

**THE INFLUENCE OF STRATEGIES ADOPTED BY DESTINATION
MARKETING ORGANIZATIONS ON INTERNATIONAL
TOURISTS ARRIVALS IN KENYA**

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DECLARATION

This research project is my original work and has not been submitted for a degree course in this, or any other university.

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DEDICATION

To my parents, Mr. Samuel Otieno and Mrs. Monicah Adhiambo Otieno for parental guidance, love, patience and immeasurable encouragement throughout my education. Thank you for your faith in me and allowing me to be as ambitious as i wanted and indeed under your watchful eyes I gained so much drive and ability to tackle challenges head on. To my brothers; George and Eric, my sisters Lilian, Ritah and Emily, thank you for believing in me. To my nieces and nephews, Venessah, Victoria, Ray, Ian, Le'roy, Rayan and Reece, it is my prayer that as you undertake your studies, this will be a source of inspiration to you all.

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ABSTRACT

The study investigates the relationship between the strategies adopted by destination marketing organizations and international tourists' arrivals in Kenya. This study covers various theories that prompted the researcher's thoughts into this research field. The study highlights literature on strategies, destination marketing and strategies and international tourists' arrivals. The research design for this study was a descriptive survey design aimed at investigating the influence of strategies adopted by destination marketing organizations and their effect on international tourist's arrivals in Kenya. The population of the study were three organizations namely; Kenya Tourist Board, Brand Kenya Board and the Ministry of East African Affairs, Commerce and Tourism. Due to the small size of the population a census study was conducted. The primary data was collected using a questionnaire. The respondents of the study were from the top management level and middle level management from each organization. Descriptive statistics which describe the main features of the data collected (mean, frequency, percentage) was used. The study found that the ministry of East African Affairs Commerce and Tourism is tasked with the responsibility of managing EAC and regional integration affairs, developing and promoting trade policies, promoting and marketing Kenya as a tourist destination. Several strategies have been used by Destination Marketing Organizations. These strategies include; differentiation, diversification and focused strategy. DMOs have opted for building the image of the destination; image plays a great role in international tourism. The study recommends that policy and institutional mechanisms should be initiated which promote local involvement and participation in tourism project design, implementation and management. Tourism activities in the wildlife preserves and marine ecosystems should be appropriately planned, monitored and managed to ensure that they do not conflict with conservation and sustainable use of resources.

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ABBREVIATIONS AND ACRONYMS

BK	-	Brand Kenya
DMO	-	Destination Marketing Organizations
KTB	-	Kenya Tourist Board
KTF	-	Kenya Tourism Federation
UK	-	United Kingdom
US	-	United States

CHAPTER ONE

INTRODUCTION

1.1 Background

Strategy is indispensable in achievement and sustainability of any organization. Just like any other sector the tourism has adopted strategic management as a response to market demand, changes in technology and customers whose preferences often shift inexplicably. The adoption of a clear perspective in organization is one of the factors that affect the performance of an organization. Strategy allows organizations to understand their core capabilities and provide a vision and direction for any organization seeking to maximize positive outcomes and minimize negative outcomes as an organization moves through a complex and rapidly changing environment into a foreseeable future. Kotler (1985) states that the world economy is being shaped by several forces such as globalization, deregulation, and technology advancement. It is therefore important for organizations to be able to identify the various strengths, opportunities, threats and weaknesses that they are likely to have and therefore develop the strategies that can help them survive in the turbulent environment.

The study is guided by Resource Based View (RBV) which assumes that each organization is a collection of unique resources and capabilities. The uniqueness of an organization's resources and capabilities is the basis for a firm's strategy and its ability to be profitable and having a competitive advantage over its competitors. Resources are inputs into a firm's production process while capability is the capacity for a set of resources to perform a task or an activity in an integrative manner (Hitt, Ireland & Hoskisson, 2009). According to this view, differences in countries tourism performance across time are due primarily to their unique resources and capabilities

rather than to industry's structural characteristics. According to Grant (1991), resources and capabilities of a firm are the central consideration in implementing its strategies since they are the basic resources upon which a firm can build its identity and profitability. RBV has become popular framework when organizations explore how they can achieve competitive advantage.

International tourism involves temporary movement outside the home country for purposes of recreation, health or business. The international tourist industry is becoming increasingly competitive day by day where by those destinations that are best managed are the only ones likely to survive and prosper. According to TSPR (2013) Kenya witnessed a decline in the number of international visitors' arrival which is mainly attributed to the Westgate Mall attack by Al-Qaeda linked Al-Shaabab in September 2013 and several incidents of insecurity reported mostly in Nairobi and Mombasa. According to (KTF, 2015), internationally tourism is projected to be a leading international service industry. According to a forecast by World Tourism Organization (WTO) international tourists arrivals are expected to reach 1.6 billion by the year 2020, of which 378 million will be long haul travelers. It is against this backdrop of projected growth that Kenya tourism sector is strategizing for the short medium and long term so as to maximize the benefits from the projected growth hence destination marketing.

International tourists' arrivals in Kenya before 2013 were on the increase with Kenya receiving millions of tourists from the western countries. Kenya prides itself with attractive tourist sites, rich culture, striking geographical diversity and landscapes ranging from beautiful beaches to animal parks and archeological sites. According to

a report by KTB (2011), a large proportion of Kenya's tourism centres on safaris and tours of its great 19 National Parks and game reserves. The African safari the most popular tourist attraction of all things in Kenya, the big five comprising of the lion, cheetah, elephant, leopard and rhino and the great migration of wildebeest. These spectacular attractions in Kenya are what have led to increased numbers of international arrivals in the country.

1.1.1 The Concept of Strategy

Strategy as the direction and the scope of an organization over the long term: which achieves advantage for the organizations through its configuration of resources within a changing environment to meet the needs of markets and fulfill stakeholders' expectations (Scholes, 2006). Thompson & Strickland (2002) describes strategy as the game plan that management has for positioning the company in its chosen market arena, competing successfully, pleasing customers and achieving good business performance. According to Linn (2007) strategy as the match between the resources that an organization has and skills and the environmental opportunities as well as the threats it faces and the goals it wishes to accomplish. Firms globally are competing in an ever changing dynamic environment and it is therefore important that in order to survive and remain a leading tourist destination, destination marketing organizations need to embrace various strategic options today to respond to the ever changing global tourism environment. The purpose of strategy is to give any organization direction that allows an organization to achieve its objectives while responding to the opportunities and threats in the environment.

On the other hand Johnson & Scholes (2011) defines strategy as a direction and scope of an organization over the long term which achieves advantage for the organization through its configuration of resources within a changing environment to meet the needs of markets and to fulfill stakeholders' expectations. Successful strategy is consistent with organizations' goals and values, external environment, resources capabilities and organizational systems (Grant, 2002). Thiong'o (2011) on the other hand considers strategy as a pattern or a plan that integrates an organization's major goals, policies and actions sequences into cohesive whole. This indicates the fact that organizations depend on the environment for its survival and the responses to environment, the organization's capabilities and strategies would have to be changed in order to ensure a 'strategic fit' for continual survival.

According to Mintzberg (1999) strategy formulation is important to help an organization cope with competition. The formulation of a sound strategy facilitates a number of actions and desired results that would be difficult otherwise (Mutugi, 2013). She further notes that when a strategic plan is communicated to all the members of an organization, it provides employees with clear vision of what the purpose and objectives of the organization are. It also forces organizations to examine the prospect of change in the foreseeable future and prepare for change rather than wait until market forces compel it.

