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***HOW TO INCREASE AND ATTRACT MORE TOURISTS
INTO KENYA THROUGH EXPERIENTIAL MARKETING
KENYA TOURISM MARKETING PLAN (2015-2018)***

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Dissertação apresentada como requisito parcial para
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Instituto Superior de Estatística e Gestão de Informação
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Project proposal presented as a partial requirement for the degree of Master of Information Management, Specialization in Marketing Intelligence

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SUMMARY

SUMMARY

This marketing plan project is a culmination of extensive strategies with the use of experiential marketing to address issues confronting the Kenyan tourism industry in order to have a sustainable tourism sector. Following the terrorist attack carried out by Islamist militants' belonging to al-Shabaab terrorist organization on Nairobi's Westgate shopping mall in September 2013, tourist forecast has gone down sharply with an average of 20% fall in tourists' arrivals which is likely to have an impact on the tourism sector in Kenya. Even before the deadly attack on Westgate, the most lethal attack by Islamist terrorists in 15 years in Kenya, the government through the Kenya tourist board had announced that in 2013 tourist arrivals were down by 12%, at 495,978, according to an October 2013 report by Bloomberg. Tourism revenues were also down by 7.4%, over FY12/13 (July-June) to reach KES96.24bn, according to a September 2013 report on the local Capital FM website.

Beyond 2013, much will depend on how quickly the Kenya tourist board can regain control of the situation. The Kenyan government believes that the Westgate mall attack was a 'one-off' incident, with a low probability of a similar event happening again over the short term period. Germany, United States, United Kingdom, Australia, Italy, France and Canada continue to be the key source market however; the Kenya tourist board can make continued growth stronger from new emerging markets in order to increase new arrivals into the country.

The marketing plan outlines the objectives to be implemented and provides the implementation strategy, activity plans, monitoring and evaluation plans, financial requirements projections and proposes a new structure of experiential marketing. A number of regional forces are identified that will impact tourism into the country including global, social and economic forces, emerging trends in visitor motivations and behavior, emerging forces in experiential marketing.

A major component of the strategy identifies target markets for Kenya to commensurate with the level of resources that will be available for marketing and promotion, in keeping with the forces and trends identified and the nature of the Kenya tourism environment. The agreed upon target market segments are: generic/mass travel, experiential travel, creative travel, adventure seeking travel,

senior/extended/long stay travel, and business related travel. The strategy phases the development of the target markets over the years of the marketing strategies in order to yield the best opportunity for results.

A core activity in developing a marketing strategy is determining the nature of experiences Kenya offers in tourism. The strategy's experience development process will continue to develop within the context of the products identified which will be promoted regionally: culture/heritage, nature, community-based. Each county in the country has a significant number of attractions and experiences and the challenge of the country is to bring these together in a creative and innovative way in order to encourage tourists to visit more than one county in Kenya.

Key words: experiential marketing, customer experience, brand experience

CHAPTER 1

INTRODUCTION

1 INTRODUCTION

According to the managing director Munithi Ndegwa, Kenya tourist board is a state corporation whose mission is to support the effective Marketing of Kenya tourism products professionally and transparently while enriching the lives of Kenya and visitors alike.

Kenya Tourist Board is a creation of the stakeholders involved in tourism. It was started in 2011 by presidential order. Basically Kenya tourist board coordinates the activities of the tourism business community in a way that they can bring together the private sector and the government. The board is mainly driven by the private sector. It has thirteen members, eight of them from the private sector. The government has three main members in the board: the Permanent Secretary to the Treasury, the Permanent Secretary in the Ministry of Tourism and the Permanent Secretary in the Office of the President in charge of Internal Security. The representation from the Government is critical to the board. Kenya tourist board operates under the umbrella of the Ministry of Tourism, although it is a private sector driven and it makes its own decisions, according to a November report on a local newspaper.

The main purpose of the board is to promote Kenya as a country, in the International market as an international destination. It also tries to promote domestic tourism. The board is charged with the responsibility of ensuring that Kenya remains a major competitor in the world of tourism.

