

**THE ASSESSMENT OF CHALLENGES AND OPPORTUNITIES OF
TOURIST BOARD IN PROMOTING TOURISM
DEVELOPMENT OF KENYA TOURIST BOARD (KTB)**


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DECLARATION

I **MAINA WAMBUI ROSEMARY**, hereby declare that the work reported in this report is my original work and that it has never been presented to any other University or Institution of Higher learning for any award.

CANDIDATE: Signature.....

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Date:.....*19th May 2012*.....

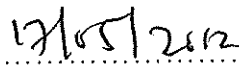
APPROVAL

This report has been submitted with the approval of;

..........

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SUPERVISOR

Date:..........

DEDICATION

To God whose grace has been sufficient during the writing of this report. This work is dedicated to my beloved parents Mr and Mrs Maina Nderitu, my sister Nduta Maina, my brothers Wachira Maina and Nderitu Maina for their moral support and continuous encouragement.

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It would not have been possible to write this report were it not for the support, encouragement and guidance of many people.

I would specifically like to thank my supervisor Mr. Francis Okello for the guidance during the writing of the report.

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I salute my classmates who gave me the strength in the whole process of writing this proposal.

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ABSTRACT

The study was carried out in Kenya with specific reference to Kenya Tourist Board (K.T.B), Nairobi. The overall aim of the study was to make an assessment of the challenges and Opportunities of Tourist Boards in the Development of Tourism: Case study of Kenya Tourist Board (KTB)

The overall objective of this study was to determine the challenges and opportunities of Kenya Tourist Board (KTB) in development of tourism sector in the country. The study focused on the specific objectives which were, to assess the role played by KTB in developing tourism in Kenya, the evaluation extent to which KTB had in performing its roles, to determine the challenges and opportunities of KTB in marketing and promotion of tourism, and finally examined how opportunities were used to overcome the challenges.

The study sample frame included officials of K.T.B, tourists, tourism officers and managers of the various tourism organisations. The instruments used for collecting the data were primary and secondary methods which consisted of self-administered questionnaires, observation and interview schedule. Other documents or information thought to be necessary were also cited.

A number of challenges and opportunities were identified during primary and secondary data collection and research findings at K.T.B. K.T.B involved strategic plans in developing Kenya Tourism Industry. Though according to the views of some of the respondents like tourists, Ministry of Tourism officials and managers of hotels and tour and travel companies said the performance of KTB was not of the expected standards. This was due to low increase of tourist arrivals in Kenya as well as lack of repeat tourists who would bring sustainable development of tourism in Kenya. Hence the opportunities were given to overcome this problem.

The conclusion was clearly cited and recommendations were drawn up for both the employees of the Tourism Department of the ministry of Tourism and the Kenya Tourist Board for better performances. For example the employees worked together in overcoming the challenges that KTB was facing. The findings were proved to gradual growth and development of Tourism Industry in Kenya. The suggestions and solutions were implemented by the above mentioned departments.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Tourism industry is a multidisciplinary subject that cuts across all economic sectors. The main role of tourism organisations is to communicate and cooperate among tourism stakeholders at national and international level, where international tourism organisations focus on distribution, since tourism is a product that requires intermediaries and producers. Tourism organisations are categorised into public sector, private sector and regional organisations. The purpose and objective of tourism organisations is promoting the industry interest, regional marketing, data and advice provision, providing direct assistance, addressing trade issues, environmental and social issues.

At global level or international level is United Nations World Tourism Organisation (UNWTO) which is responsible for tourism development by promotion and marketing, statistics and research, planning and management, training and safety of tourists and tourists' facilities to mention but few activities. There are also other international tourism organisation like ICAO and IATA which are responsible for safe, secure and sustainable development of civil aviation. Michael Hall, *Role of World Tourism Organisation* (2000).

At supra national level there are various tourism organisations in the seven continents of the world these are Africa, America, Europe, Asia, Australia and Antarctica and at this level they are involved in the promotion and marketing of the tourism product. Then tourism organisations are at regional level. For example in East African countries have the East Africa Tourism Society (EATS). The tourism organisations at national level are both government and private organisations which are Tourist Boards, tour, travel and hotel companies.

These tourism organizations at national level (NTO's) help to stimulate visitor arrivals and development despite uniqueness of the destination, hence tourism promotion and marketing are essential and a prerogative role of the government to play a leading role. Thus the need for government involvement in tourism promotion has led to the formation of National Tourism Organizations (NTO's) that spearheads marketing and tourism sustainable development all over the world. These bodies include; Uganda Tourism Board (UTB), Wales

Tourist Board (WTB), English Tourist Board (ETB), Ireland Tourist Board (ITB), Tanzania Tourist Board (TTB). In Kenya, Kenya Tourist Board (KTB) was formed as a legal entity established by parliament as a state corporation market to promote Kenya as a tourist destination both locally and internationally.

In Kenya tourism is the 2nd largest source of foreign exchange revenue followed by agriculture. The main tourist attractions are photo safaris through the 19 national parks and game preserves. Other attractions include the mosques at Mombasa; the renowned scenery of the Great Rift Valley; the coffee plantations at Thika; a view of Mt. Kilimanjaro, across the border into Tanzania; and its beaches along the Indian Ocean.

Lee Joliffe, in her book *Tea and Tourism: Tourists, Traditions and Transformations*, argues that Kenyan tourism hasn't developed on its conservation of natural resources, through "beach tourism, eco-tourism, cultural tourism, sports tourism all form part of the portfolio." During the 1990s, the number of tourists travelling to Kenya decreased, partly due to the well publicised murders of several tourists. However, tourism in Kenya is a leading source of foreign exchange since 1997, when it overtook coffee, and the trend continued, with the exception on 1997-1998.

Following the controversial 2007 presidential election and the 2007-2008 Kenyan crisis that followed, tourism revenues plummeted 54 percent from 2007 in the first quarter of 2008. It fell to 8.08 billion shilling from 17.5 billion shillings in January–March 2007 and a total of 130,585 tourists arrived in Kenya compared to over 273,000 that year. Tourist income from China, however, dropped 10.7 %, compared with over 50 % from traditional revenue earners the United States and Europe. Domestic tourism improves by 45 %, earning the tourist sector 3.65 billion shillings out of the 8.08 billion in the period being reviewed.

Conference tourism was badly hit during the first quarter, dropping by 87.4 % compared to the growth that was witnessed in 2007. 974 people arrived in Kenya during that period for many conferences but they were cancelled. Business travel declined by 21 per cent during that time period and 35,914 travellers came into the country compared to 45,338 during the same period the year before.

Despite this, Kenya continues winning awards for example the Best Leisure Destination award at the World Travel Fair in Shanghai, China, in April 2008. The Permanent Secretary in Kenya's Ministry of Tourism, Rebecca Nabutola, stated that the award "goes to testify that Kenya has a unique world acclaimed tourism product. The recognition will no doubt boost Kenya's tourism and enhance its profile as a leading tourist destination.

The research report proposal focuses on the role of KTB, evaluation of the extent to which KTB is able to perform its roles, identifying the challenges and opportunities of KTB in the promotion and marketing of Kenya as a tourist destination. Marketing is very important in bringing any product to the knowledge of the public and especially because of the increasing competition in all corners of the world market, and this is what is still lacking in many developing countries like Kenya.

1.2 Statement of the Problem

This study aims at establishing the challenges and opportunities of KTB so as to bring the vibrant and sustainable tourism development in Kenya. There is need to suggest ways in which KTB can overcome the challenges and identify opportunities that help in tourism development in Kenya. More also, there is need to make an analysis on how the country can work to improve its tourism performance in general.

The establishment of KTB increases the development of tourism sector in the country through marketing and promotion of Kenya as a tourist destination, tourism is still evolving and not fully developed in Kenya as compared to other tourist's destinations, despite the KTB marketing and promotion activities of Kenya as a tourist destination.

1.3 Purpose of the Study

The purpose of the study is to establish the challenges and opportunities of Kenya Tourist Board (KTB) in the development of the tourism industry in the country as per its set objectives and to suggest ways on how to boost Kenya's tourism industry.

1.4 Objectives of the study

1.4.1 General objective

The overall objective of this study is to determine the challenges and opportunities Kenya Tourist Board (KTB) has in development of tourism sector in the country.

1.4.2 Specific objectives

- (a) To determine the role played by KTB in developing Tourism Industry in the Kenya
- (b) To evaluate the extent to which KTB has been able to perform its roles
- (c) To assess challenges and opportunities of KTB in marketing and promotion of tourism
- (d) To examine how the opportunities can be used to overcome the challenges

1.5 Research Questions

- (a) What are the roles played by KTB in tourism development in Kenya?
- (b) What are the challenges facing KTB in the development of tourism industry in Kenya?
- (c) What strategies does KTB use in promoting tourism in Kenya?
- (d) What are the measures to the problems which KTB is currently facing?

