms in Kenya

Regression analysis was utilized to investigate the relationship between the variables. These included an error term, whereby a dependent variable was expressed as a combination of independent variables. The unknown parameters in the model were estimated, using observed values of the dependent and independent variables.

4.7 Correlation Analysis

Pearson correlation was used to measure the degree of association between variables under consideration i.e. independent variables and the dependent variables. Pearson correlation coefficients range from -1 to +1. Negative values indicates negative correlation and positive values indicates positive correlation where Pearson coefficient <0.3 indicates weak correlation, Pearson coefficient >0.3<0.5 indicates moderate correlation and Pearson coefficient>0.5 indicates strong correlation.

Table 4.7 Correlation Coefficientsbetween Country's image, Tour firms' image, the tourist attraction events on effective destination marketing strategies of tour firms in Kenya.

	Tour firms' image	Country's image	Tourist attraction events	Effective DMS
Tour firms' image	1			
Country's image	0.631	1		
Tourist attraction events	0.551	0.451	1	
Effective DMS	0.611	0.891	0.413	1

*. Correlation is significant at the 0.05 level (1-tailed).

The analysis above shows that country's image had the strongest positive (Pearson correlation coefficient =.891; P value 0.000) influence on Effective destination marketing strategies. In addition, Tour firms' image and Tourist attraction event were noted to be positively correlated to effective destination marketing strategies (Pearson correlation coefficient =.611 and .413) respectively

The correlation matrix implies that the independent variables: tour firms' image, Tourist attraction events, Country's image are very crucial determinants of effective destination marketing strategies as shown by their strong and positive relationship with the dependent variable i.e. effective destination marketing strategies.

4.8 Regression Analysis

Regression model is used here to describe how the mean of the dependent variable changes with changing conditions. Regression Analysis was carried out for tour firms' image, country's image, tourist attraction event and effective destination marketing strategies.To test for the relationship that the independent variables have on effective destination marketing strategies, the study did the linear regression analysis.

The model envisaged here takes the form;

$Y_i = α + β_1(CI) + β_2(TFI) + β_3(TAE) + έ$. When $β_4 = 0$......Regression Equation

Where; Yi= Effective destinationmarketing strategies of tour firms

CI= country's image

TFI= Tour firms' image

TAE= Tourist attraction events

έ representing the error term

The study ran the procedure of obtaining the coefficients, and the results were as shown on the table below.

Table 4.8: Multiple regression analysis ofTour firms' image, Country's image, Tourist Attraction Event and Effective Destination Marketing Strategies

37

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	9.321	0.348		2.301	0.023
Tourist attraction event(TAE)	0.301	0. 65	0.002	1.532	0.081
Tour firms' image(TFI)	0.426	0.302	0.076	1.256	0.022
Country's image(CI)	0.553	0.273	0.063	1.599	0.053

Source: Research Findings (2014)

The study model will therefore be

Yi = 9.321+ 0.301 (TAE) + 0.426 (TFI) + 0.553 (CI)

According to the regression equation established, taking all factors into account (Tourist attraction event(TAE),Tour firms image(TFI), Country's image) the constant will be 9.321. The Standardized Beta Coefficients give a measure of the contribution of each variable to the model. A large value indicates that a unit change in this predictor variable has a large effect on the criterion variable. The t and Sig (p) values give a rough indication of the impact of each predictor variable – a big absolute t value and small p value suggests that a predictor variable is having a large impact on the criterion variable.

At 5% level of significance and 95% level of confidence, tourist attraction event(TAE) had a 0.301 level of significance, Tour firms' image had a 0.426 level of significance, the country's image had a 0.553 level of significance.

4.9 Regression Model Summary of the Determinants of effective destination marketing Strategies

Table 4.9 Coefficient of determination (Regression)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.777[a]	.785	.726	.43829	.975	108.505	3	8	.000

a. Predictors: (Constant), Tour firms' image, Country's image, Tourist attraction events

Source: Research Findings, (2014)

Looking at the variables collectively, it's evident from the table that 72.6% of variation or change in the effective destination marketing strategies is explained by the variables considered in the model i.e. Tour firms' image, Country's image, and the tourist attraction events as indicated by the coefficient of determination (R^2) which is also evidenced by F change 108.505>p-values (0.05). This implies that these variables are very significant (since the p-values< 0.05) and therefore need to be considered in any effort to boost the effectiveness of the destination marketing strategies in Kenya. The

study therefore identifies tour firm's image, country's image and the tourist attraction event as critical determinants of effective destination marketing strategies.