Tourism represents 9.2% of the Gross National Product per annum and 18% of all foreign exchange earnings. It serves to stabilize the balance of payment, which is why the Tourism sector is important to the Kenyan economy. It is a big employer in itself, both direct and indirect.

Towards the end of 1997 on until mid-1998, Kenya had a crisis, along the Coastline, which affected the major tourist resorts. These crises attracted the international media, which in turn turned into publicity which affected bookings. The board then decided to go to the market source, i.e. to Europe, to reverse the trend. The action taken by the board appears to have been positive although there is still a lot to be done in regards to marketing to attract more tourists to Kenya and add more revenue

for the country, especially with the recent attacks by the terrorist which has affected tourism in Kenya.

The marketing objectives of the board include, promoting and marketing Kenya as a tourist destination locally and internationally; to establish public relations services to address issues concerning the image of the tourism industry in Kenya and facilitate the resolution of conflicts within the industry, To work in partnership with national, regional and international organizations in order to improve the tourism environment, to monitor the quality and standards of facilities available to both local and international tourists and advice the private and government agencies on how to improve the facilities, to develop and maintain professional personnel to deal with issues that adversely affect Kenya's image in the tourism industry, to initiate education and awareness programs on tourism locally and abroad.

CHAPTER 2

LITERATURE REVIEW

2 LITERATURE REVIEW

Experiential Marketing

Although traditional marketing provided useable strategies, tools and concepts that helped businesses succeed in an earlier age Yuan, (2008). But; traditional marketing and business concepts offer hardly any guidance to capitalize on the emerging experiential economy. Experiential marketing has grown in importance because traditional marketing has largely ignored the notion of act experiences. M.C. Cole, (2004). Successful businesses bring about loyal customers by providing unforgettable experiences. These are memorable activities created by a business through its brands and services to customers Pine. & Gilmore,(1999).Prahalad and Ramaswany,(2000) argued that creating personal experience would be the competitive edge for companies in the future Schmitt,(1999).further claimed experiences are formed from the interaction among different events and psychology states.

Schmitt, (1999) argued that experiential marketing differs from traditional marketing focusing on features and benefits. Experiential marketing focuses on customer experiences, examines the consumption situation, considers customers are rational and emotional and advocates methods and tools are eclectic. The effect of experiential marketing on customer still needs to be discussed. But we can know that experiential marketing will become a major concept and tool in the marketing domain knowledge in the future M.C. Nickel, (2004).

Experiential marketing is primarily submitting from the Schmitt, (1999).At the same time, he suggested five strategic experiential frameworks, which include sense,feel,think,act and relate Schmitt,(1999).According to Schmitt, (1999) five experiential frameworks include sensory experiences, affective experiences, cognitive experiences, physical and behavior experiences and social identity experiences.

The definitions of the five frameworks are provided below.

Sensory experiences involve experiences through vision, sound, taste, smell and touch such as good tasting food, magnificent images. Marketing strategies through sensory experiences may be used to stimulate the tourism experience and the desire to aid positive evaluation, adding value to tourism products.

Affective experiences framework involves customer inner feelings and emotions. Affective marketing strategies aim at creating experiences ranging from a moderate attitude to a strong emotion of joy and pride. This experience maybe used to link the new tourists to stir up their feelings on a brand. When the tourists have an affective experience, the joy will help them to have a much more positive attitude hence arising of emotions which will have been constituted by the experience.

Cognitive experiences framework involves customer ability to generate creative thoughts and appeals to the intellect with the objective of encouraging customers to engage in elaborative and creative thinking that may result in a revolution of the product. This may inspire customers to be interested in products and help them think and separately urge them reassess the profits from new products and services Schmitt, 1999).