1.6 Scope of the Study

The research is to cover Kenya, as a tourist destination referring to Mombasa as our case study area. Substantial areas, companies and organizations related to tourism will be covered specifically the Kenya Tourist Board which has its headquarters offices in Nairobi.

1.7 Significance of the Study

This study is useful to the researcher for academic purposes as it is one of the basic requirements for the award of a Bachelor of Tourism and Hotel Management degree of Kampala International University.

The study is a guide or reference for other researchers who will be conducting their research in the related field. This will help them to know what ready known is and hence fill the gap.

The research provides information to the government on what needs to be done to facilitate the activities of KTB. The government plays an integral part of supporting KTB especially through funding and instituting favourable legislation that promotes tourism industry development. The government will be able to come up with policies and measures that will promote KTB in the marketing role it plays. It will also be able to solicit more funds from

donors who support tourism development like United Nations Education Scientific and Cultural Organisation (UNESCO).

The research provides information to the private tourism enterprises on ways of coordinating and integrating with KTB in its activities to promote harmonization in tourism development especially in marketing. Private tourism stake holders depend on their limited resources especially financial problems on marketing and promoting their products thus the need to coordinate and integrate with KTB which is financed by the government to ensure effective and efficient marketing is carried out and to avoid resource wastage.

The research will help the government and other stakeholders to come up with better strategies for promoting the tourism sector. This can be in form of creating more market opportunities like conducting tourism exhibitions, analysing demand for tourism products and proper market segmentation to target more tourists in the country.

Research will provide information on Kenya Tourism Board and these information includes, the roles it plays in tourism promotion and development, its achievements, challenges it faces, solutions for the problems it faces, its opportunities, different views of tourism stake holders concerning performance of KTB since its establishment. Thus KTB will be able to use this information to improve its activities and ensure further sustainable development by undertaking effective and efficient tourism promotion.

Tourism planners and policy makers will identify the area of weakness in the development of tourism industry and its products, in discussing the challenges facing this valuable potential cultural resource as an alternative tourist attraction. Possible solutions to the problems will be highlighted to come up with better strategies for the betterment of our tourism industry.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

In this chapter, secondary data identifies existing information related to Tourism, the challenges and opportunities of KTB in the development of tourism industry in Kenya. This is in line with the research objectives that include; identifying the roles of KTB in the tourism development in Kenya, evaluation on the performance and achievements of KTB tourism trends before and after the formation of KTB, finding out the tourism trends and development in Kenya and examining the challenges it faces and opportunities of KTB.

2.1 Tourism and Tourism Industry

2.1.1 Tourism

Tourism is probably the most convenient way that raises income. It is a relatively labour intensive industry and many of the job opportunities lies in the low skill of occupation, where employment tends to be concentrating especially in the developing countries.

Tourism comprises of all those sectors of the economy that contributes to satisfy the needs of the tourists, (Middleton, 1980) breaks those sectors into travel organizers, tour operators, accommodation, attractions and destination organizations. Travel organizers and tour operators arranges for travel, provides transport, designs tour itineraries and plays a big role in guiding tourists to different attractions. Attractions are elements that largely determine the consumer's choice and influences prospective buyer's motivation. Some of these attractions include; natural attractions (landscape, beaches, climate, national parks and other geographical features) plus build attractions and cultural attractions. Accommodation sector includes hotels, motels, caravan parks, condominium and apartments, that makes it possible for tourist to stay. The destination organization helps in promoting and marketing tourism and even drawing up policies to govern tourism industry. (Gartner, 1993)

The number of tourists destinations are increasing markedly and the range of tourist's activities are broadening, giving rise to many different types of tourists. For example, according to (Wilt et al, 1992) he noted that, about 70% of tourism trips are for holiday purposes, 15% are for business and other 15% for other reasons. This shows that holidays are

by far the most important form of tourist trips that make and tourist products to have a significant attitudinal dimension. Different individuals are seeking and deriving different utilities from the same set of services being provided. Therefore, the social environment and psychological makeup of individuals needs, perceptions and motivations, are becoming crucial in understanding holiday choices. This gives rise to the need of developing human resources to meet these challenges.

The trend in the business world provides further opportunities for tourism and growth in business, which in return entails the expansion of leisure and recreation activities. Recent studies undertaken by World tourism organization (*Tourism, 2020*), predicts that tourism arrivals are to continue increasing at an average rate of 4.3% every year for the next two decades (2020-40), while receipts are expected to grow by 6.7%. tourism 2020; indicates that the tourists of 21st century will continue to travel further in a field with the percentage of long haul, where Africa and Kenya belong, increasing from 18% in 1995 to 24% by the year 2020.

2.1.2 Tourism Industry

Tourism is a service industry. Today's tourists and travellers need and expect service, relating to trip planning, reservations handling, efficiency in transportation, or the services available at their destination. Tourism is an industry of competing firms whose clients are becoming increasingly cost conscious.

The tourist has the right to expect professional service. The quality of our leisure time is becoming increasingly important to us, and the demand for expert, professional service in planning that leisure time is growing even more important. In such an important industry the potential for jobs is enormous.

2.2 Tourism Trends and Development In Kenya

As the industry becomes more complex, it demands the services of well trained, enthusiastic, and responsible individuals. The future growth and competitive strength of each of the elements that make up the tourism industry depends on how well each entity cares for the safety and comfort of the travellers, or the value tourists get for their money, and on how well their expectations are met. All these can be successful by combining both resources available and the information necessary for proper planning and utilization of these resources. (*Gamble, 1989*)

Kenya's tourism starts before independence by the arrival of Arabs in the country in the 18th century. After independence (1963), the Kenyan government recognizes the need to market and promote the tourism sector. The first post independence development plan views the intensive publicity together with natural attractions and political stability as an important vehicle to rapid growth in tourism. However before 1997 the government and the tourism enterprises undertook independent and un-coordinating marketing and promoting activities. (*Gamble, 1989*)

Tourism is perceived as a panacea for the fragile economic development that characterizes the scarcity of development resources such as finances and expertise since it fosters economic growth through foreign exchange earnings and creation of employment. The Kenyan government recognizes this industry as a locomotive for development and efforts which are directing to the development of this industry for example formulation of 1997 tourism development plan (*Dieke, 2000*).

Kenya's tourism is based on wildlife attractions, which are largely concentrates in all the circuits, the cultures and people, the historic sites, physical features. The government has been controlling this sector since 1990's where institutional changes are being used in the implementation and involvement of the private sector. (*Ministry of Tourism, 2002*)

International tourism expands rapidly in the early 1970's particularly due to the significant expansions of the (state owned) hotel programs. This growth is brought to a halt in 1977 when the border with Tanzania closes. (*Curry, 1986*) and only recovers in the late 1980's. In 1990's, tourism gains a positive response to the economic reforms, policies and government initiatives, by obtaining the permits such as residence permits which allows the right to transfer 100% of foreign exchange earnings outside the country and zero percent imports duty on tourism capital goods to promote the sector.

The country's tourism mostly bases on foreign tourists, the Europeans and Americans (USA and Canada) are the major source of market for Kenya's tourism (*Rusumo, 2005*) Earnings have been increasing from US \$ 95 million in 1991 to over US \$ 500 million in 1998 as well as to US \$ 954 million in 2007 compared to the arrivals of the tourists in the country of 186,800 in 1991; 482,331 in 1998 and 719,080 in 2007 (*Ministry of Tourism, 2007*)

Although the earnings from international tourism have been increasing rapidly than the arrivals in nominal terms (due to the policies which attract high spending tourists), real earnings have been growing less significantly, reflecting general increase in the price levels. The expenditure per tourist is high in the country, increasing from US \$ 425 in 1990 to over US \$ 1000 in 1998 as well as US \$ 3800 in 2007, compared to averages of US \$ 338 to about US \$ 400 for Africa (*WTO statistics, 2005, 2004, and 2000*)

2.3 Kenya Tourist Board and Its Role

The forming of Kenya Tourism Board (KTB) in February 7th 1997 entails the need to have an autonomous marketing arm for the tourism industry. The principal goal of K T B is to market Kenya as a tourist destination both locally and internationally. Tourism is currently the second largest foreign currency earner after agriculture.

Kenya Tourism Board of Directors comprises of major constituents in the tourism sector and a Managing Director as the Chief Executive Officer (CEO) overseeing all marketing of destination Kenya.