A company achieves competitive advantage whenever it has some type of edge over rivals in attracting consumers and coping with competitive forces. Thompson et al added that a company has various competitive strategies and to supplement its basic competitive strategies, a firm can select an additional strategic option. The DMOs

should analyze the environmental conditions in which they operate in then assess the strength and weaknesses of other competitors they are up against. They should then set out to outperform their rivals by building a competitive strategy. To achieve this, DMOs should choose either to differentiate themselves from the rest (Thompson, 2005).

According to Pearce and Robinson (2007) as cited by Muthoka (2011), an organization's strategic goal is to position optimally in its competitive environment by maximizing the anticipation of environmental changes. Strategy is about performance. Strategy explains why some organizations succeed and others fail (Matsuno & Mentzer 2000). It is a unifying theme that gives coherence and direction to actions and decisions of an individual or organization. Firms need strategies to be successful. It is often argued that strategies a firm pursues have a major impact on its performance compared to that of competing firms.

1.1.2 Destination Marketing

Destinations are places that attract visitors for a temporary stay and range from continents to countries to states and provinces to cities to villages to purpose built resort areas (Pike, 2004). Wahab et al. (Pike, 2004) defined destination marketing as the management process through which the National Tourist organizations and/or tourist enterprises identify their selected tourists, 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 tourists products accordingly in view of achieving optimal tourist satisfaction there-by fulfilling their objectives. According to Kavaratzis & Ashworth (2008)

destination marketing and its usefulness are presently most recognized in the area of tourism development. Today destination marketing is performed throughout the world because places need to differentiate themselves and promote the individual and unique characteristics they hold (Kavaratzis & Ashworth, 2008). They state that it is essential that an organization is established that has the responsibility of coordinating the marketing efforts of the implemented destination marketing.

Destination marketing has become essential for all the countries that rely on tourism as a source foreign exchanging earnings. This is because competition is on the increase among countries globally. So to be able to remain relevant and maintain an image for a country, it is important to undertake destination marketing. Destination marketing is important as it plays an important role in creating awareness about the existence of a destination and the unique offerings. This is what will help visitors on their choice about a destination.

1.1.3 Strategy and Destination Marketing

Strategy is a management game plan for the business (Strickland & Thompson, 1993). Successful organizations effectively manage by continuously adapting their bureaucracies, strategies, systems, products and cultures to survive the shocks and prosper from the forces that decimate competition (Stacey, 2003).

Destinations across the world heavily compete with each other, in order to maintain their attractiveness and competitiveness in the global tourism industry. In order to do so, it is necessary for destination authorities to be able to address the different needs of different market segments, as well as promote their image and manage destinations

in a way that attracts tourists. If an area does not have the right product for a particular market segment, no amount of promotion will produce the desired long-term result. The strategies adopted by any DMO needs to objectively examine what the tourists is seeking and how the destination can fulfill that need. It needs to articulate the destination's identity and position, as well as highlight its unique selling proposition. In other words, they need to effectively implement Destination Marketing, the term referring to promoting tourist destinations as a means of improving their imagery and popularity (Buhalis & Michopoulou, 2011).

According to Koutoulas & Zoyganeli (2007), as cited by Langos (2014), Destination Marketing takes place at two levels. At the micro-level, independent tourist operators, such as hotels and transportation agencies, which promote the products and services they offer in the industry. At the macro-level, governments and other official authorities promote their countries and states as tourist destinations. According to Tourism Victoria (2015), destination marketing plan should consider and reflect the marketing direction of higher or complimentary entities. This may involve integration with the regional tourism plan, the product region development plan and tourism strategic plan. It is important to note that visitors do not recognize boundaries. They will travel through other areas to get to and from any destination. So collaborating with other towns and regions will not only acknowledge consumer behavior but can also be very cost effective.

1.1.4 International Tourists Arrivals

International Tourism is a global and growing industry which contributes to increase Gross National Product for many countries across the world (Riege & Perry, 1988). International Tourism industry is becoming an increasingly competitive market place where only the best managed destinations are likely to prosper. Kenya tourism is largely dependent on arrivals from the west with their leading market being arrivals from the UK, US, Germany and Italy .The heavy reliance on arrivals from the West has been considered as the greatest weakness of our tourism industry. The number of tourists arrivals in the country has been on the decline for three consecutive years and this is largely attributed to the jitters linked to March 4th elections in 2013 and Westgate mall attack by Al-Qaeda-linked Al-Shaabab in September 2013.This was followed by several incidents of insecurity reported in the country mostly in Nairobi and Mombasa that are terrorists related. These terror attacks have adversely affected Kenya as an international tourists' destination.

In 2013 the number of international tourists' arrival stood at 1.09 million down from 1.23 million the previous year representing 11.3% drop. The number of visitors from (UK) slumped 19.5%, the highest fall, to 144,699 visitors, followed by the United States (US) at 115,636 and Italy at 79993 visitors (TSPR, 2014). UNWTO (2014) states that the international arrivals are expected to reach 16billion by the year 2020 of which 378million will be long-haul travelers.it is against this backdrop of projected growth that Kenya's Tourism sector is strategizing for the short, medium and long-term so as to maximize the benefits from the projected growth.

1.1.5 Destination Marketing Organizations in Kenya

Destination marketing organizations (DMOs) are any organizations at any level, charged with representing a specific destination and helping in the long term development of a destination through travel strategies. DMOs are charged with the responsibility of marketing the destination. According to Pike (2004), market orientation dictates outward-inward market-organization thinking. This means firstly anticipating travelers' needs, and then developing products and services to meet these. A DMO must showcase the destination in a way that offers benefits sought by travelers.

The main purpose of DMOs is enhancing sustained destination competitiveness. A major element for striving for competitive advantage in the crowded tourism markets is the development and implementation of tourism strategies, since destinations endowed with natural attractions have been forced into competition with places that have developed attractive built environments. To achieve competitiveness, DMOs should put into consideration the key aspects of enhancing destination image, increasing industry profitability, reducing seasonality and ensuring long term funding. For any strategies to succeed there is need for collaboration between the public and private sector as quoted by Muratha (2013). Kenya Tourist Board is the main organization charged with the responsibility of marketing Kenya as a tourist destination. It does this with the help of other organizations like Brand Kenya Board and the Ministry of East African Affairs, Commerce and Tourism. KTB has the mandate to develop, implement and coordinate a National Tourism marketing strategy. It markets Kenya at Local, National, Regional and International levels as a premier tourist destination. Secondly, it identifies tourism market needs and trends

and advice tourism stakeholders accordingly. Brand Kenya Board on the other hand is charged with the responsibility of identifying and refining the attributes of our country. It ensures that the integrated national brand is created and sustained in the long term which helps in establishing a brand for Kenya which positions the country optimally in terms of international relations, tourism, investment and credit worthiness. On the other hand the Ministry of East African Affairs, Commerce and Tourism is charged with the responsibility of promoting and marketing Kenya as a tourist destination.

1.1.6 Kenya as a Tourist Destination

Tourism in Kenya is the second largest source of foreign exchange revenue following Agriculture. Kenya as a tourist destination attracts millions of tourists over the past years. Kenya prides itself with attractive tourist sites, rich culture, striking geographical diversity and landscapes ranging from beautiful beaches to animal parks and archeological sites. A large proportion of Kenya's tourism centres on safaris and tours of its great 19 National Parks and game reserves. There are also great cultural aspects of the country to explore in cities like Mombasa and Lamu on the coast. There are also a lot of beaches to visit in Kenya along the Indian Ocean. The African safari the most popular tourist attraction of all things in Kenya, the big five comprising of the lion, cheetah, elephant, leopard and rhino and the great migration of wildebeest.