Physical experiences & behaviors involve alternative ways of doing something. Alternative lifestyle and interactions. This marketing strategy induces the customers to change physically and mentally. When the customers changes, they may further change their attitudes, start group behaviors and even reinterpret the interpersonal relationship Schmitt, (1999)

Social-identity experiences involve all the above specified experiences. This experience needs to be perceived positively by others, and through personal experience, rather than individual personality. It makes connection between brand and social culture and also influences potential community members Schmitt, (1999)

For each kind of experience, Schmitt, (1999) also defined appropriate instruments that marketing managers can provide experiences to stimuli customers through a set of experience providers including Lenderman, (2006). Communications: advertising, public relations, annual reports, brochures, newsletters, and magazine, Gronroos, C. 2007) visual/verbal identity: names, logos, signage, and transportation vehicles; Schmitt, (1999). Product presence: product design, packaging, and point-of-sale displays; Schmitt, (2003). Co-branding: event marketing and sponsorships, alliances and Partnerships, licensing, and product placement in movies or TV; Sheu, J. J., Su, Y. H., & Chu, (2009). Web Sites and electronic media—corporate sites, product service sites, online advertising, and intranets.

Experiences are events that involve a person in a memorable way (Pine& Gilmore 1999).Experiential marketing has emerged recently and become a novel marketing mindset. The traditional marketing views consumers as rational decision-makers who care about functional features and benefits, in contrast, experiential marketers view consumers as rational and emotional human beings, who are concerned with achieving pleasurable experiences Schmitt, (1999).

Nowadays, the Tourism Industry has become a very competitive market and we have to ensure that we can be sustainable in this industry. It is difficult to find ways to be sustainable and finding a new way to reach this advantage of differentiation from other African countries is becoming a key issue for Kenya to survive this context.

In order to keep up with this new developments and constantly updating our knowledge in marketing, the focus will shift to a topic that is not widely covered in marketing text books. This topic is experiential marketing-the idea of creating brand experiences for customers to see, feel hear and live the brand thus enhancing and managing customer experience with the brand. It is increasingly acknowledge that consumers look for brands that can provide them with unique and satisfactory experiences (Schmitt, 1999b).

The aim of this study is to examine how experiential marketing can be used to create and manage both old and new relationships as well as manage living an experience through the creation of emotions brought about by brand experience in the Kenya tourism industry. The focus will be on the shift in marketing approach from the transaction focused to customer experience focused and reasons why this is an important factor behind these and how experiential marketing can be analyzed as a method of enhancing brand experience and customer experience relationships.

Experiential marketing is a constant developing topic which has been received well by companies and public as a way of bringing customers closer to the brand. The marketing plan project will seek to solve the following problem to increase and attract tourists from other countries in all the other than the key source markets by use of experiential marketing tourism brands in Kenya. Supporting this main one will be the use of experiential marketing to create and manage experiences Incorporation of experiential elements to improve the tourist's experiences Use of experiential platform to build brands in tourism for value promise in order to increase the attractions.

CHAPTER 3

METHODOLOGY

3 METHODOLOGY

This chapter aims to present the methodology used in this work.

For this marketing plan project the research design used is qualitative exploration research, because experiential marketing is an evolving approach in understanding marketing phenomena and therefore the project will involve the following in this research and the sample size will be small.

Social media and other types of e-marketing which will provide firsthand look at what the tourists perceive Kenya to be as a tourist destination and also their attitudes towards the brands that they offer in the tourism industry. Their feedback is a significant measure and provides an immediate opportunity to either change negative attitudes towards the brand, and or reinforce positive attitudes.

Conduct research examining other counties destinations within the country, in order to determine whether existing tourism products are differentiated effectively from other products with other counties within the country. Based on how the tourism products have positioned themselves in these counties, this research can be used to benchmark that Kenya can use to determine the points of differential for its tourism products.

Many social media sites have incorporated analytics into their sites and this allows marketers to assess the number of visitors that the site is receiving as well as the number of fans it has. This statistics provide significant insights into how successful particular social media efforts can be which will be useful for this project to assess projections of tourists into Kenya.

When tourists can be able to easily identify a tourism product by its logo or any other visible means, this becomes a most valuable measure of how successful a tourism product can be.

The use of hotels websites in Kenya to understand what the tourists think and feel about Kenya as a tourist destination and what experiences they have had and also the comments that they have in regard to hospitality of the community and what they would like to change.