Kenya Tourism Board marketing drives are directed from Nairobi by a Marketing Director and a highly skilful team of marketing staff, based in their offices at Upper Hill. The campaigns are run with the aid of three international Market Development Representatives (MDRs) who manage KTB offices overseas. The MDRs cover key source markets in Europe, the UK and the USA/Canada, and emerging markets in Asia, and the Middle East, work closely with the Kenya Tourism Board team. Kenya Tourism Board not only markets international tourism but also to promote domestic tourism among Kenyans.

Kenya Tourism board is responsible for marketing over 80 species of wildlife and prolific birdlife that resides both outside or inside the over 40 national parks/game reserves. Nowhere else in the world can one find such a diverse range of tourism products on offer for the discerning traveller, accompanied by such a wide array of activities. Within the borders of Kenya you will find that Nature is exceedingly gracious from, deserts, equatorial rainforests, montane vegetation, grand snow-capped mountains and witness thousands of wildlife. Interact with people whose ageless cultural practices are still untouched by the modern world,

moreover opportunities for adventure, discovery, and recreation more than you would ever expect.

Along the coast is 500km of spectacular silver white sandy Indian Ocean beaches, the perfect setting for a wedding or honeymoon. Kenya's Indian Ocean offers a truly tropical beach experience the beaches holidays, laze on the pristine beaches, a dip in the blue warm waters, culture and history as well as sports, golf and of course a wildlife safari there are more active water sports enthusiast there are diving, snorkelling, white water rafting and kite surfing activities in ample supply. Overland, apart from the traditional safari, Kenya offers camel trekking, horse riding safaris, mountain climbing and hiking as well as immersion in local culture and communities.

KTB promotes tourism development in Kenya through marketing activities. The marketing strategy leads to sustainable development as market coordination and research are carried out while ensuring destination appeal promotion. Remarkable achievements are being registered by KTB in tourism promotion though it faces challenges that hamper its activities.

Marketing is very important in bringing any product to the knowledge of the public and especially because of the increasing competition in all corners of the world market, and this is what is still lacking in many developing countries like Kenya.

2.4 Challenges

If there is stable sustainable tourism development it would enhance creating more jobs, combating poverty and protecting natural and cultural environments. However tourism as a dynamic industry faces problems which automatically affect industry stakeholders thus prompting government involvement in supporting the industry to ensure sustainable development is achieved.(Pearce,1989) Kenya tourism faces stiff competition, negative publicity, uncontrolled development among others though it offers a panacea for socio-economic and cultural development hence a promotional challenge to KTB. These challenges are both internal and external.

The KTB Managing Director Robert Muriithi Ndegwa, during the 2nd Conference on Peace through tourism in Dar es Salaam (2011) emphasized that, the dented image of tourism is one area that needs to be addressed if KTB is to succeed in revitalizing the tourism industry in Kenya. "We have to redress the negative image portrayed about our country especially the

international media.” This shows that KTB has a burden in repositioning Kenya as a tourism destination to its magical glory in the tourism industry (2nd Conference on Peace through Tourism in Dar es Salaam, 2011).

The domination of key sectors of the industry by foreigners due to favourable investment policies granted to them leads to image portray that tourism is for foreigners thus nationals isolates themselves. The estimates for tourists who visited Kenya in 1993-1994 shows that 80% were attributed by foreign tour operators. The level of infrastructure development in the country is another hindrance to the successful marketing by KTB. In this case, the board faces the challenge of the means of advertising since they don't have reliable means of Media. That leads to the KTB to spend a large percentage of its allocated funds to advertise on several mass Media worldwide.

Insecurity along the Kenyan coast contributes to decrease in number of tourists who enjoy cruise holidays. This brings more fear to those who are interested in visiting Kenyan coast due to increase in kidnapping of tourists and the explosives attack.

Poaching of animals, is another challenge since many people are indulging with illegal business that is poaching destroying the only few animals that Kenya has, bringing a lot of revenue to the country.

In general many scholars are trying to identify the role of tourist boards and its contribution in the development of tourism industry, challenges facing tourist boards and tourism industry in general. Unfortunately opportunities and measures upcoming to overcome the challenges facing tourist boards are being left out. My research aims to establish findings on how tourist boards specifically KTB can use the various opportunities in order to overcome its challenges and hence bring a vibrant and sustainable tourism industry in Kenya.

2.4 The relationship among tourism, Kenya Tourist Board, challenges and

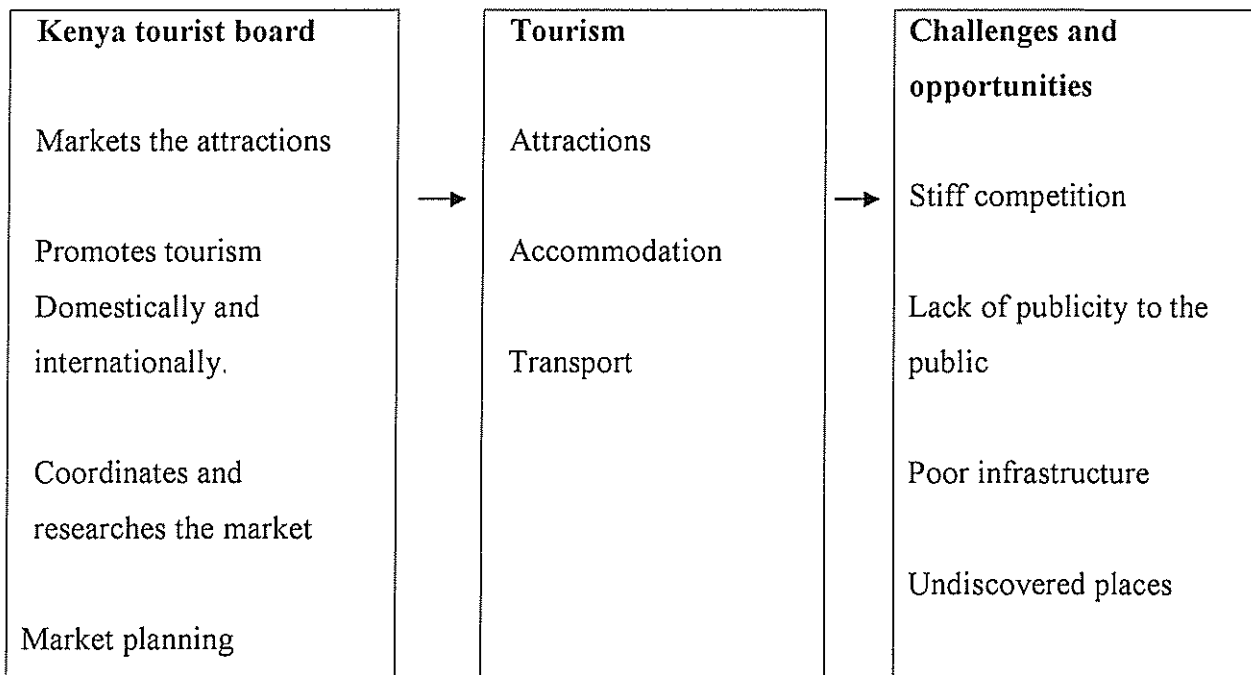
Opportunities

There is a wide range in which tourism relates with Kenya tourist board, challenges and opportunities. For tourism to prosper there must be a ready market that has push and pull factors that make people to travel these are unique attractions, good infrastructure, wide and

convenient mode of transport. The Kenya tourist board markets the tourism products found in Kenya to enhance the increase in tourist arrivals in the country. The challenges' and opportunities facing tourism sector helps the Kenya tourist board in creating and innovating new ideas which enable tourism to stand firm despite the challenges encountered. The KTB using marketing management skills to reach its market through the marketing information system that is establishing an information system which includes market research about customers, competitors and the KTB capability and effectiveness.

2.6 The conceptual framework

Dependent variable



CHAPTER THREE

RESEARCH METHODOLOGY

3.2 Introduction

This chapter gives an account of how the study was designed and executed. It discusses the research design, described the geographical area and where population of the study existed, described the population from which samples were selected, samples procedures and how the data was collected, processed, edited, coded, analyzed, presented and finally identified the various problems which were encountered during the research.

3.3 Area of the Study

The study covered Mombasa town termed as “tourism town” in Kenya where the sub offices of KTB are located. Travel agents, tour operators, hotel companies and unique tourist attractions like Fort Jesus ruins, Shimba hill Game Reserve, the beaches; people and their culture were all presented in this region.

3:4 Research Design

The methodology involved was both the Qualitative and the Quantitative methods. The former presented, enabled probing more information from the respondents and this helped in crystallizing of complex phenomena without bias. The research included the use of questionnaires and personal interviews of the respondents. The latter was presented analysis of the respondent views in an organized and systematic manner in a way that information was understood. The data on tourism trends was quantified and presented in figures percentages.