According to Kenya Tourism Development Corporation (KTDC) Kenya tourist sites are well distributed all over the country. Currently Kenya has six properties inscribed on the World Heritage list. These include cultural properties which are Fort Jesus Mombasa, Lamu old Town, Sacred Mijikenda, Kenya forest and natural properties

which are Kenya Lake system in the Great Rift Valley, Lake Turkana national Parks and Mount Kenya Natural Forest. According to Euro Monitor International, Kenya's tourism industry has been heavily affected by the ever present threat of terrorism throughout 2013. The number of the traditional tourists from the west dwindled following repeated travel advisories against visiting the Kenyan Coast, a popular destination for inbound tourists.

According to Euro Monitor International, Kenya's tourism industry has been heavily affected by the ever present threat of terrorism throughout 2013. The number of the traditional tourists from the west dwindled following repeated travel advisories against visiting the Kenyan Coast, a popular destination for inbound tourists.

1.2 Research Problem

Strategy is defined as the powerful tool for coping with conditions of change which surround the firm today. According to Wachira (2014), strategy is the vision for an organization owned by the organization. Hence to succeed the whole organization must engage with it, live and breathe it. Strategy should be a pillar against which organizations assess their priorities, actions and performance. Managers within different organizations base their decisions on the strategies they have in place to tackle the potential problems they face in their organizations. Therefore it is important to acknowledge the fact that no single organization can survive in this present competitive, dynamic business environment without strategy.

Destination Marketing has become popular in all countries that depend on tourism as a source of income. Destinations are facing much different reality with travelers' behavior and decision making process shifting like never before. The global tourism market has become fiercely competitive with increase in competition from other countries. Kenya faces stiff competition for tourism from other African countries which now forces the Destination Marketing Organizations like KTB to undertake aggressive marketing to keep its visitors and register continued growth. Hankinson (2004) puts it; the need to brand destinations is now spreading.

International Tourism is a global and growing industry which contributes to increase Gross National Product for many countries across the world (Riege & Perry, 1988). International Tourism industry is becoming an increasingly competitive market place where only the best managed destinations are likely to prosper. Kenya tourism is largely dependent on arrivals from the west with their leading market being arrivals from the UK, US, Germany and Italy. The heavy reliance on arrivals from the West has been considered as the greatest weakness of our tourism industry. The number of tourist's arrivals in the country has been on the decline for three consecutive years and this is largely attributed to the jitters linked to March 4th elections in 2013 and Westgate mall attack by Al-Qaeda-linked Al-Shaabab in September 2013. These terror attacks have adversely affected Kenya as an international tourists' destination. Countries like US UK and Australia have issued travel advisories that have witnessed a decline in the visitors' arrivals from these countries. According to the TSPR (2014), in 2013 the number of international tourists' arrivals stood at 1.09 million down from 1.23 million the previous year representing 11.3% drop.

Several scholars have studied the concept of strategies adopted by organizations to position themselves in the competitive environment; Hartl (2002) focused his study on developing marketing strategies for Tourism Destinations in Peripheral areas of Europe. Axelson (2009) concentrated on destination marketing as a team effort. He looked at how small and medium sized business enterprises are using collaborative destination marketing as a single destination. Pike (2014) focused his study on destination marketing and destination attractiveness where in his findings, he revealed that there is need for states and cities to fund their DMOs as the main vehicle to compete and attract visitors to any destination. Stark (2009), on the other hand focused her study on Destination marketing through Networks, in her findings, she concluded that much focus should be directed on communicating a positive image of destinations through marketing activities. Furthermore, tourism actors within a destination need to work with networks in order to market the destination as a single unit.

While else in Kenya, Muratha (2013) looked at the methods used by Kenya Tourist Board in marketing adventure tourism. In his findings he concluded that the tourism practitioners need to recognize the detailed characteristics of tourists and their patterns in consuming the tourism products and services before adopting any strategies to market a destination. Muruga (2010) examined the competitive strategies adopted by the Ministry of Tourism to attract Tourists. Msee (2013) concentrated on strategies adopted by hotels in Kenya to improve Tourism Sector Performance in Kenya. Richard (2013) looked at strategies adopted by Sarova Hotels in Kenya to develop competitive strategies. Little has been done on the tourism industry especially

pertaining to a situation where a country is suffering from insecurity that is terrorism related which have adversely affected the image of a country. Most of the studies on destination marketing have concentrated on branding in tourism, online marketing and sustainability. It is due to the background of these studies that this study aims at bridging this gap of knowledge by looking into the influence of strategies adopted by destination marketing organizations on international tourists' arrivals in Kenya. Therefore this study seeks to answer the following question; what is the relationship between strategies adopted by destination marketing organizations and international tourists' arrivals in Kenya?

1.3 Objectives of the Study

The objective of the study will be to establish the relationship between the strategies adopted by Destination Marketing Organizations and International Tourists' arrivals in Kenya.

1.4 Value of the Study

The study will be important to academicians as it will be a source of reference material for future researchers on other related topics; it will also highlight other important relationships that require further research; this may be in the areas of strategies to be adopted by organizations, destination marketing, and performance of tourism. This is mainly so because the study will highlight factors unique to destination marketing in the face of the ever- changing environmental factors and influences.

The various practitioners working with KTB, BKB, Ministry of East African Affairs, Commerce and Tourism. It will assist in identifying the best strategies to be adopted by them if they are to rebuild the image of Kenya as a tourist destination. It will aid in identifying areas of improvement, plan in their operations, systems and hopefully also lead to better decision making. KTB will be able to use information obtained from this research to develop and implement destination marketing strategies locally and internationally and at the same time provide strategic direction in matters regarding destination marketing. KTF will be able to use information obtained from this research to lobby and constructively engage the Government on issues critical to the industry.

The study will be useful to the Government formulation of policies regarding the operations of destination marketing organizations and also regarding budget allocation for the tourism sector. The policy makers will obtain knowledge on the best mechanisms that should be adopted to curb the occurrence of some of the challenges and the appropriate responses to be adopted.

The study will contribute new knowledge to the existing body of knowledge on destination marketing and the major keys to increasing on the number of tourists' arrivals in the country. It will enhance more knowledge and value to the Resource Based View theory where it will be applicable for the study and research on strategies to be adopted to increase the number of tourists' arrivals.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

According Mugenda & Mugenda (2003) literature review involves locating, reading and evaluation of previous studies, observations, and opinions related to the planned studies. This chapter covers various theories that prompted the researcher's thoughts into this research field. The chapter highlights thoughts and influence of different scholars in the area of destination marketing in international tourists' arrivals. The specific areas covered include: theoretical review, strategies, destination marketing and strategies and international tourists' arrivals.

2.2 Theoretical Foundation

The theories that best explain strategies adopted by Destination Marketing Organizations on International Tourists' arrivals are Resource Based View Theory and Porter's Industry Five Forces.

2.2.1 Resource Based View

The resource-based view theory looks at the firm's internal environment as a driver for competitive advantage. It assumes that each organization is a collection of unique resources and capabilities is the basis of a firm's strategy and its ability to be profitable and having a competitive advantage over its competitors. According to (Hitt, Ireland & Hoskisson, 2009), resources are inputs into a firm's production process while capability is the capacity for a set of resources to perform a task or an activity in an integrative manner. Based on this view, differences in countries tourism performance across time are due primarily to their unique resources and capabilities

rather than to industrial structural characteristics. Resources and capabilities of a firm are important consideration in implementing its strategies since they are the basic resources upon which a firm can build its identity and profitability. Therefore, it is upon the destination marketing organizations to explore their framework if they want to remain relevant in the competitive global environment. Organizations are striving to achieve competitive advantage, they should put into consideration that true competitive advantage requires the resources of an organization to be valuable, rare, inimitable and non-substitutable as pointed out by (Crook, Ketchen, Combs & Todd, 2008).