The use of trip advisor websites to gather the views and opinions of other tourists who have visited Kenya and understand what they would like to see different if they visited Kenya again and if they would recommend their friends from other countries to visit Kenya.

The use of ethnography will play a very important role because it will include observation of the customs, habits and differences between people in situations and this will enable the project to come up with unique visitor experiences based on the customs, habits and behavior of the targeted visitors.

Creation of a blog for discussions about the experiences Kenya offers as far as tourism is concerned and also opinions of what they would expect to be different if they visited Kenya again. The information collected will be quantified to come up with solutions to the problem.

CHAPTER 4

SITUATION ANALYSIS

4 GLOBAL CONTEXT

The benefits of tourism in generating revenue and employment in both developed and developing economies have been well documented by international organizations such as the United Nations World Tourism Organization (UNWTO) and World Bank as well as by many tourism researchers. Tourism is widely regarded as one of the largest and fastest growing economic sectors in the world. Since the 1980s, tourism has been one of the leading growth sectors in the global economy. The sector has seen significant growth in revenue and employment as well as the development of new and fledgling markets. From 1950 to 2007, international tourist arrivals grew from 25 million to 903 million.

Together with the travel industry (i.e. including tourist transport, air travel but excluding commuter transport services), tourism contributed \$6.3 trillion to the global economy in 2011, equaling 9.1% to the world's GDP as a result of the direct, indirect and induced impact of this industry. With specific reference to developing countries, the World Economic Situation Report 2012 stated that they —remain net services importers, but their role as service exporters is continuously growing, especially in the transport and tourism sectors. World tourism is expected to continue the positive trends that have marked the industry in the past decade, and the next twenty years is expected to hold a steady annual growth. UNWTO estimates that tourism now contributes 30% to world exports of services, 6% to all exports, and 5% to world GDP. This puts tourism fourth in rank after fuel, chemicals, and auto products.

Overall, the industry is expected to continue to grow rapidly in the long term. UNWTO's Tourism 2020.Vision forecasts that international arrivals are expected grow by 4.1 % p.a. between 1995 and 2020 to reach 1.56 billion by 2020. Of these, 1.18 billion will be intraregional, and 377 million will be long-haul travelers. It is projected that long-haul travel will grow faster, at 5.4% p.a. than intraregional travel, at 3.8% p.a.

4.1 Tourist Arrivals by Region

The projected total tourist arrivals by region shows that by 2020 the top three receiving regions will be Europe (717 million tourists), East Asia and the Pacific (397 million) and the Americas (282 million), followed by Africa, the Middle East and South Asia. East Asia and the Pacific, Asia, the Middle East and Africa are forecasted to record

growth at rates of over 5% per year, compared to the world average of 4.1%. The more mature regions – Europe and Americas – are anticipated to show lower than average growth rates.

4.2 Travel and Tourism

It is recognized that travel and tourism has changed and a tourism product that only focuses on marketing sun, sea and sand' may not be sustainable in the changing marketplace. 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 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. Thus market segmentation and product differentiation will be important in order to maximize tourism revenue. Factors spurring growth are the desire for more individuals to travel, and the internationalization of work and technical change which have made air travel easier and cheaper. In addition, there has been in some areas a decline in barriers to travel with the setting up of mega trading blocs.

4.3 Emerging Markets

According to the World Tourism Organization tourist visitor arrivals, which were 922 million in 2008, are expected to increase to approximately 1.6 billion by 2020. Increases in disposable incomes and the growing appetite for travel by citizens of Europe (particular Eastern Europe/Former Soviet Republic countries), the Middle East, East Asia and the Pacific, are expected to fuel global travel growth. China alone is expected to generate 100 million outbound tourists by 2020, up from less than 15 million in 2009. According to the report published by UNWTO (2013), China's expenditure on travel abroad reached US\$102 billion in 2012, making it the top tourism source market in the world in terms of spending as shown in the Table.