3.5 Sample Size and Selection

3.5.1 Sample frame

Three respondents of KTB were selected because they were the key respondents dealing with tourism marketing and promotion in the country and purposive sampling method was used to select the KTB staff. Fifteen respondents of tour and travel operators were selected from the area of study; they were ten managers from the travel agencies and five tour operators in Mombasa. Fifteen respondents of hotels were selected from the area of study and ten managers of the selected hotels in Mombasa.

The respondents were selected through systematic sampling since their business operations involved marketing and promotion of Kenya’s tourism products corresponding to KTBs role. The total number of respondents was 30 under this category. These 30 respondents were

travel agents, tour operators and hotels were from the area of study. Data collection was started off by getting the list of all those companies and grouped them into their standards, size or classes, For example big and small companies, high class hotels, middle and low class hotels. Finally the systematic list of sampling method was used to get respondents to represent the whole population. Forty (40) respondents of tourists were selected and used for primary data collection, those tourists visited unique places like Haller Park, Shimba Hills National Park, Gedi ruins and Fort Jesus. Tourists were selected and used for data collection in Mombasa. The figure was adequate in evaluating the performance of KTB in its marketing activities. In the Ministry of Tourism there were three key respondents who were selected and used for data collection as they posed adequate information concerning Kenyan tourism development especially in marketing and promotion. The respondents were selected by purposive sampling where by only tourism officers were selected and used for data collection.

3.5.2 Sample selection

In the selection of the sample size, purposive sampling technique was used to select the tourist respondents required for data collection. This technique was used to select the KTB staff, the staff of Department of tourism in the Ministry of Tourism and staff and tour and travel operators, and top management of various tourism organisations since they were knowledgeable on the phenomena to be researched.

Total sample size consisted of 76 respondents; that were 3 KTB officials , 40 tourists , 3 staff in the Department of Tourism in the Ministry of Tourism , owners and thirty management staff of different tourism establishments (travel and tour companies and hotels) who made a total of 76 respondents. This choice of the sample was dictated by time available and other resource constraints.

Table 3:1 Respondents of the study

Respondents	Number of respondents
KTB staff	3
Staff of Tourism Department in the Ministry of Tourism	3
Travel and Tour Companies	15
Hotels	15
Tourists	40
Total number of respondents	76

Source: Researcher's conceptualization

3.6 Methods of Data Collection

Basically, three methods of data collection were used by the researcher for the collection of both primary and secondary data. Oral interview and questionnaire were used to gather the primary data and documentary study was used for the collection of secondary data.

3.6.1 Interview

This method was important in data collection. The researcher used personal interview for the tour and travel operators, KTB and Department of Tourism in the Ministry of Tourism staff. The interview involved face-to-face interaction with the respondents. This method helped in gathering of primary data in form of ideas, views and opinions from the different respondents. The interview guide was prepared with a set of questions, which were relevant in data collection. This activity of data collection involved booking of appointments with the respective respondents.

3.6.2 Questionnaire

This was in form of self administered questionnaire with both open ended and closed ended questions. The open-ended questions were intended to enable the respondents to give as much information as possible whereas the closed ended predetermine responses and all this made it easier for the researcher to collect the desired data.

Four sets of questionnaires were prepared, these includes

- Questionnaire for KTB officials
- Questionnaire for Staff of Tourism Department in the Ministry of Tourism
- Questionnaire for Travel and tour opérations management
- Questionnaire for the tourists.

3.6.3 Documentary study

This involved the use of already existing published materials in the libraries and organization reports and records, which constructed a background to the study and backed up the findings through secondary data. The collection of data was acquired from online documents (websites), individual reports, magazines and journals that focused on the tourism industry. The study used existing written documents which were basically for identification of the existing data on KTB and non existing data and to clear crystal issues unknown to the researcher. Sources of secondary data used by the researcher included text books, brochures, magazine, and newspapers. Literature of the study was obtained from Utalii College Main library, National library Geography Department and KTB document centre.

3.7 Data Processing

This was undertaken after data collection from the field. This involved editing, coding, and tabulation together with explanations of qualitative data.

3.7.1 Editing

This process corrected errors from the information that was collected. Editing was undertaken through checking of completed questionnaires, eliminated errors and detected omissions. All the questionnaires collected from the respondents were checked clearly and the errors were corrected for consistency.

3.7.2 Coding

Coding category was developed according to the research objectives. Data obtained from questionnaires and interviews were classified into meaningful categories and entered into the data analysis sheet. This enabled the researcher to bring out the essential patterns from the data, which facilitated an organised presentation.

3.8 Data Analysis

The collected data was analyzed and grouped into qualitative and quantitative data. The qualitative data analysis method was applied to evaluate the performance of KTB.

The researcher grouped different categories of responses into summaries, differences and similarities then content analysis was used to make conclusions which later were presented in chapter four in form of an explanation. Quantitative technique was used to analyze data of the respondents obtained from the field. The data was coded and simplified by using computer programs in Microsoft excel and presented in form of graphs tables and charts.

3.9 Data Presentation

This was done through writing of the report and presentation of qualitative data in a statistical form of tables and pie charts.

3.10 Limitations of the Study

During the research the researcher faced the following problems that will limit the research process:-

- i) **Sensitive research:** these were negative attitudes of some respondents in government and private sector (travel and tour companies, hotels and airlines). Most of the staff was suspicious because they thought that the researcher wanted to know their profiles and this created job insecurity that led to failure in filling in the questionnaires and oral interviews. The researcher minimized the problem by having an introduction letter from Hospitality Department and good introduction when approaching the respondents.
- ii) **None-response:** Some respondents refused to fill in and sent back the questionnaires. Others had no time for interviews and others kept on avoiding the researcher. The researcher had patience by waiting for a very long time and this encouraged flexibility by conducting interviews to some respondents instead of questionnaires like the KTB.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.0 Introduction

This chapter looked at the basic findings from the field, such as the challenges and opportunities of tourist boards in the development of tourism, a case study of Kenya Tourist Board (KTB). Among the 76 respondents selected, only 42 respondents were reached by the researcher and these included two KTB Staffs, three Tourism department staffs, Fifteen Travel and Tour companies, Hoteliers and twenty two Tourists.

4: 1 The Roles of Kenya Tourist Board (KTB)

4: 1:1 Background of Kenya Tourist Board

Kenya Tourism Board (KTB) was formed on February 7th 1997 after the Kenya Government accepted the fact that it was necessary to have an autonomous marketing arm for the tourism industry. The principal goal of K T B was to market Kenya as a tourist destination both locally and internationally. Tourism was second largest foreign currency earner after agriculture though the trend continuous up to date. The Act established mandated the Kenya Tourist Board (KTB), as the main promoter and developer of all aspects of the tourism industry in Kenya.

4:1:2 Specific roles of KTB

The research findings used both primary and secondary from the field revealed the following specific roles of the KTB in the development of tourism industry in Kenya. KTB:

- Promoted and marketed Kenya as a tourist destination abroad and within the country so as to bring a vibrant and sustainable tourism industry in Kenya.
- Provided tourist information through the establishment of tourist information centres within the various tourist destinations in Kenya so as to provide information to the tourist on the existing tourist attractions.
- Undertook market research so as to establish up-to-date tourism database as well as knowing the major tourism source markets so as to effectively use its deficit budget.
- Conducted publicity campaigns (advertising, public relations, road shows etc).
- Prepared and publicized destination brochures and other promotion materials like magazines and fliers.

- Fostered and understood the importance and economic benefits of tourism industry to the country.
- Adopted the different measures or marketing strategies to advertise and publicize Kenya as a tourist destination.
- Undertook research and experiments and operations to improve the bases of the tourism industry in general in Kenya.
- Encouraged the development of tourism industry in Kenya. Through proper coordination and the involvement of the various tourism stakeholders in the development of tourism industry in Kenya.
- Improved and developed the Kenya tourist products. For example provided advice to the various tourism stakeholders in developing attractions, image, accommodation and accessibility.
- Diversified the tourism products so as to tap the various tourist market sources so as to increase tourist arrivals as well as repeat tourists.

However, the research analysis revealed that only few roles assigned to be performed by KTB have been achieved.

4:2 Extent of KTB Performance Of Its Roles

4:2:1 The achievements of KTB

Marketing was prerequisite for tourism development and as such the setting up of the KTB as a marketing board for tourism in Kenya was seen as a road to tourism development. The realization that marketing and tourism promotion was essential in the tourism industry development led to formation of KTB in order to reposition Kenya as a preferable tourism destination in the world market since there was increased competition, negative publicity of Kenya in foreign markets and needed to promote public-private partnership in tourism development (Dann, 1993).

KTB integrated with the private sector both domestic and foreign to develop tourism. This led to the formation of the Tourism organizations, which are private bodies that were intended to be the representative, voice of tourism private sector interests.