2.2.2 Porter's Industry Five Forces

Strategy is a powerful tool for coping with conditions of change which surround the firm. Strategy defines what any destination marketing organization does in an effort to reach its potential visitors, to successfully compete its rivals and it is therefore the key drive for competitive advantage. According to Thompson & Strickland (2002), Strategy is the game plan that management has for positioning the company in its chosen market arena, competing successfully, pleasing customers and achieving good business performance. Strategy in this case is shaped by forces external to the organization. According to Porter (1985) there are five forces that determine industry attractiveness, the bargaining power of buyers, the bargaining power of suppliers, threats of new entrants, threat of substitutes and rivalry among existing firms. The firm in its bid to achieve competitive advantage analyses the environment using these forces and formulates strategies to position the firm.

2.3 Concept of Strategy in Organizations

Strategy as a ploy, a game plan that an organization has in order to outcompete its rivals in the business environment has a critical role in determining the number of tourists' arrivals in a country. The international tourist industry is becoming an increasingly competitive marketplace where only the best-managed destinations are likely to prosper. Comprehensive strategic business plans therefore need to address all factors that have an impact on increasing the number of tourists' arrivals. Tourism strategies should not only concentrate on visitation, but also include the entire range of impacts such as overcrowding, environmental problems, visitor safety and security, seasonality problems, and sensitivity to local culture (Evans, Fox & Johnson, 1995) as cited by Buhalis (2000). Several strategies can be adopted in the tourism industry in terms of destination attractions and facilities to increase on the number of tourist's arrivals.

Generic strategies do not lead to above average performance unless it is sustainable in relation to competitors, through actions that improve industry structure may improve industry wide profitability even if they are imitated (Porter, 1985). The sustainability of the three generic strategies demands that a firm's competitive advantage resists erosion by competitor behavior or industry evolution. It is therefore important that due to this competitive pressure, it is possible that destination marketing organizations adopt a business strategy to ensure growth and sustainability of its business. The sustainability of the generic strategies further requires that a firm possess some barriers that make imitation of the strategy difficult. Since barriers to imitate are never insurmountable, however it is usually necessary for a firm to offer a moving target to its competitors by investing in order to continually improve the position. Based on

Porter's argument, to increase the number of tourists arrivals' in the country, destination marketing organizations can adopt the three strategies which include differentiation, focus and cost leadership.

Porter (1985) cited that in differentiation strategy the firm selects one or more attributes that many buyers in an industry perceive as important and uniquely positions it to meet those needs. It is highly probable that differentiation is more critical now than ever before. Indeed, it has become the basis for survival within a globally competitive market place where the ten major destinations attract approximately 70% of the worldwide tourism market. Differentiation provides insulation against competitive rivalry because of brand loyalty. The resulting customer loyalty and need for a competitor to overcome the uniqueness create entry barriers. Differentiation yields high margins with which to deal with supplier power and clearly mitigates buyer power since buyers lack comparable alternatives and are thereby fewer prices sensitive. Finally, the firm that has differentiated itself to achieve customer loyalty should be better positioned vis-à-vis substitutes than its competitors (Porter 1985).

Destinations need to put in mind that differentiation in the tourism industry is now critical than ever before. The tourism industry has become increasingly competitive and therefore the only way to survive is to try to differentiate their products at least to provide a variety of options for their visitors putting in mind that visitors usually put into consideration the experience they get from a destination to spread the word and this is how destinations get marketed by word of mouth and hence a bigger share when it comes to arrivals of visitors.

Thompson & Strickland (1998) noted that with focus strategy the firms concentrate on a narrow piece of total market. The target market can be defined by geographic uniqueness. According to focus strategy the company narrows down its competitive scope. In this case a destination through its organizations determines the specific market niches in which it is going to compete and directs its resources to it in order to be better than its competitors within the same market niche. Focused strategy can be carried out in two ways, as stated by Porter(1980),focus strategy occurs where strategy is tailored towards a particular market segment rather than to the whole market and may take the form of focused cost leadership and focused differentiation. In focused cost leadership, tourism destinations compete based on price to target a narrow market. A destination decides to charge low prices relative to other destinations that compete within the target market. In terms of focused differentiation, the destinations decide to offer unique features that provide satisfaction to a narrow group of visitors. In this case a destination can narrow down to attracting a certain demographic group. In this case, attention is given to unique features that are appealing to a variety of visitors. Therefore uniqueness is key in this case to be able to win more visitors to a destination.

This strategy aims at attracting cost conscious visitors to a destination. This can be achieved by having the lowest prices in the target market segment. According to Porter (1998), a destination just like any other company can decide to offer a comparable standard product at a lower cost than its competitors. Cost leadership in general must be pursued in combination with differentiation. A vast of cost elements affect the relative attractiveness of generic strategies, including economies or diseconomies of scale accomplished. While adopting cost leadership strategy, the

DMOs should ensure they do not lower process completely that their profits are really low.

Johnson and Scholes (2002) defined diversification as a strategy which takes the organization away from its current markets, products or competencies. These strategies will introduce new products that are different industry or shift organization dealings into new markets that they have not operated before like those in other countries while pursuing. It is important for destinations to diversify their products so that they have a diverse source of products to offer to the visitors in the country. Kenya as a tourist destination has been heavily reliant on the “big five” for safari tourists and the beaches. Product diversification can be adopted as a strategy to provide sustainable development in the country. According to Inskeep (1991) and Pearce (1998) for tourism destination comprises of attractions, facilitates, accommodation and entertainment. Therefore a destination can be able to offer a lot to the visitors by adopting diversification strategy. Kenya is a country with diverse culture. Other than concentrating on the big five and the beaches, culture can be incorporated in terms of food, dance, dressing as tourism products to offer to the visiting tourists as alternatives.

Positioning in the tourism industry plays an important role in enhancing the attractiveness of a destination. Tourism has become increasingly competitive and the world’s largest industry. Countries have come to acknowledge the role that the tourism industry plays in their economy. According to Armstrong and Kotler (2001), a product position is the way the product is defined by consumers of important attributes, the place the product occupies in the customers minds in relation to

competing products. Positioning strategy should aim to evoke images of a destination in the customers mind. This image should be able to differentiate a destination from its competitors and be appealing to them to be able to desire to visit over and over again. If well carried out, market positioning can give a destination competitive advantage over its rivals.

Promotion is another strategy that DMOs adopt to market a destination. According to Fifield (1998), promotion is defined as a whole array of methods and procedures by which an organization communicates with its target market. It majorly centers on communication. Advertising is crucial in promotion. Promotion strategy can be in different media and with advancement in technology the internet has been adopted as the way to sell a destination. A successful promotion strategy should endeavor to create awareness and interest in a product offered in a destination which can be done by stimulating customers' expectations. It is important to differentiate products in a destination from competitors due to competition otherwise it would be impossible to convince the customer.

2.4 Destination Marketing Variables

Pike (2008) states that destinations are multi-dimensional. That is, the destination product is a collection of a diverse and often eclectic range of attractions, activities, people, scenery, accommodation, amenities, and climate. And yet to get noticed in the market, that diversity has to be synthesized into statement of around seven words that capture the spirit of the place, with some focused imagery that will fit on to a billboard or magazine page.' Destination marketing is an essential gismo for tourist destinations as it gives information of emerging and established visiting places to the

people from different part of the world, which brings greater attention of the place to visitors. It also helps getting established to the new places as tourist destination and provides competitive advantages on its tourism industry in international market.