International Tourism					Market Share
Rank		Expenditures(US\$ billions)			%
		2005	2010	2011	2012
1.	China	21.8	54.9	72.6	102.0
	Germany	74.4	78.1	85.9	83.8
2.	United States	69.9	75.5	78.7	83.7
	United Kingdom	59.6	50.0	51.0	52.3
3.	Russian Federation	17.3	26.6	32.5	42.8
	France	31.8	39.0	44.1	38.1
4.	Canada	18.0	29.6	33.3	35.2
	Japan	27.3	27.9	27.2	28.1
5.	Australia	11.3	22.2	26.7	27.6
	Italy	22.4	27.1	28.7	26.2
6.					2.4

Source: UNWTO April 2013

Over the past decade China has been, and still is, by far the fastest-growing tourism source market in the world. Thanks to rapid urbanization, rising disposable incomes and relaxation of restrictions on foreign travel, the volume of international trips by Chinese travelers has grown from 10 million in 2000 to 83 million in 2012 and their tourism expenditure abroad has also increased.

Ten Top International Tourist Destinations by Volume and Earnings.

Rank	Country	International Tourist Arrivals (mill)		Rank	Country	International Tourism Rec. (US\$Bn)
		2010	2011			2011
1.	France	77.1	79.5	1	United States	116.3
2.	United States	59.8	62.3	2	Spain	59.9
3.	China	55.7	57.6	3	France	53.8
4.	Spain	52.7	56.7	4	China	48.5
5.	Italy	43.6	46.1	5	Italy	43.0
6.	Turkey	27.0	33.3	6	Germany	38.8
7.	United Kingdom	28.3	29.2	7	United Kingdom	35.9
8.	Germany	26.9	28.4	8	Australia	31.4
9.	Malaysia	24.6	24.7	9	Macao	27.8
10.	Mexico	23.3	23.4	10	Hong Kong	27.2
21.	South Africa	8.1	8.3			9.5
55.	Zimbabwe	2.0	2.2			N/A
71.	Kenya	1.6	1.8			0.9

Source: Compiled from UNWTO data.

Of the changes that enhance the tourism sector at the global front are explained here for strategic consideration.

- 1) **Travel market for youth**; young travellers aged 16-24, are the industry's fastest growing sector which represents more than 20% of international travellers. If this trend continues it will advance affect how travel and leisure is marketed, more so if it is packaged with entertainment.
- 2) **Holistic tourism**; the UNWTO has reported that the industry has seen a demand for detox treatments, spa retreats (spiritual and wellness retreats), and also family retreats which makes tourism a family experience.
- 3) **Eco tourism**; a 2007 trip advisor survey of over 1000 travellers worldwide has found that approximately 38% of those surveyed had stayed in an eco-friendly hotel, and about 40% consider the environment when making travel plans.
- 4) **Travel demand for cruise**; the cruise industry has experienced positive results in the past five years and carnival cruise will continue to dominate the industry, however, the introduction of mega cruise will impact port facilities in terms of size, capacity and security among other areas.
- 5) **Demand for air travel**; the demand is on the rise and there is also an increasing use of low-cost, no-frills airlines.
- 6) **Restrictions for permit travel**; security mechanisms have increased due to terrorism threats which may very well have an impact on travel, especially if it is dependent on tourism like Kenya.
- 7) **Climate change**; global warming will alter the role on how tourism and travel industry develops and operates. The industry must become more aware of marine preservation, ecological management; waste management systems need to become top priority.

4.4 International tourism ownership and investment trends

The tourism industry is extremely competitive, because it is characterized by different establishments of joint ventures and partnerships which result in the formation of tourism businesses. The combination of financial and human resources, forms tourism to be able to be more efficiently and effectively maintain and enhance their share of the tourist market. The major advantage of these

companies forming together is because they can collectively control much of the world's travel and can significantly influence the flow of tourists to a destination. Tourism businesses are more capable of ensuring stable earnings, and equalize. Losses made in regions the major advantage of these tourism businesses is that they have an established world-wide presence. Airlines (as well as car,rail,ferry firms) are joining into a few huge companies that coordinate fares and revenues thus controlling hotels and travel agencies through vertical integration which makes their position strong in the global market.