KTB and Kenya Civil Aviation Authority (KCAA) cooperated to improve the gateway of the tourist in the country by renovating the Jomo Kenyatta International Airport and Moi international Airport to international level this increased its occupancy capacity. This led to the increased number of international airline scheduled in the country. There were more than 25 international flights which came to the country; unfortunately they were not enough to cater for tourists who visited the destination. Due, to improvement of domestic air transport and the introduction of community airlines operating in most part of the country made it easier and convenient to travel.

The Kenya Tourist Board (KTB) was awarded the title of 'Best Tourist Board in Africa' at The Good Safari Guide Awards 2009, which were presented at the first night of Indaba 2009 at a gala dinner at the Hilton Durban on Friday 8th May. Kenya Tourist Board came top in the 'Best Tourist Board' category due to its positive and tangible work for the country and its travel industry in 2008.

KTB won this prestigious award against the other nominated tourist boards of Gambia, Mozambique, South Africa and Zambia. The Good Safari Guide held annual awards to recognise the outstanding achievements of the safari industry in Africa with the travel trade nominating all contenders. In which Kenya appeared in all 16 categories.

Maryanne Jordan, Acting Manager Director at the Kenya Tourist Board commented that: "We are honoured to win the title of Best Tourist Board which supports our extensive recovery and stabilisation campaigns in 2008 to maintain and boost the tourism industry in Kenya. This award is also for all our partners and all lodges, camps, hotels and tourism companies in Kenya who continue to provide and promote Kenya to the world."

KTB introduced a number of awards to the tourism stake holders which enabled in the improvement of better performance in the development of the industry. The awards included KTB media award, KTB tour operator's award, KTB tour operator's humanitarian award, KTB hotel award and KTB lodge award. (KTB Report 2005/2006)

In order for KTB to market the country as a tourist destination, it established its own web site which it advertised the country's tourism attractions, in addition to that KTB established

ground offices in the countries which generated large number of visitors who visited Kenya, and they included the United Kingdom and United States of America.

KTB acted as the prime organization that dealt with destination marketing in Kenya, it had to has develop tourism marketing strategies whose main objectives was to recover the lost business in its source markets this was enhanced by improving the promotions strategies that developed new higher yields. For example the current marketing strategy 2003-2007 responded to the expansion of markets, product based and effective marketing links of niche tourism, safari business and coast tourism. Hence KTB promoted a sound strategic framework in tourism development (KTB Newsletter 2005).

Due to the increased marketing activities by KTB the trend showed that the number of tourist arrivals increased after the establishment of KTB in 1997. The tables below shows the comparative findings of the study on the number of tourist arrivals, annual change and foreign receipt in Kenya before and after the formation of KTB. After the formation of the KTB (1997), the tourism performance has been improved as shown in the following table.

Table: 1 Tourist arrivals and earnings after the formation of KTB (1997-2007)

Year	Number of Visitors Arrivals	Annual Change (%)	Receipt (US \$ Mill)	Annual Change (%)	Receipt (KSHS Mill)
1997	359,096	10.09	392.39	21.72	235,446.00
1998	482,331	34.32	570.00	45.263	370,500.00
1999	627,325	30.06	733.28	28.65	586,624.00
2000	501,669	-20.03	739.06	0.79	628,201.00
2001	525,000	4.65	725.00	-1.90	665,115.00
2002	575,000	9.52	730.00		705,618.00
2003	576,000	0.17	731.00		759,070.40
2004	582,807	1.18	746.02		812,415.78
2005	612,754	4.8	823.05		928,058.84
2006	644,144	5.12	862.00		1,079,137.00
2007	719,003	15.13	952.00		1,180,140.00

Source: Economic survey in Kenya

Table 2: Tourist arrivals before the formation of KTB

Year	Number of Visitors Arrivals	Annual Change (%)	Receipt (US \$ Mill)	Annual Change (%)	Receipt (KSH Mill)
1991	186,800	22.09	94.73	45.74	21,115.00
1992	201,744	8.00	120.04	26.72	42,014.00
1993	230,166	14.09	146.84	22.33	73,420.000
1994	261,595	13.65	192.10	30.82	103,734.00
1995	295,312	12.89	259.44	35.05	155,663.00
1996	326,188	10.46	322.37	24.26	194,220.00

Source: Economic survey in Kenya

Since 1997, there was a continuous increase in the foreign exchange earnings in the country. This was definitely due to the introduction of the KTB; which used strategic marketing and promotion tactics that increased the earnings that simultaneously increased the number of visitors to the country.

In comparison between tourism trends before and after formation of KTB was evident that since the inception of KTB in 1997 there was a tremendous change in Kenya's tourism industry. KTB played a key role in tourism development as the visitor's numbers; hotel bed occupancy by Kenya residents resulted positively and showed signs of growth. In addition the foreign exchange earnings stabilized and in the year 2006 it recorded a higher earnings of 862 US \$ million. Thus KTB contributed highly to Kenya's tourism development.

4.1 Background Characteristics of Respondents

4.1.2 Sex distribution

As it can be seen in the table 3 below, out of the 76 respondents, majority (62%) were males while (38 %) were females. The researcher believed that gender differences could not affect the objectives of the study since random sampling was used and there was an equal chance of males or females to be given questionnaires or to be interviewed. Though the sample size was 76 only 42 responded to the questionnaires posed to them.

Sex was analyzed to establish the distribution of the respondents by gender as described in the table below;

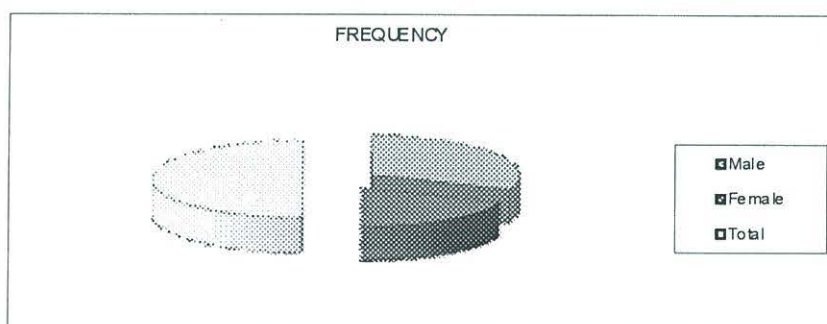
Table 3: Distribution of Respondents by sex

SEX	FREQUENCY	PERCENTAGE
Male	26	62
Female	16	38
Total	42	100

Source: Primary Source

In the above table it showed that the number of tourists that visited in relation to sex had a slight difference as stipulated in the graph below. There are a number of reasons that contributed to the difference they included the female sex are normally involved with many responsibilities such as families, jobs as compared to male sex, the traditions mostly made it hard for females to travel, females were inflexibility in movement as compared to males since the females can't survive in harsh conditions for example lack of adequate water to use.

Figure 1: Distribution of Respondents by sex



Source: Primary Source

4.2 Distribution of Tourist/Visitors by Origin

The researcher established the origin of the visitors and came up with the fact that most of the visitors or tourist in Kenya come from foreign countries as it accounts for 48% while the citizens visitors accounts for 19% only as stated in the table below;

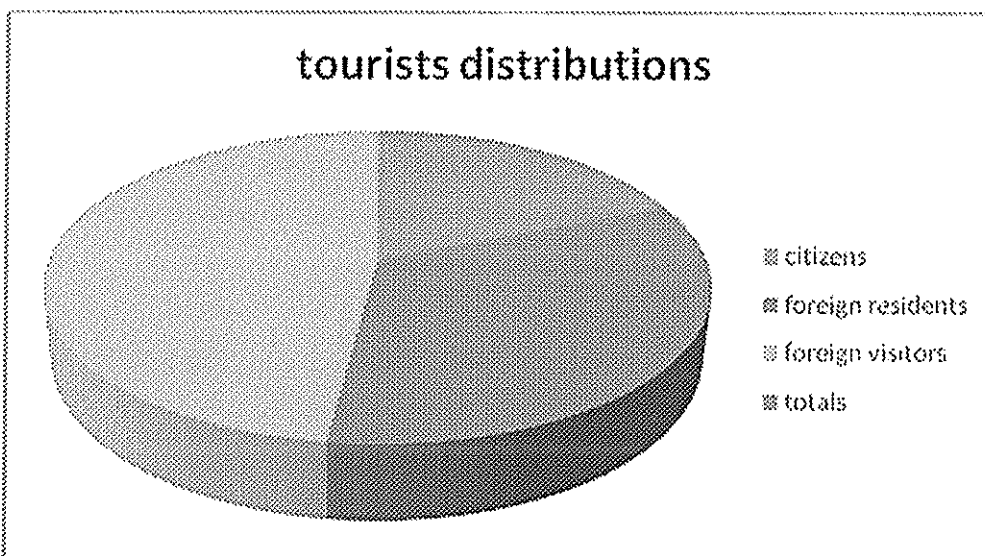
Table: 4 Distribution of tourist by origin

Tourist	Frequency	Percentage
Citizen	08	19
Foreign residents	14	33
Foreign visitors	20	48
Total	42	100

Source: Primary source

The distribution of the tourists in the study area was influenced by a number of reasons, the nature of attractions, accommodation and transport. Majority of the tourists enjoyed the favourable weather, beaches, culture, wildlife, different types of food and the stability of the region.