Kotler, et al (2006) define Destination marketing as ‘an integral part of developing and retaining a particular location’s popularity. Too often, however, tourism planners focus only on destination developments without paying attention to retaining and preserving the attributes that attracted travelers to the destination in the first place’. Destination having natural beauty, archeological sites, multicultural traditions and cultural history will attract natural tourist (Morgan et al, 2004) where adequate level of investment on marketing to build attractions or promote events has to be undertake in case of lack of attraction existence.

Destinations across the world heavily compete with each other, in order to maintain their attractiveness and competitiveness in the global tourism industry. In order to do so, it is necessary for destination authorities to be able to address the different needs of different market segments, as well as promote their image and manage destinations in a way that attracts tourists. In other words, they need to effectively implement Destination Marketing, the term referring to promoting tourist destinations as a means of improving their imagery and popularity (Buhalis & Michopoulou, 2011). Buhalis (2001) as cited by Langos (2014) also writes that for strengthening the long term competitiveness and profitability of the local tourism industry just like international tourism, the official bodies of tourism should set the following objectives: increase revenues, manage costs more efficiently, invest in human resources management and promote collaboration between state and public tourism organizations. Likewise,

writers such as Lopes (2011), Echtner and Ritchie (2003), and Stabler (1988) underline the crucial role of destination image in the destination marketing perspective. More specifically, Lopes (2011) supports that when tourists choose a tourist destination are influenced significantly by the image of the destination.

2.5 Empirical Studies and Research Gaps

Several scholars have studied the concept of strategies adopted by organizations to position themselves in the competitive environment; Hartl (2002) focused his study on developing marketing strategies for Tourism Destinations in Peripheral areas of Europe. In his findings, he concluded that DMOs cannot control all the components of the marketing mix but they can cooperate with the providers of the destination mix and incite 'competition' for the benefit of visitors. Axelson (2009) concentrated on destination marketing as a team effort. He looked at how small and medium sized business enterprises are using collaborative destination marketing as a single destination. Pike (2014) focused his study on destination marketing and destination attractiveness where in his findings, he revealed that there is need for states and cities to fund their DMOs as the main vehicle to compete and attract visitors to any destination. Stark (2009), on the other hand focused her study on Destination marketing through Networks, in her findings, she concluded that much focus should be directed on communicating a positive image of destinations through marketing activities. Furthermore, tourism actors within a destination need to work with networks in order to market the destination as a single unit.

While else in Kenya, Muratha (2013) looked at the methods used by Kenya Tourist Board in marketing adventure tourism. In his findings he concluded that the tourism practitioners need to recognize the detailed characteristics of tourists and their patterns in consuming the tourism products and services before adopting any strategies to market a destination. Muruga (2010) examined the competitive strategies adopted by the Ministry of Tourism to attract Tourists. Msee (2013) concentrated on strategies adopted by hotels in Kenya to improve Tourism Sector Performance in Kenya. Richard (2013) looked at strategies adopted by Sarova Hotels in Kenya to develop competitive strategies. Little has been done on the tourism industry especially pertaining to a situation where a country is suffering from insecurity that is terrorism related which have adversely affected the image of a country. Most of the studies on destination marketing have concentrated on branding in tourism, online marketing and sustainability. It is due to the background of these studies that this study seeks to provide answers to the question: This study therefore aims at bridging this gap of knowledge by looking into the influence of strategies adopted by destination marketing organizations on international tourists' arrivals in Kenya.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methodology that was adopted by the researcher in completing the study. This section therefore focuses on research design, population of the study, data collection and data analysis procedures.

3.2 Research Design

Research design as the plan, structure and strategy of investigation so envisaged as to get answers to research questions Kerlinger & Rogelberg (200). In this case research design is considered as a blueprint for data collection, measurement and analysis. The research design for this study was a descriptive survey design aimed at investigating the influence of strategies adopted by destination marketing organizations and their effect on international tourist's arrivals in Kenya. According to Donald & Pamela (1998) define descriptive study as a study that is concerned with finding out the what, where and how of a phenomena. Descriptive survey was used to determine the strategies adopted by destination marketing organizations and how they influence international tourists' arrivals in Kenya.

3.3 Population of the Study

The population of the study in statistics is the specific population about which information is desired. According to Ngechu (2004), a population is a well-defined or set of people, services, elements, and events, group of things or households that are being investigated. In this case the elements of study were the Destination Marketing

Organizations. Population studies are more representative since everyone has equal opportunity to be represented in the final sample that is drawn according to Mugenda and Mugenda (1999). Destination Marketing Organizations are responsible for selling and building the image of a destination to potential visitors hence attracting international tourists in Kenya. Therefore the populations of the study were three organizations namely; Kenya Tourist Board, Brand Kenya Board and the Ministry of East African Affairs, Commerce and Tourism. Due to the small size of the population a census study was conducted.

3.4 Data Collection

According to Ngechu (2004) there are many methods of data collection. The choice of tool and instrument depends mainly on the attribute of the subjects' research topic, problem question, objectives, design, expected data and results. To accomplish the objectives of this study, the study used both primary and secondary data. The primary data was collected using a questionnaire. The respondents of the study were from the top management level and middle level management from each organization. They included the operation managers, finance managers, marketing managers, IT managers, Director of Tourism, Assistant Director of Tourism, Tourist Officers at the Ministry of East African Affairs, Commerce and Tourism. These respondents were efficient in providing the required data since they are in a leading role and they are the ones who carry out the managerial functions that may help an organization position itself in the competitive environment. Secondary data involved published material from sources such as annual reports, published data from the organizations studied in order to establish tourists' arrivals between 2010 to 2014 (Githinji, 2007).

3.5 Data Analysis

Descriptive statistics enable meaningful description of a distribution of scores or measurements using a few indices or statistics (Mugenda and Mugenda, 2003). The data collected was analyzed by the use of descriptive statistics.

Descriptive statistics which describe the main features of the data collected (mean, frequency, percentage) was used. Measures of central tendency (mean), frequencies and percentages were applied for the quantitative variables to establish the relationship that exists between variables being studied. The information was displayed by use of frequency tables.

CHAPTER FOUR

DATA ANALYSIS PRESENTATION AND DISCUSSION

4.1 Introduction

This chapter focuses on data analysis, discussion of the findings based on a response rate of 79%. This was excellent response rate because according to Mugenda and Mugenda (2003) this response rate was fair and representative since it surpasses the 50% threshold for analysis and reporting, a response rate of 70% is good while 77% and over is very good.

4.2 Demographic characteristics of the respondents

The study sought to establish the information on the respondents employed in the study with regards to the gender, age, academic background and duration of service. The findings are presented in the following section.

4.2.1 Gender

The respondents were asked to show their gender, this was expected to guide the researcher on the conclusions regarding the degree of congruence of responses with the gender characteristics. Table 4.1 shows the results.

Table 4.1: Gender

Gender	Frequency	Percent
Male	5	26
Female	14	74
Total	19	100

Source: Researcher: (2015)

According to the findings 74% were female while 26%. were male. This shows that there was representation of all genders in the study.

4.2.2 Age Bracket

The respondents were asked to disclose their age. Table 4.1 shows the study findings on the distribution of age of respondents.