4.5 SUB-SAHARAN AFRICAN CONTEXT

4.5.1 Tourism demand in Africa

According to the world tourism Organization (WTO), Africa as a whole attracts just fewer than 4% o total world tourists and accounted from 2% of international receipts in 1997.the WTO calculates that Africa has just over 3% of world accommodation capacity (796,000 beds). The top five long-haul markets for SSA include; France, UK, US, Germany and Portugal. France is the most important long-haul for 18 sub Saharan countries. Burkina Faso, Madagascar, Mauritius and Senegal are the most the most significant destinations for French visitors .UK visitors are the main long-haul tourists to South Africa, Botswana, Kenya, Gambia, Zambia and Malawi. The US is the dominant source market for Ghana, Ethiopia, Rwanda, Tanzania and Zimbabwe. Portuguese visitors mainly travel to Angola, Cape Verde, Mozambique, and Sao Tome and Principe. German visitors dominate long-haul arrivals in Lesotho, Nambia and Swaziland. Smaller markets for sub-Saharan Africa include the Netherlands, Italy, Belgium, Sweden, India, Canada and Ireland. Emerging markets for SSA include Spain, Australia, India, China and Russia.

4.5.2 Tourism Products

The SSA has a number of tourism products to offer which include the following but there are not limited to the same; wildlife tourism, scenic tourism, birding

tourism, hiking, resort and beach tourism water sporting, cultural and heritage tourism, business and convention tourism. Safari tourism is a key product for Kenya but it is not limited to the same. West Africa has pockets of resort tourism in Gambia, Senegal, and Cape Verde which mainly attracts business tourists. Other resort destinations are Mauritius, Seychelles and Mozambique.

4.5.3 Tourism Accommodation

There exists correlation between the performance of the destination and the number of rooms. In 2006 database, of 28 countries, South Africa had the greatest number of rooms 61,417 Tanzania was next with 30,600 rooms. Kenya was third with 24,000 rooms which appear to be substantial underutilization of capacity across SSA. The highest occupancy rate that was reported by Kenya was in 2006 and it was at 87%. Although a large number of international hotels generally mean the destination is successful at attracting visitors, the reverse is not always true. A total of 382 branded hotels were identified in the region (35,862 rooms) 122 hotels belonged to international hotel group and 260 were regionally branded hotels. The Accor group is the most important international hotel group in sub Saharan Africa with 46 hotels. Starwood and intercontinental, the next largest players in the region, have just over 20 hotels each. Southern Africa has 57% of the branded hotels, East Africa 25%, West Africa 15% and Central Africa 3%.

4.5.4 Airline Connections

East Africa is the best-connected region for long haul flights; Southern Africa has fewer long haul and inter-regional flights per week due to the long distance from major markets and the fact that South Africa is the only hub in the region. Central Africa has the worst long haul connections in SSA. A strong correlation is found between the number of long haul flight per week and the performance of the destination. The top three countries for tourist arrivals are South Africa, Nigeria and Kenya and are also the top three countries for long haul flights per week.

CHAPTER 5

TARGET MARKETS

5 TARGET MARKETS

The main objective of this target market is to attract visitors to Kenya and to the rest of East Africa region by having a one single tourist visa for the region. The most obvious benefit of this approach is the ability to market multi-destination itineraries, to identify and construct in partnership with the tourism industry. This can only be achieved through lead agency acting on behalf of a region/grouping of countries rather than individual destinations. For example between Kenya and Uganda, Tanzania and Rwanda, as for the multi-destination itineraries they can be based on product combinations for example, (city plus beach or mountain resort), thematic content (cultural heritage trails), or the journey itself (self-drive, rail and cruise holidays).

5.1 NICHE/INTEREST-BASED MARKETS

The focus in the tourism industry in the past, was very much on market segmentation which was based on geography, but now Kenya has recognised that interest-based tourism is being seen as a primary driving force in the global tourism market. therefore, the need to identify and concentrate upon those groups of people most likely to offer potential for market growth which is an important aspect in developing the niche/interest based markets because appropriate itineraries can be created to respond to the narrowly focused needs of the niche or interest. The worldwide web is well-suited to this task.