Figure 2. Distribution of tourist by origin



4.3 Purpose of Visiting Kenya as a destination

The researcher established four purposes for the visitors or tourists visiting Kenya as a tourist destination. The purposes were holiday and leisure, business, visiting friends and relatives and study to be the fourth one. The majority 79% selected holiday and leisure as their major aim of visiting Kenya. Business became the second by 14% and visiting friends and relatives together with the study purpose were almost the same. Other options like health were last with 7%. This was illustrated below;

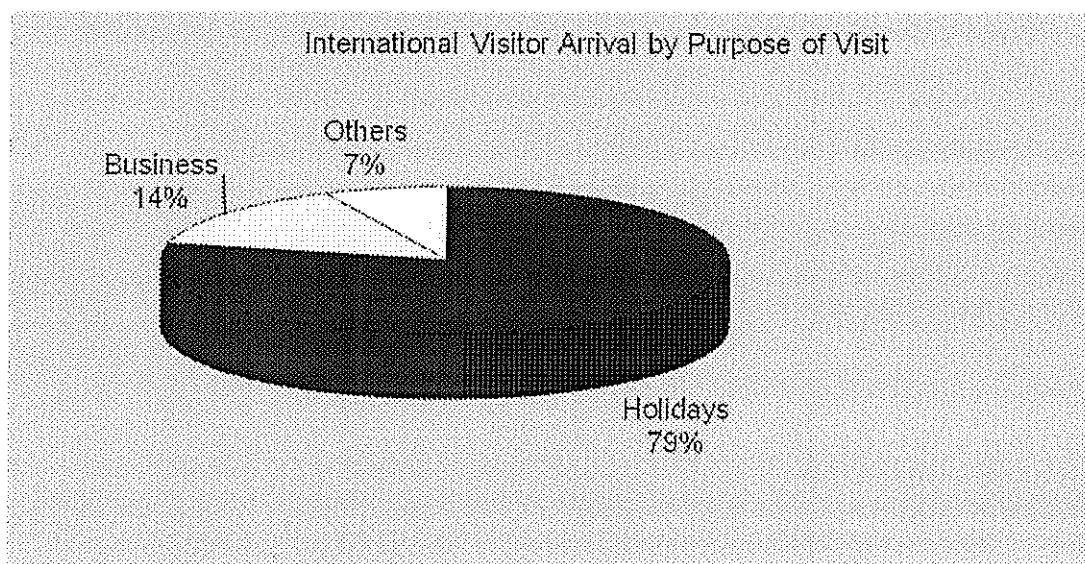
Table 5 purpose to visit Kenya

Purpose for visit	Frequency	percentage
Holiday and leisure	33	79
Business reasons	6	14
Visiting friends and relatives	3	7
	42	100

Source: Primary source

The researcher has also visited some documentary study and came up with the fact that the majority visit Kenya for Holiday purpose and followed by business as shown below,

Figure: 3 International visitor arrivals by purpose of visit



Source: secondary information

4.4 Reasons to Travel To Kenya

The researcher established the possible reasons that attracted tourists to Kenya. 20 % of respondents argued that Kenya was a safe country, easy to get around 10% mentioned that Kenya was a cheap option destination, home of safaris had 10%, Kenya the home of wildlife 30% and cultural tourism had 20%.

All the above reasons were pointed out by the respondents to comply with the questions that were posed to them and gave their reasons why they visited Kenya.

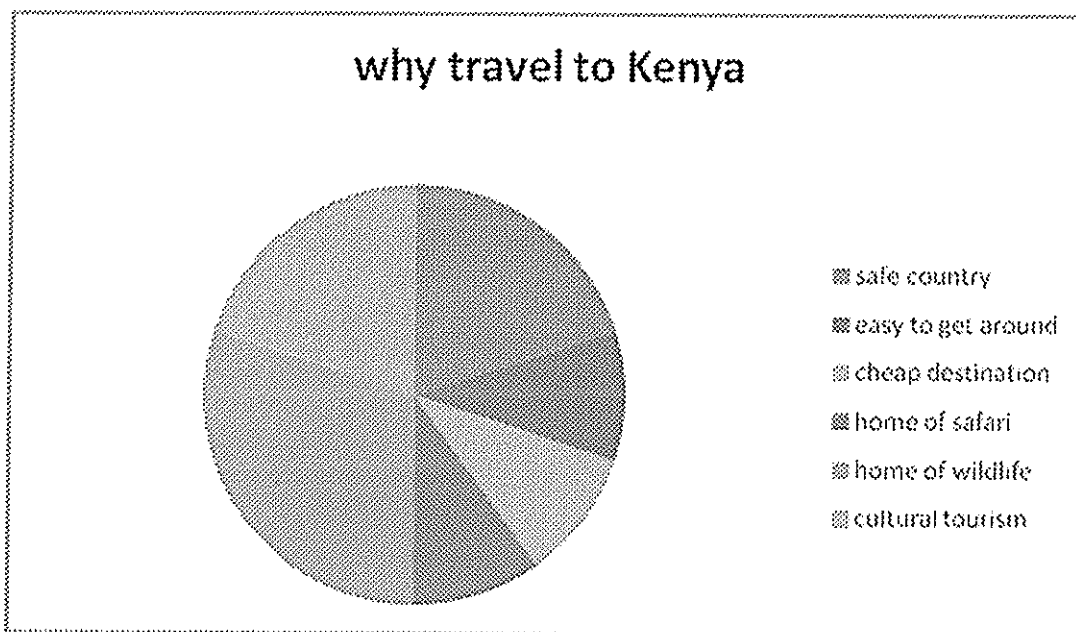
Table: 5 Reasons to travel to Kenya

Reason	Percentage	frequency
Safe country	20%	9
Easy to get around	10%	4
Cheap Destination	10%	4
Home of Safaris	10%	4
Home of wildlife	30%	13
Cultural tourism	20%	8
Totals	100%	42

Source: Primary source

Many tourists who visited Kenya had their own reasons to visit this contributed to increments of earnings in the country. The information regarding to their reasons was stipulated in the graph below;

Figure: 4 Reasons to travel to Kenya



Source: Primary source

4.5 Promotion of Kenya as a Tourist Destination

The finding revealed that amongst the promotion ways that could be possible used to attract visitors or tourist, the majority (40%) of the respondents mentioned the word from the friends to be first way that attract many visitors to visit Kenya. This was followed by the mass media

as the second to be mentioned by the majority by 20%, trade fairs 19%, internet 15%, brochures 04% and street promotion 02%.

4.6 Rating Tourist Services

The researcher established a question on how the tourist can rate the services with the given benchmarking such as very good, good, fair, poor and very poor. The Majority (65%) of respondents selected good as the rate of performance of services provided.

4.7 Kenya Tourist board (KTB), Its Roles, Opportunities and Challenges

Kenya Tourist Board was formed by the Act of parliament, the Tourist Board Act, 1997. The Act established the Kenya Tourist Board (KTB), and mandated its functions as promotion and development to all aspects of the tourism industry in Kenya.

4.7.1 Specifically the Roles of KTB Included;

The researcher during the field work found the following specific roles of KTB;

- Promotion of Kenya's tourism potential abroad and within the country.
- Conducted publicity campaigns (advertising, public relations, road shows, etc) within the objective of attracting more tourists.
- Prepared and publicised destination brochures and other promotional literature.
- Provided tourist information through the establishment of tourist information centres within Kenya.
- Undertook market research to establish up-to-date tourism database.

Due to the above roles that KTB was tasked to perform the following functions;

- To encourage Development of the tourism industry in Kenya.
- To promote tourism domestically and internationally.
- To adopt the different measures to advertise and publicize Kenya as a tourist destination.
- To undertake research and experiments and operations to improve the bases of the tourist industry.
- To foster and understand the importance and economic benefits of tourism to the country.

4.7.2 Challenges Faced By KTB

From the secondary and primary information, the researcher came up with the following challenges;

Tourism soundly and sustainably development, can become a power for creating more jobs, combating poverty and protecting natural and cultural environments. However tourism as a industry faced dynamic problems which automatically affected industry stakeholders thus prompted government involvement in supporting the industry to ensure sustainable development.