Table 4.2: Age Bracket

Age bracket	Frequency	Percent
Below 30 years	2	10.5
Between 31-40	12	63.2
Between 41-50	1	5.3
Between 51- 60	4	21.1
Total	19	100.0

Source: Researcher: (2015)

Majority 63.2% of the respondents were aged between 31-40 years., this was followed by 21.1% who were aged between 51-60 years, 10.5% were aged below 30 years while 5.3% were aged between 41-50 years. This shows that there was a good representation by respondents of all age categories. The age composition shows that most of the respondents were of the 31 to 40 years and therefore had rich experiences, could also appreciate the importance of the study.

4.2.3 Level of education

The respondents were asked to indicate their level of education. Table 4.3 shows the study findings on the respondents level of education.

Table 4.3: Level of education

Highest Education Level	Frequency	Percent
Secondary	1	5.3
College	2	10.5
University Degree	13	68.4
Postgraduate degree	3	15.8
Total	19	100.0

Source: Researcher (2015)

The findings show that majority of the respondents had attained education to the university degree level, followed by 15.8% who had attained education to the post graduate level, 10.5% had attained education to the College level while 5.3% had attained education to the secondary schools level. The findings indicate that majority of the respondents had attained their undergraduate studies and therefore were in a good position to respond effectively and give rich information to this study.

4.3.4 Length of service

The respondents were asked to indicate the number of years worked in the organization. Table 4.4 shows the results of the study on length of service of the respondents

Table 4.4: Length of service

Length of service	Frequency	Percent
0-5 years	2	10.5
6 -10 years	9	47.4
11-15 years	3	15.8
more than 20 years	5	26.3
Total	19	100.0

Source: Researcher (2015)

The study found that majority 47.4% of the respondents had worked in the organization for 6-10 years, followed by 26.3% who had worked for more than 20 years, 10.5% had worked for 0-5 years while 15% had worked for 11-15 years. . The study shows that majority of the respondents had worked for more than 6 years in the organization and therefore were in a position to respond efficiently to the study questions and appreciate the reason for this study.

4.4 Organization Background Information

This section sought to find out information about the organizations.

4.4.1 Name of Organization

The respondents were asked to name their organization. Table 4.5 shows the results

Table 4.5: Name of Organization

Name of Organization	Frequency	Percent
Brand Kenya	3	16
Ministry of East African Affairs Commerce and Tourism	6	31
Kenya tourist Board	10	53
Total	19	100

Source: Researcher (2015)

The study found out that majority of the respondents 53% were working for the Kenya Tourism Board, followed by 31% who were working for the Ministry of East Africa Affairs Commerce & Tourism while 16% were working for Brand Kenya.

4.4.2 Age of the organization

The respondents were asked to indicate the Age of the organization. Table 4.6 shows the findings.

Table 4.6: Age of the organization

Age of the organization	Frequency	Percent
5-10 years	4	21.1
over 10 years	15	78.9
Total	19	100

Source: researcher (2015)

The findings show that 78.9% of the respondents indicated the age of the organization to be over 10 years while 21.1% of the respondents indicated the age of the organization to be 5-10 years. This shows that the organizations have been in existence for over 5 years and therefore they were in the best position to respond effectively to the study since they had dealt with international tourist for many years.

4.4.3 Number of Employees in the Organization

The respondents were asked to indicate the number of employees in the organization. Table 4.7 shows the findings.

Table 4.7: Number of Employees in the Organization

Number of Employees in the Organization	Frequency	Percent
Less than 100	6	32
100-399	13	68
Total	19	100

Source: Researcher (2015)

Table 4.7 shows that majority of the respondents 68% indicated that the organization had less than 100 employees while 32% indicated that their organization had 100-399 employees. Since the organizations had over 100 employees, the organizations were

best suited for the study in choosing the sample of respondents to provide information for the study.

From the findings it can be deduced that such organizations promote economic development of a destination by increasing visits from tourists and business travelers, which generates overnight lodging for a destination, visits to restaurants, and shopping revenues and are typically funded by taxes. Destination marketing organizations are often called travel, convention, visitors, or tourism bureaux, welcome centers, information centers and more. Regardless of the name, these organizations offer many services to the traveling public. The industry has been changing to respond to the growing needs and changing tastes of consumers/visitors which has caused a shift from the practice and marketing of active holidays' to the tourists of holidays as an experience.' There has been a shift in the future from sun, sea and beach tourism to more active and culturally satisfying sightseeing.

4.4.4 Major Responsibility as an Organization in the Tourism Industry

The respondents were asked to indicate the major responsibilities as an organization in the tourism industry. It was found that each organization has its own tasks. The Ministry of East African Affairs Commerce and Tourism is tasked with the responsibility of managing EAC and regional integration affairs, developing and promoting trade policies, promoting and marketing Kenya as a tourist destination.

The Kenya Tourism Board is tasked with the responsibility of marketing Kenya as tourist destination. It has the task to drive and support the effective marketing of Kenya's tourism products professionally and transparently while enriching the lives of Kenyans and visitors alike

The Brand Kenya Board is tasked with the responsibility of identifying and refining the key attributes of Kenya, that contribute positively to the image and reputation of the Nation. Their goal is to enhance these characteristics and create an authentic, credible brand for the country that establishes the country uniqueness in the global arena.

4.4.5 Kenya's major source for international Tourist Arrivals

The respondents indicated that the major sources of tourist's arrivals in Kenya include United Kingdom, United States, France, Italy and Germany.

4.5 Strategies adopted by Destination Marketing Organizations

4.5.1 Strategies Adopted by DMOs

The respondents were asked to rate the statements provided on strategies adopted by Destination Marketing Organizations. Table 4.8 shows the study findings.

Table 4.8: Strategies Adopted by DMOs

Description	Mean	Standard deviation
In a bid to attract visitors to the destination, DMOs have opted to lower costs to increase the number of arrivals in the country. (Cost Strategy)	3.64029	0.6653
Based on the lower cost strategy, lowering costs is the best option for DMOs to increase the number of arrivals in the country	3.4658	0.8688
In an attempt to increase on the number of tourists' arrivals in the country, DMOs have opted to differentiate some of the tourists' products in the destination. differentiation strategy	4.0517	0.7541
Advocating for differentiation strategy in the tourism industry as adopted by DMOs	4.2154	0.6857
In an attempt to increase the tourists' arrivals' in the destination, DMOs have opted for diversification strategy.	3.1544	0.7548
Advocating for diversification strategy in the tourism industry as a way to increase tourists' arrivals	3.2651	0.3271
In an attempt to increase the tourists' arrivals' in the destination, DMOs have opted for building the image of the destination.	4.3257	0.4567
Advocating for positioning strategy in the tourism industry as a way to increase tourists' arrivals	3.1779	0.8655

Source: Researcher (2015)

The respondents agreed that that in an attempt to increase the tourists' arrivals' in the destination, DMOs have opted for building the image of the destination with a mean of 4.3257. The respondents moderately agreed that there was advocating for positioning strategy in the tourism industry as a way to increase tourists' arrivals with a mean of 3.1779. n differentiation strategy used, the respondents agreed that in an attempt to increase on the number of tourists' arrivals in the country, DMOs have opted to differentiate some of the tourists' products in the destination with a mean of 4.0517. The respondents agreed that in a bid to attract visitors to the destination, DMOs have opted to lower costs to increase the number of arrivals in the country with a mean of 3.64029.