4.10 Analysis of Variance (ANOVA)

Table 4.10: Analysis of Variance (ANOVA) results for Tour firm's image, Country's image, Tourist Attraction event on effective Destination Marketing Strategies.

	Sum of Squares	df	Mean Square	F	F-critical value	Significance
Regression	52.55	4	14.93	19.36	3.33	0.00
Residual	3.34	19	4.22			
Total	55.89	23				

NB: F-critical Value 19.36 (statistically significant if the F-value is more than 88.33: from table of F-values).

a. **Predictors: (Constant),**Tour firm's image, Country's image and Tourist attraction events

The value of the F statistic, 19.36 indicates that the overall regression model is significant hence it has some explanatory value i.e. there is a significant relationship between the predictor tour firms' image, country's image, tourist attraction events (taken together) and effective destination marketing strategies.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter is a synthesis of the entire study, and contains summary of research findings, exposition of the findings, commensurate with the objectives, conclusions and recommendations based thereon.

5.2 Summary of the findings

Several empirical studies have investigated the effect of tour firms' image, country's image and tourist attraction events on destination marketing strategies in developed countries or in countries with jurisdictions not similar to Kenya. This study sought to investigate the determining factors to effective destination marketing strategies of tour firms in Kenya by assessing the following variablestour firms' image, country's image, Tourist attraction events.

From the study it was noted that the Lamu Donkey derby was a highly preferred tourist attraction event. This was indicated by the high mean values of 4.8130.The standard deviation calculated from the study indicated of .28253,indicated a small variance from the mean mark. The study also showed that the Wildebeest Migration was also noted to be a highly preferred tourist attraction event. This was noted by the high mean values calculated of 4.7058. This indicated that most respondents noted that the wild beast migration at the Tsavo national park was a highly preferred tourist attraction event in Kenya. The standard deviation noted, indicated uniformity in the responses of the

respondents. The study also noticed that the Bull Fights of Bungoma had a high preference as a tourist attraction event. This was noted by the high mean value calculated in the SPSS analysis of 4.6435. The standard deviation calculated from this study were all seen to be less than 1.5 which indicated uniformity of the responses. This therefore implied that some tourist attraction events were more preferred than others in Kenya .

The study also noted that majority of the respondents strongly agreed with the statement; the information about a specific destination is an important means of promotion for the tourism industry and influences the tour firms image. This was noted by the high mean values calculated of 4.8130.The standard deviation calculated of .28253 implied that there was uniformity from the responses from the respondents. The study also noted that majority of the respondents strongly agreed with the statement; Tour firms image is a vital influence on a potential tourist's decision to visit a destination. This was indicated by the high mean value calculated of 4.7058; the standard deviation calculated indicated that there was uniformity in the responses from the respondents. From these findings it was evident that the Tour firms' is a critical element to consider for effective marketing strategies of the tour firms in Kenya.

The study also noted majority of the respondents strongly agreed with the statement; Understanding of the perceptions held by potential tourists is an important tool for marketers in tour firms. This was noted by the high mean values calculated of 4.9983.The standard deviation calculated of 0.0146 implied that there was uniformity from the responses from the respondents and an insignificant variation in those responses. The study also noted that majority of the respondents strongly agreed with the statement;

Re-brand Kenya and give it a new image that will that is positive is an important marketing strategy.. This was indicated by the high mean value calculated of 4.7058; the standard deviation calculated indicated that there was uniformity in the responses from the respondents. From these findings it was evident that the country's image is a critical element to consider for effective marketing strategies of the tour firms in Kenya.Regression analysis was utilized to investigate the relationship between the variables. The correlation matrix implied that the independent variables: tour firms' image, Tourist attraction events, Country's image are very crucial determinants of effective destination marketing strategies as shown by their strong and positive relationship with the dependent variable i.e. effective destination marketing strategies. According to the regression equation established, at 5% level of significance and 95% level of confidence, tourist attraction event (TAE) had a 0.301 level of significance, Tour firms' image had a 0.426 level of significance, and the country's image had a 0.553 level of significance. It was there accurate to statethat there is a significant relationship between the predictor tour firms' image, country's image, tourist attraction events (taken together) and effective destination marketing strategies.

5.3 Conclusion

In establishing the factors relevant for the effective destination marketing strategies it was clear from the analysis that the tour firms' image, the country's image and tourist attraction event had a significant influence on the effective tourist destination events. It was noted from the analysis that the tourist attraction events had a strong positive correlation with the dependent variable; effective destination marketing strategies. It can

43

therefore be stated that marketing on frequently visited tourist attraction destination by the tour firms, is a crucial element for effective destination marketing strategies.