Kenya tourism faced stiff competition, lack of facelifts, insecurity, and uncontrolled development among others though it offered a panacea for socio-economic and cultural development hence promoted a challenge to KTB. The challenges were both internal and external.

The KTB Managing Muriithi Robert, during the 2nd conference on peace through tourism in Dar es Salaam (2003) emphasized that the dented image of tourism was one area that needed to be addressed if KTB was to succeed in revitalizing the tourism industry in Kenya. "We have to redress the negative image portrayed about our country especially the international media." This showed that KTB had a burden in repositioning Kenya as a tourism destination to its magical glory in the tourism industry (2nd Conference on Peace through Tourism in Dar es Salaam, 2003).

The domination of key sectors of the industry by foreigners, due to favourable investment policies granted to them led to image portray that tourism was for foreigners thus nationals had to isolate themselves. It was estimated that about 80% of all tourists who visited Kenya over the 1989-1995 period were attributed by foreign tour operators.

KTB faced shortage in skilled human resource in the tourism industry. This was because the country had not yet trained enough people in the field of tourism. The board lacked knowledgeable people on the field of tourism marketing and promotion since most of the people are had general knowledge on the said fields which made the board less efficient in marketing Kenya as a tourism destination.

KTB lacked funds to support its programs. This was because the board got its funds mainly from the government through the ministry of tourism, which was not enough to cater for the

marketing programs which needed a lot of money. “Successful market strategies need a lot of investments by the marketer” (Kamugisha, 2000)

The level of infrastructure development in the country was another hindrance to successful marketing by KTB. In this case the board faced the challenge of means of advertising since they didn't have reliable means of Media. This led KTB to spend a large percentage of its allocated funds to advertisement on several mass Media worldwide.

Inefficient information provided by various tourism stakeholders particularly the tourists. From the analyzed responds the study found out that about 50 percent of tourist respondents said that, it's was difficult to get information through KTB except the tour and travel companies.

KTB had few Tourist Information Centres and Information Desks in the tourists' entrance points. KTB had few information centres in Mombasa and others making it difficult for the tourists to get information when visiting other destinations of the country.

4.7.3 Opportunities of KTB

KTB overcome its challenges by following opportunities which were achieved through the cooperation of the mission, vision, and objectives, that brought the development of vibrant tourism industry in Kenya. The following were the research findings from both primary and secondary information for the opportunities of KTB.

Co-operation among the tourism stakeholders in the promotion and marketing of Kenya as a tourist destination Mr Ndiragu Kamau the managing director of KTB said, 'we needed support from all Kenya embassies all over the world to participate in the promotion and marketing of Kenya as a tourist destination'. (Annual report 2005/2006)

KTB developed effective marketing strategies. The research findings showed that 70 percent of tourist respondents said that they knew Kenya as a tourist destination through friends. Hence KTB had to improve its marketing strategies like street promotions, radio and television and physical marketing in the source markets.

Effective marketing of domestic tourism wasn't fully effectively marketed. Domestic tourism played an important role in promoting and marketing Kenya as a tourist destination to the local people. Through advertisements KTB encouraged families, students to visit various attractions despite the findings that showed 98% of tourists are foreigners. KTB created awareness of importance of visiting the attraction in the country to save the problem of tourism seasonality in Kenya.

Massive promotion and marketing of unique attractions especially the wondering nature of migratory animals of Masai Mara game reserve. This was a great opportunity for KTB to attract new tourists as well as the repeat tourists; who were attracted by the wonderful Trans boundary resources when shifting from Serengeti in Tanzania and Coming to Masai Mara.

KTB Carried out research to discover the new source markets, apart from the leading source markets like USA, KTB undertook market research for the potential markets like China and Italia were growing and potential market. This boosted the number of tourist arrivals, foreign currency and exports and this balanced the budget expenditure which allocated large percent of its budget in those potential markets and reduced the KTB financial deficit.

KTB improved the use of Information and Communication Technology (ICT) in promoting and marketing Kenya as a tourist destination. The study findings showed that 70% of tourist respondents said that they knew Kenya through friends and some respondents like from the tourism department said that the marketing tools used by KTB were not effective in marketing. KTB had to carry research on which ICT tool was to be used as a target marketing tool.

KTB had to incorporate with the government and its various ministries to avoid environmental pollution in cities and towns like Nairobi; Mombasa, KTB maintained peace and security of tourists, improved value for money, educated police to be friendly to the tourists. The research findings showed that many tourist respondents complained much about the above mentioned problems. The solving of problems led to linkage between the following sector and ministries in order to solve the problems; they included ministries of internal affairs, the ministry of environment, the ministry on information, sports and culture and other tourism organisations in Kenya.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter marked the final stage of the study report. The chapter presented recommendations, and conclusion. The conclusions and recommendations were based on the objectives of the study that were carefully analyzed to guide policy makers and other concerned stakeholders to manage the challenges and opportunities that Kenya Tourist Board (KTB) faced in the development of tourism sector in the country.

5.1 Conclusions

This section presented the conclusions based on individual objectives of the study. The conclusions were results from the findings of the study and the researcher's interpretation of these findings.

Most of the tourists came to Kenya because it was a safe country, easy to get around, cheap destination, safaris as well as availability of both wildlife and cultural attractions.

The majority of respondents argued that the services provided by tourist establishments or facilities were good. This was used and acted upon the opportunities available for the future development of the industry.

Most of the visitors visited Kenya for the holidays and leisure. This showed that Kenya was the best cite holiday and leisure tourism. This was as a result of the KTB's promotion internationally.

5.3 Recommendations of the Study

Since KTB was a state managed Board mandated for tourism promotion and marketing of Kenya tourist industry in and out the country, the following efforts were made in order to address to its prime objectives of repositioning Kenya as a tourist destination to be achieved; Foreign investments were highly desirable in the tourism industry as they brought the new technology and capital for the establishment. There was also need for the government to put more of attractive policies that encouraged the foreign investors who came to invest and sorted out the question of poor facilities, such as construction of the good hotels with the five stars rank for tourist use.

In order to improve customer services, the Ministry of tourism in collaboration with KTB, came up with some standards for the hotels, offering services to the tourists and also to the tour guides and drivers. This was particularly after collaboration of the East African Community, where the three countries marketed as one tourist destination block. This helped Kenya to develop its tourist's products that faced stiff competition from its neighbouring countries with unique tourist's products with regard to tourism services. The improvement of customer care and service encouraged the repeat tourists and improved the sustainable tourism development in our country.

The question of security was pertinent as far as the future of tourism was concerned. There was need to provide training opportunities to the police who handled the tourists. Tourism introduced a police force called Tourist Police Force (TPF), the unit was trained to handle the tourist's robbery issues. This called for measures that ensured that all stake holders in the tourism industry were in constant alert to guarantee tourist safety at their area of visit may it be in hotels, parks, shopping facilities. It was important that the general public was trained and equipped with ability to identify potential suspects and report any suspicions promptly.

KTB developed new and special products to sort the question of monotonous of tourism products to the tourists. The products like cultural, historical, beach and resorts, conference tourism, scuba diving, deep fishing in Mafia were introduced and this influenced many tourists who visited other destinations .e.g. South Africa which offered these services.

The government recognized the roles of KTB in order and made it more effective. The government improved on the amount of funds to KTB 1.4 million KSH received annually to undertake its functions of promotion of tourism. Since the budget was carted for personnel and promotion activities it is not enough for the board.

A more proactive use of internet promoted Kenya. The existing websites were upgraded and linked to the other tourism industry websites and platform that made it easy for the tourists to navigate through the websites/ links and get full details about Kenya's tourism.

The government with collaboration with KTB improved the overseas representation. Though Kenya had representatives in New York and London Miami, KTB noticed that Kenyan tourism wasn't fully represented in overseas markets. As a result, this task provided tourism

information that was left to diplomatic and trades a mission whom was a crucial in market segmentation where these attaches' and people were globally.

There was improvement in relation to marketing and promotion by KTB, this was experienced involvement of international mass media like CNN and BBC televisions. This was done to increase the publicity of Kenya worldwide. There were a series of discussions with the European and United States tour operators that recommended Kenya to diversify its landscape and introduce facelifts that improved the wilder scenic view of nature.

KTB participated often in major and international tourism fairs, like the other tourism promotions do. KTB participated in tourism fairs like World Travel Market held in London UK, International Golf Travel Market (IGTM) held in Vitamoura, Portugal and in Africa like .e.g. South Africa, that has ASK shows held annually in South Africa and KTB improvised that in Kenya through roads shows, trip offers and advertising through media.

KTB located more tourist information centres and outlets countrywide in all attractions circuits. This assisted in information dissemination to the tourist. This led to opening of information desks at the main entry points of the tourist's arrivals and exists at Jomo International Airport and Moi International Airport in Mombasa.