4.5.2 Focused strategy

The respondents to indicate the kind of focused strategy that was used in their organization. The findings are shown in table 4.5

Table 4.1: Focused strategy

Focused strategy	Frequency	Percent
National Parks and Reserves	6	32
Culture	4	20
Beaches	7	35
Lakes	2	13
Total	19	100

Source: Researcher (2015)

According to the findings 35% of the respondents indicated that the major tourist attractions were beaches, this was followed by 32% who indicated that national parks and reserves are used as the major tourist attractions, 20% were of the opinion that they focus on culture while 13% focus on lakes. Promoting the tourism destination in

the right and best possible way is today one of vital marketing activities of all Destination Management Organisations. Only successful promotion can entice and attract potential travellers to visit the destination. The number of new destinations is increasing every year and some of them are quite similar.

4.5.3 Other Strategies Used

Majority of the respondents indicated that there were other tourist attractions which include sports, adventure, education, and religious activities, medical and marine based habitats. It was found that Weather and climate are among the important factors in tourists' decision making and also have great influence on the successful operation of tourism businesses. Climate change affects a wide range of environmental resources such as wildlife, biodiversity and water which are key tourist attractions. The organizations also uses their websites and online marketing to attract tourists to the country.

The organization also use conservation policies and related collaborative schemes and tourism programmers in developing, intervention measures to protect the nationally and internationally significant resources which are a major tourist attractions.

4.6 Factors that influence International Tourists arrivals in Kenya

The study sought to find out the factors that influence International Tourists arrivals in Kenya. Statements were provided for rating and the findings are shown in the table below.

Table 4.9: Factors that influence International Tourists arrivals in Kenya

Description	Mean	Standard deviation
The cost of travelling in Kenya is expensive compared to other competing destinations. Kenya is seen as an expensive destination such as entry fees to parks, accommodation .etc.	2.1544	0.7548
Stiff competition from competing destinations such as South Africa, Malaysia, Seychelles, Egypt, Ethiopia and Tanzania has led to the decline in tourists' arrivals in Kenya.	4.2651	0.3271
Insecurity in the country, mostly in Nairobi and Mombasa that are terrorists related. These terror attacks have adversely affected Kenya as an international tourists' destination and hence decline in arrivals.	4.5257	0.4567
Lack of adopting the best/aggressive marketing strategies in relation to leading destinations has seen Kenya lose visitors to her competitors.	2.1779	0.8655
Limited attractions in Kenya compared to other destinations has seen Kenya lose visitors to other competing destinations.	2.4524	0.8651
The image of Kenya as a destination has been tainted following the recurring insecurities, some of which affected the tourists in the country, this has witnessed decline in tourists arrivals	4.0625	0.3265

Source: Researcher (2015)

The findings show that the respondents strongly agreed that insecurity in the country, mostly in Nairobi and Mombasa that are terrorists related. These terror attacks have adversely affected Kenya as an international tourists' destination and hence decline in arrivals with a mean of 4.5257. The respondents agreed that the image of Kenya as a destination has been tainted following the recurring insecurities, some of which affected the tourists in the country, this has witnessed decline in tourists arrivals with a mean of 4.0625. The respondents disagreed that the cost of travelling in Kenya is expensive compared to other competing destinations. Kenya is seen as an expensive destination in terms of entry fees to parks, accommodation with a mean of 2.1544.

4.7 Discussion of Findings

Findings indicate that differentiation strategy was not mainly used as a strategy for tourist attraction. These findings do not agree with Richard (2013) study which indicates that it is highly probable that differentiation is more critical now than ever before. Indeed, it has become the basis for survival within a globally competitive market place where the ten major destinations attract approximately 70% of the worldwide tourism market. Despite this aggressive marketplace, the stock-in-trade of too many tourism destination promotions remains advertisements depicting blue seas, cloudless skies and endless golden beaches with a less than memorable tagline. Such "wallpaper" advertising, selling the user benefit of relaxation and a golden tan, has the effect of rendering all seaside destinations indistinguishable from one another.

Diversification strategy is used in the tourism industry in Kenya. The diversification strategy implies the simultaneous development of new or improved tourist products and of the new markets (for instance, a tour operator specialized in the soft tourism

can vary his mix of products offering also tourist tours with cultural character or treatment vacations in balnear resorts). This type of strategy allows the realization of a medium and long term flexibility of the derived tourist offer.

The study found that brand image is a main strategy used to attract tourists in the country. Other authors have also agreed with this. Pike & Ryan (2004) identifies a variety of areas such as the role and impact of destination image in consumer behaviour, image construct, and the creation of a scale for destination image Backman & Crompton (1991). Lee & Crompton, (1992) established that destination image is a vital aspect in effective tourism development and destination marketing that is related to the overall success of a destination in tourism.

The various types of tourism destinations provide an amalgam of tourism products and services. The components of tourism products and services are essential for tourism development and marketing, and are commonly referred to as tourism attractions and resources. Leiper (1995) said that destinations are places where people travel to and where they stay for awhile in order to have certain travel experiences, depending on the destinations' attractions. Hu and Ritchie (1993) also stated that a "tourism destination reflects the feelings, beliefs, and opinions that an individual has about a destinations' perceived ability to provide satisfaction in relation to his or her special vacation needs. Thus, in general, these destination attractions/resources have been considered as tourism supply factors that represent the driving forces generating tourist demand (Uysal, 1998) and also primary sources or determinants of measuring destination attractiveness (Hu & Ritchie, 1993; Formaica, 2000). A recent study by

Buhalis (2000) lists six major components of tourism attractions and resources (p.98) that most of the tourism literature

These components are as follows: Attractions -natural, man-made, artificial, and purpose-built, heritage, special events Accessibility: entire transportation system comprised of routes, terminals and vehicles. Amenities accommodations, catering facilities, retailing, other tourist services Available packages: prearranged packages by intermediaries and principals. Activities: all activities available at the destination and what consumers will do during their visit. Ancillary services: services used by tourists such as banks, telecommunications, newsagents, hospitals.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of key data findings, conclusion drawn from the findings and recommendation made. The conclusions and recommendations drawn focused on the influence of strategies adopted by Destination Marketing Organizations on international tourists arrivals in Kenya.

5.2 Summary of Findings

The study found that the ministry of East African affairs commerce and tourism is tasked with the responsibility of managing EAC and regional integration affairs, developing and promoting trade policies, promoting and marketing Kenya as a tourist destination. The Kenya Tourism Board is tasked with the responsibility of marketing Kenya as tourist destination. The Brand Kenya Board is tasked with the responsibility of identifying and refining the key attributes of Kenya, that contribute positively to the image and reputation of the Nation.

Several strategies have been used by Destination Marketing Organizations. These strategies include; differentiation, diversification and focused strategy. DMOs have opted for building the image of the destination image plays a great role in international tourism. By building a good image the country can sell itself to the tourists. It was found that DMOs have opted to differentiate some of the tourists' products in the destination. The findings indicate that they also moderately advocate for positioning strategy in the tourism industry as a way to increase tourists' arrivals.

The DMOs do not use low cost strategy to increase the number of arrivals in the country.

The findings indicate that insecurity in the country, mostly in Nairobi and Mombasa that are terrorists related, has adversely affected Kenya as an international tourists' destination and hence decline in arrivals. This has tainted the image of Kenya as a tourist destination following the recurring insecurities, some of which affected the tourists in the country, this has witnessed decline in tourists arrivals. The country also faces stiff competition from competing destinations such as South Africa, Malaysia, Seychelles, Egypt, Ethiopia and Tanzania has led to the decline in tourists' arrivals in Kenya.