The study also noted that the tour firms' image has a significant, positive and. strong correlation with the dependent variable; effective destination marketing strategies of tour firms in Kenya. The image of the tour firms should therefore be considered in order to have an effective destination marketing strategies in the tour firms. The study also noted that image of the country is also of great essence to effective destination marketing strategies of the tour firms. When marketing for the tour firms, the country's image should be put in positive light in order to ensure there is effective destination marketing strategies.

5.4 Limitations of the study

The study relied on both secondary data and questionnaires for the analysis. Some of the tour firms' operators were not willing to provide full information on their destination marketing strategy for fear of being leaked to competing firms. Therefore the result of the findings based on the data might not give true result.Time was also noted to be a hindrance to acquiring all the relevant data relating to the study. Thetime available to investigate the research problem and to measure change or stability within the sample was constrained by the due date of the study. More time would have been preferred for the study so as to get a comprehensive analysis of the factors necessary for effective destination marketing strategies of tour firms in Kenya.

5.5 Recommendations

This study thus recommends the adoption of a tourism development strategy in Kenya that would not only seek to promote the country as one destination with varied tourist attractions, but one that would adopt a bottom-up approach, primarily focusing on developing the individual tour firms. This will also improve the country's image in the process.

Tourism marketers in the tour firms need to play a more aggressive role in improving the tour firms' image, country's image and the tourist attraction events in order to ensure the tour firms success.

5.6 Recommendations of further research

The analysis of the empirical study has indicated a number of relevant issues that the research project did not investigate, but which might be important for further research on the determinants of effective destination marketing strategies on the tourism industry in Kenya.Further studies should be made holistically on the effects of marketing strategies on the performance of tour firms in Kenya. Further studies should also be conducted on the effects media marketing on the tour firms operating in Kenya so as to understand the effects of media marketing on the tourism industry.

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QUESTIONNAIRE

SECTION A: DEMOGRAPHIC DATA

Name of Tour firm…………………………………………………………

Gender   [   ] male   [   ] Female

Number of years in operation

[   ]   Less than 5 years

[   ]   5-10 years

[   ]   11-15 years

[   ]   16-20 years

[   ]   More than 20 years

What is the firm's ownership structure?

[   ]   Locally owned

[   ]   Foreign owned

[   ]   Mixture of local and foreign ownership

[   ]   Family owned.

PART B: ORGANIZATIONAL DATA

Which countries do you get most of your customers from?......................................

Is there any particular reason why you get customers (tourists) from the country(ies) specified above?...

The following are some destinations in Kenya.   Please Rank them in terms of preference (5 highestpreferred,4 moderately preffered,3 Neutral,4 less preferred and 1 least preferred)

Destination	1	2	3	4	5
KICC					
Mara game reserve					
Tsavo game reserve					
Mount Kenya					
The Coast Beaches					
The caves of Kyulu					
The Great Rift Valley					
Lake Victoria					

AthiRiver					
Tana river					
Fourteen Falls					

Any   other
specify…………………………………………………………………………………

(iv) The following are some Tourist Attraction Events in Kenya. Please Rank them in terms of preference by your customers.

(5 most preferred - 1 least preferred)

TOURIST ATTRACTION EVENT	1	2	3	4	5
1.The Turkana Camel Derby					
2. The Lamu Donkey derby					
3. The Rugby Tournaments					
4. Bull Fights of Bungoma					
5. The Wildebeest Migration					
6. Go-Karting in the Rift Valley					

7. The Safari-Rally					

Any   other

…………………………………………………………………………………

Marketing Strategies

Do you market   [   ] Locally

[   ] Both locally and internationally

[   ] Internationally only

The following are possible marketing strategies.   Rank them in order of application in your Tour firm (5 very strong, 1 weak)

MARKETING STRATEGY	1	2	3	4	5
1.Tour firm image					
2. Country image					
3. Their previous experiences					
4. The cost of the tourPackage					
5.. Innovativeness of promotion					
6. The experience of others					
7. Support from the government Departments					

51

8. Hospitality of Hotels					

(iii)   Which of the following   parties do you use in your destination marketing organizations?

[   ]   Funding Agents

[   ]   Team Builders

[   ]   Community Brand leaders

[   ]   Network management organization

[   ]   Information Bureaus

[   ]   Conveners

Any   other

……………………………………………………………………………………