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APPENDIX 1

QUESTIONNAIRE FOR KTB OFFICIALS

Dear Respondent,

This questionnaire is designed by the researcher to gather information on the topic (The assessment of challenges and opportunities of Kenya Tourist Board (KTB) in the development of tourism). The information is required for a research leading to the award of the degree of Bachelor of Tourism and Hotel Management Kampala International University. You are kindly requested to fill in blank spaces shown to the best of your knowledge. All information will be for research purpose only and will be treated in confidence.

Position in KTB: -----

1. What are the objectives and roles of KTB? -----

2. What are the strategies and targets of KTB in the development of tourism industry in Kenya?

3. How do you market and promote Kenya as a tourist destination

4. (A) how do you rate the government support in the following areas

Please tick where appropriate

Type of the support	Excellent	Good	Fair	Poor	Very poor
Financial support					
Promotion activities					
In marketing activities					
Safety and security					
Research and development					

5. Do you get support from other tourism stakeholders apart from government?

If yes specify the type of support -----

6. a) what strategies do you use to promote tourism development in Kenya? -----

b) What are the strategies mostly do you use? -----

Give a reason why? -----

7. a) Are the strategies been used effective? Yes () No ()

b) Give a reason why? -----

8. How does KTB promote Kenya tourism with other stakeholders?

9. (a)How would you describe the achievements of KTB?

(b) Briefly explain the achievements of KTB in the trend of Kenya's tourism since its establishment in the following aspects.

i) Visitor arrival-----

ii) Forex earnings -----

iii) Improving the image of Kenya

- iv) Market research -----

- v) Collection and provision of tourist information through the establishment of tourist information centres within the country-----

- vi) Conducting publicity campaigns-----

- vii) Human resource development-----

- viii) Creating greater awareness of Kenya in the tourism source markets-----

10. a) What are the problems facing KTB?

b) What are the measures taken to solve this problem? -----

11.(a)What challenges do you face internally and externally in Kenya's tourism development? -----

(b) What measures have been taken to solve the challenges faced?

12.What do you think are the opportunities of KTB in promoting tourism development in Kenya?-----

13.What are the future plans of KTB in promoting tourism development in Kenya?

Thank you for your co-operation
MAINA WAMBUI (researcher)

APPENDIX 2

QUESTIONNAIRE FOR THE TOURISTS

Dear Respondent,

This questionnaire is designed by the researcher to gather information on the topic (The assessment of challenges and opportunities of Kenya Tourist Board (KTB) in the development of tourism). The information is required for a research leading to the award of the degree of Bachelor of Tourism and Hotel Management Kampala International University. You are kindly requested to fill in blank spaces shown to the best of your knowledge. All information will be for research purpose only and will be treated in confidence.

Please tick where appropriate

Sex: Male () Female ()

Age group (please tick where appropriate)

- a) 15-20 () b) 20-30 ()
c) 30-40 () d) 40 and above ()

Your origin please tick where appropriate

- (a) Citizen ()
(b) Foreign resident ()
(c) Foreign visitor ()

1. Purpose of visiting Kenya

- a) Holiday and leisure () b) Business ()
c) Visiting friends and relatives () d) Study ()

Others (specify)-----

2. How did you come to know about Kenya as a tourist destination?

Please tick where appropriate

- (a) Internet () (b) tourism trade fairs ()
(c) Mass media () (d) from friends ()
(e) Brochures () (f) street promotions ()

Any Other specify-----

3. Why did you choose to travel to Kenya rather than travelling to other destinations?

4. (a) Are you a repeat tourist?

Please tick where appropriate

(i) Yes () (ii) No ()

(b) If yes, what motivated you to visit Kenya again?

(c) How do you rate Kenya as a tourist destination?

Please tick where appropriate

(i) Very good () (ii) good () (iii) fair ()
(iv) Poor () (v) very poor ()

5. (a) How do you rate the following tourism rendered services and facilities?

Please fill this table by ticking

Type of the Tourist services and facilities	Excellent	Good	Fair	Poor	Very poor
Transport					
Accommodation					
Attractions					

Tourist information					
Marketing tools like brochures					
Security, health and safety					
Other services					

6. (a) Please explain any problem you have faced in Kenya?

(b) How did KTB help to solve this problem?

7. What do you think in your own view that should be done to improve on tourism services and facilities so as to boost tourism industry in Kenya?

God Bless you for your co-operation
MAINA WAMBUI (Researcher)

APPENDIX 3

QUESTIONNAIRES FOR THE OFICIALS IN THE DEPARTMENT OF TOURISM IN THE MINISTRY OF TOURISM

Dear Respondent,

This Questionnaire is designed by the researcher to gather information on the topic (The assessment of challenges and opportunities of Kenya Tourist Board (KTB) in the development of tourism in Kenya).The information is required for a research leading to the award of the degree of Bachelor of Tourism and Hotel Management Kampala International University.

You are kindly requested to read the question and try to prepare for the answers in advance to the best of your knowledge. All information will be for research purpose only and will be treated in confidence.

Position in the ministry-----

1. In what areas do you work together with KTB?

2. Explain how KTB and the ministry work together in the following areas.

(a) Promoting and marketing Kenya as a tourist destination

(b) Tourism research and development-----

(c) Human resource development-----

(d) Preparation and publication of destination brochures-----

(e) Collecting and provision of tourist information-----

(f) Improving the image, health, safety and security-----

g. Market research-----

3. (a) Do you think the money given to KTB by government are enough to fund KTB activities?

(a) Yes () (b) No ()

4. Apart from KTB what are the other boards and organizations that play a role of marketing and promoting Kenya as a tourist destination-----

5. How do you rate the performance of KTB in the following areas?

Please fill this table by ticking

Type of the KTB activity	Excellent	Good	fair	Poor	Very poor
promotion					
marketing					
Image Building					
Research and development					
Tourist information					

6. What do you think are the challenges facing KTB?

7. What do you think in your own opinion should be done by KTB to improve tourism industry-----

God Bless you for your co-operations

APPENDIX 4

QUESTIONNAIRE FOR TOURISM ESTABLISHMENTS (TOUR AND TRAVEL OPERATORS AND HOTELS)

Dear Respondent,

This Questionnaire is designed by the researcher to gather information on the topic (The assessment of challenges and opportunities of Kenya Tourist Board (KTB) in the development of tourism in Kenya). The information is required for a research leading to the award of the degree of Bachelor of Tourism and Hotel Management Kampala International University.

You are kindly requested to read the question and try to prepare for the answers in advance to the best of your knowledge. All information will be for research purpose only and will be treated in confidence

TO BE FILLED BY COMPANY/HOTEL MANAGERS

Name of the organization -----

Position in the organization -----

1. How many years has the Organization been in operation?

2. (i) Does your company/hotel work hand in hand with KTB?

(a) Yes () (b) no ()

(ii) If yes, briefly explain on how it has helped you in marketing tourism

3. What is the general performance of tour and travel/hotel business in the country?

4. Has KTB helped you in marketing and promotion in the following areas?

Please tick where appropriate

(a) Managing your Websites () (b) attending exhibitions ()

(c) Making and advertising in magazines and fliers () (d) Accessing mass media ()

(e) Improving Public Relations () (f) Improving image of your organization ()

(g) Attending Conferences ()

(h) Others explain -----

5. Do KTB gives you an opportunity to participate in the national and world travel and tourism fairs?

Please tick where appropriate

(a) Yes () (b) No ()

If yes briefly explain how did it help in the development of your business

6. (a) How KTB has helped your company/ hotel in improving the quality of services and the products offered to tourists?-----

(b) Has KTB helped you in the following areas?

Please tick where appropriate

Providing information to the tourists about the your company/hotel	
Creating awareness about the products offered by your company	
Informing the tourists about the services offered by your company, hotel	
Solving the tourist complaints	

7. Do you get assistance/support from the government departments like KTB, Ministry of Tourism?

8. How do you rate the performance of KTB in the following areas?

Please fill this table by ticking

Type of the KTB activity	Excellent	Good	fair	Poor	Very poor
Promotion					
Marketing					
Image Building					
Research and development					
Tourist information					

Any other specify-----

9. What challenges do you face in marketing and promotion of your services? And how you try to overcome challenges experienced?

10. In your opinion, what should be done by KTB to promote tourism industry in Kenya?

Thank you for your co-operation
MAINA WAMBUI (researcher)

APPENDIX C
RESEARCH BUDGET

ITEMS	TRANSACTIONS	AMOUNT IN Ug x	TOTAL AMOUNT
Stationeries	Stationary	20000	20000
Secretarial services	Typing	19000	19000
Internet	From the cybercafé and other sources of data	60000	60000
Other expenses	Miscellaneous	30000	30000
TOTAL			Ugsh 129000