5.2 PROPOSED INTEREST-BASED MARKETS SEGMENTS

The present-day tourism is based largely on interest-based dimension which is growing providing destinations with a significant number of alternatives for providing memorable experiences to their visitors. The development of niche markets also allows tourism authorities to tailor the products and packages that they have developed to meet social, cultural and economic goals. in order to come up with a single tourist visa, it's important for the five member states to demonstrate that important elements which will be part of decision-making which include supply and demand, are objective in order to promote these experiences and products More importantly it will be the responsibility of each member state to propose a product or experience that will be able to

demonstrate any evidence that the demand for this product or experience can be seen or recognized.

5.3 Experiential Travel Interests

In order for Kenyan tourism to meet its goals, it has to present experiences that will appeal to the experiential market. This segment will also be looking for the more genetic types of experiences. They will be especially interested in unique and authentic experiences which involve a possibility for participation in local cultures and way of life.

5.4 Creative Travel Interests

These kinds of travellers can be as a subset of the experiential visitors but are likely to be driven by the need to be exposed to and experience art, drama, sculpture and much more. These are people who have travelled extensively and are looking for personal development and self-fulfilment. Their main focus will be largely on creative industries which include, arts-centric business that range from non-profit museums, symphonies and theatres to for-profit film, architecture and advertising companies. The creative industries are the high-octane fuel that drives the information and economy. The fastest growing segment of many nations and their economies which Kenya can benefit from.

5.5 Adventure seeking Travel Interests

There can be no doubt that Kenya with its multiplicity of attractions and cultures is a perfect match for the adventure seeking visitors. Their interests are very much tuned to the products to be identified. This has a significant interest because they must have additional motivations and expectations for travel. It is important to take note that there are soft and hard adventure travellers. The soft adventure traveller would tend to do things possibly from a distance while the hard travellers would want to directly involve more adrenaline inducing activities that characterize many aspects of this travel experience.

5.6 Seniors/Extended/Long Stay Tourism

This is an important market especially in the middle to upper income groups. There is great potential of the extended and long stay market. This kind of traveller has minimal negative impacts on a destination but significant economic and employment impacts (housing, food insurance car rentals, maids and drivers, healthcare).developing this market however, requires the development or adaption of transportation, accommodation and other services to respond to the unique needs of this demographic group. Depending on their educational and occupational levels they would have interests in all of the areas in the travel industry.

5.7 Business Related Travel

Business travel continues to be an important dimension of the overall tourism. This sector has economic activities with the region and free trade agreements being approved with many neighbouring countries. Conventions, meetings and exhibitions require the availability of special facilities. Some of the urbanized countries have world-class facilities; Kenya is in the process of developing their hardware and software capacities in order to adjust to this market.

5.7.1 STRATEGIC MARKET DEVELOPMENT

The phasing of market segment development is large part based on the readiness of Kenya and the rest of the East African Community to accommodate these market segments. Considerable work will have to be done in some cases in order to ensure that the full potential of these market segments can be realised not only in Kenya but also to the rest of the East African Community in general because of the single Tourism visa between the regions.

A consultant will be hired for each of the campaigns, working closely with KTB and private and public stakeholders in the tourism industry. Information provided by each country about their individual attractions and experiences will form the basis for the campaigns.

2015: Given the growth of China and European Union markets they will be the target of the first year's campaign. Due to lack of resources and time however, this campaign must be built on existing campaigns. In the middle of the year, a consultancy firm will be hired in order to develop the creative and experiential markets due to their ability to prioritize and meet a number of national requirements. The characteristics of this market will include: visiting amusement and theme parks, attending plays and musicals, dining, shopping and sightseeing in cities. These activities should be the focus. The experiential and creative markets will be addressed largely using social media based on the development of the work carried out in 2014.

2016: The experiential and creative traveller will be targeted especially around specific festivals and events. Since there are already existing products and experiences which can be easily packaged for the international traveller, hence this strategy has to be put into consideration. It may require countries to coordinate their dates especially for large-scale festivals. The adventure and business markets will begin to be targeted towards the end of the year, using social media as well as partnerships with the private sector.