5.3 Conclusion

Over the years, the main goal of the government in terms of the development of tourism has been to encourage more tourists to visit the country. Consequently, the country's tourism policy has put major emphasis in the expansion of tourism and hospitality facilities in order to attract increasing numbers of international tourists. In contrast, important social and environmental issues which influence the development Of tourism have, most often, not receive, similar attention in tourism planning and policy responses. This tourism development scenario has led to many structural deficiencies including, the development of a spatially constrained tourism product, the degradation and reduction of the quality of the country's tourism product, decreasing per capita tourism earnings in real terms, and the inequitable distribution of the country's total tourism revenues among different interest groups.

Due to increasing degradation and reduction of the quality of Kenya's tourism product, the country is experiencing severe problems of competition as more tourists are switching to countries in the region which offer similar tourist attractions. These include countries such as Zimbabwe, Botswana, Swaziland, Tanzania and Uganda. Consequently, the number of international visitor arrivals in Kenya has been declining in recent years.

5.4 Recommendations for Policy and Practice

The study recommends that policy and institutional mechanisms should be initiated which promote local involvement and participation in tourism project design, implementation and management. Thus, the main objectives of the tourism strategy should include: enhancement of equitable distribution of the tourism revenues; increasing local participation in tourism decision making; reduction of the high leakage rates; increasing the multiplier effects of tourism; and minimisation of the social and environmental impacts of tourism.

Tourism activities in the wildlife preserves and marine ecosystems should be appropriately planned, monitored and managed to ensure that they do not conflict with conservation and sustainable use of resources. The visitor carrying capacity of national parks and marine eco-systems should be determined and the number of tourists regulated to avoid overcrowding and the degradation of the natural beauty of the tourism resources.

There is need for the government to re-evaluate the role of multinational corporations in the development and management of Kenya's tourism industry. In this regard, the

government should establish alternative tourism development strategy whose main aim is to be to minimise external control and dominance of multinational corporations on Kenya's tourism industry. The government should attempt to minimise the speculative aspects of multinational capital investment, through the introduction of alternative tourism policy initiatives as regards to external capital investment and the nature of tourism projects with multinational investors.

For the success in terms of sales of a product in the market, branding and marketing are the priorities. The significant effect of advertisement was unfortunately small. Therefore, the study suggests that more efforts and funding should be channeled to the tourism sector to boost the market through inducing demand from other potential countries.

5.5 Limitation of the Study

Due to the fact that few local studies have been done on strategies Destination Marketing Organizations on international tourists arrivals in Kenya, this posed a challenge whereby most of the literature used in this study was based on studies done on developed markets whose strategies could be different from the local situation making it difficult to generalize information obtained from these and compare the same with the Kenyan case.

Additionally, some respondents would not want to give the information as they considered it of competitive importance. The respondents being normally very busy people may not have found a lot of time to be interviewed. Time limitation made it impractical to include more respondents in the study. This study was also limited by

other factors in that some respondents may have been biased or dishonest in their answers. More respondents would have been essential to increase the representation of the firm team in this study and allowed for better check of consistency of the information given. However, the researcher did look for contradictions in the information given and no inconsistency were found.

5.6 Suggestions for Further Research

Further studies should be done on the effect of regional organizations in determining tourism demand in Kenya. There are several opportunities for future research to better understand the driving factors in choice of tourism destination. It is crucial to measure destination branding effectiveness because this is a marketing strategy that can be used to enhance both domestic and international tourism and can be measured through consumer research. Such research must include measurement of visitor perceptions of the destination and image before and after visitation to determine if the transmitted image that formed visitor expectations is matched by actual experience, which forms the heart of visitor satisfaction.

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APPENDICES

Appendix 1: Questionnaire

BACKGROUND INFORMATION

The questionnaire has three sections and will need ticking or circling the right option

SECTION A- Bio data

1. Gender: Male { } Female { }

2. Age bracket
 - a. Below 30 years { }
 - b. Between 31-40 { }
 - c. Between 41-50 { }
 - d. Between 51- 60 { }

3. Highest Education Level
 - a. Secondary { }
 - b. College Diploma { }
 - c. University Degree { }
 - d. Postgraduate degree { }

4. How long have you worked with this organization?
 - a. 0-5 years { }
 - b. 6 -10 years { }
 - c. 11-15 years { }
 - d. 16-20 years { }
 - e. More than 20 years { }

SECTION B: Information on the Organization

1. Name of the organization

.....
2. How long has the organization been in existence?

a) Less than five years { }

b) 5-10 years { }

c) Over 10 years { }

3. How many employees are there in your organization?

a) Less than 100 { }

b) 100-399 { }

c) 400-699 { }

d) 700-999 { }

e) Above 1000 { }

4. What is your major responsibility as an organization in the tourism industry?

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.....
.....
.....

5. According to your view, which is Kenya's major source market for international Tourists' arrivals?

.....
.....

SECTION C: Strategies adopted by Destination Marketing Organizations

The following statements describes the strategies adopted by DMOs, Kindly express your agreement/disagreement by applying the following:

5) Strongly agree 4) Agree 3) Neutral 2) Disagree 1) Strongly disagree

Table A 1: Strategies adopted by destination Marketing Organizations

	Strategy	1	2	3	4	5
1	In a bid to attract visitors to the destination, DMOs have opted to lower costs to increase the number of arrivals in the country. (Cost Strategy)					
2	Based on the lower cost strategy, do u think it is the best option for DMOs to increase the number of arrivals in the country?					
3	In an attempt to increase on the number of tourists' arrivals in the country, DMOs have opted to differentiate some of the tourists' products in the destination. differentiation strategy					
4.	Do you advocate for differentiation strategy in the tourism industry as adopted by DMOs?					
5	In an attempt to increase the tourists' arrivals' in the destination, DMOs have opted for diversification strategy.					
6	Do you advocate for diversification strategy in the tourism industry as a way to increase tourists' arrivals?					

7.	In an attempt to increase the tourists' arrivals' in the destination, DMOs have opted for building the image of the destination. Positioning strategy.					
8	Do you advocate for positioning strategy in the tourism industry as a way to increase tourists' arrivals?					

9. If DMOs are practicing focused strategies, kindly indicate which tourists attractions does your organization mainly focuses on in marketing Kenya as a destination.

- a). National Parks & Reserves { }
- b). Culture { }
- c) Beaches { }
- d) Lakes { }

10. Do you know of any other strategies other than the ones indicated above that DMOs have adopted to increase the number of tourists' arrivals in the country?

- a) Yes { }
- b) No { }

11. If your response to the above question is yes, kindly indicate below

.....

.....

.....

.....

Part D: Factors that influence International Tourists arrivals in Kenya

The following statements describe the factors that influence international tourists' arrivals in Kenya, Kindly express your agreement/disagreement by applying the following:

- 5) Strongly agree 4) Agree 3) Neutral 2) Disagree 1) Strongly disagree

Table A 2. Factors that influence international Tourists arrivals in Kenya

1.	The cost of travelling in Kenya is expensive compared to other competing destinations. Kenya is seen as an expensive destination such as entry fees to parks, accommodation .etc.					
2.	Stiff competition from competing destinations such as South Africa, Malaysia, Seychelles, Egypt, Ethiopia and Tanzania has led to the decline in tourists' arrivals in Kenya.					
3.	Insecurity in the country, mostly in Nairobi and Mombasa that are terrorists related. These terror attacks have adversely affected Kenya as an international tourists' destination and hence decline in arrivals.					
4.	Lack of adopting the best/aggressive marketing strategies in relation to leading					

	destinations has seen Kenya lose visitors to her competitors.					
5.	Limited attractions in Kenya compared to other destinations has seen Kenya lose visitors to other competing destinations					
6.	The image of Kenya as a destination has been tainted following the recurring insecurities, some of which affected the tourists in the country, this has witnessed decline in tourists arrivals					