2017: The major emphasis of this year will be to attract the adventure traveller. The Strategy proposes to wait until 2015, in order to deal with the business market and to ensure that all member states have been able to develop the necessary supply conditions so as to be able to compete both within the region as well as in the global region. The adventure market also needs to be fully understood and careful work must be carried out to ensure the right kind of packaging is presented and product developed.

2018: At this point, all identified target markets will be serviced and special emphasis will now be given to developing the seniors market. In fact 2018 could be targeted as the year of the senior with special programs providing opportunities for them and the long stay market so that they can each experience the region in a user-friendly way. It will take about 3 to 4 years however to ensure that the various attractions and experiences are well designed and oriented to the special needs of the seniors and extended-stay market segments.

CHAPTER 6

PRODUCT AND EXPERIENCE DEVELOPMENT

6 PRODUCT AND EXPERIENCE DEVELOPMENT

The product and experience development process must occur within the context of the main tourism products that will be promoted regionally. Culture/heritage, nature, community-based experiences and cruise/river based tourism. Since this is a marketing plan project, it is expected that the product focus could be altered given changes in tourist markets and world global conditions. It is also recognised that these strategies are very broad based hence there is a significant number of different products and experiences. The main challenge and focus of the product development is to identify products and experiences that will have an international value and also at the same time be unique in every aspect. With each target market there can be a mixture of heritage, nature, community-based and cruise based tourism.

The tourism project stipulates that the product development process is the responsibility of the government, both the private and public stakeholders in the tourism industry and also the board that is given the mandate to govern the tourism industry which is the KTB. Since Kenya and the East African Community are forming the single tourism visa for the region, it is important that each member state to identify a number of products and experiences in line with the products in the tourism plan.

Based on this development work, the Kenya Tourism Board will assess each product in terms of its market potential and suitability.

6.1 NATURE OF THE KENYAN PRODUCTS AND EXPERIENCES

It is the responsibility of each country to develop products and experiences since it has a significant list of attractions and experiences. The challenge on a regional level is to bring this together in a creative and innovative way so as to encourage tourists to visit more than one member state. The strategy also recognizes that there are varying levels of development of the various attractions and experiences in member states. Some have very well developed and managed products while others are in the early stages of development which may result in significant differences in the quality of the visitor experiences. One of the most important gaps is that of safety and security. Based on this reality, it is recognised that while there are attempts to develop regional standards, presently it is challenging to bring together products and experiences that are at the same level of development, quality and safety. This of course is the nature of the

regional family, but it is an element that must be taken into account when promoting the region.

The regional experiences and products will take the form of circuits, clusters, trails and packages.

The emphasis of the development process must always be on what is unique to the region. The attempt must always be to identify circuits, clusters, trails and packages that can be experienced nowhere in the world. In defining what is unique, it is often the special cultural and natural heritage of the region that is most cited.

6.2 The product and experience development process will be organised around themes and stories

These themes and stories will help to determine why individual sites, attractions and experiences once packaged together best meet regional marketing and promotional needs. It is clear that tourism must be a tool for development and by extension the regional marketing strategy must support national, social and economic programs. Within the regional strategy, member states may choose to highlight experiences and products or areas that are in need of tourism development and visitation. It is therefore within the area of responsibility of countries to identify and most importantly justify why a particular product or experience should be included within the regional marketing effort.

It must be remembered that one of the key factors in the overall tourism strategy with a single tourism visa within the East African Community, is to improve connectivity and access. Each package, circuit, product or cluster should be designed in such a way that connectivity in all forms is facilitated to the highest level possible.

6.3 Cruise-Based Tourism Product and Experience Development

The objective of cruise-based tourism product development process for Kenya and the rest of the East African Community are to make Kenya ready for the cruise industry and to raise awareness of the region as a cruising destination by 2018. Working closely with the marine transport working group the cruise-based will identify opportunities related to cruise activities. The working group recognises that it will:

- Have to coordinate with various regional groups and agencies

- Collaborate with cruise organisations and associations
- Gather feedback and essential data from the cruise industry

6.4 Cultural and Heritage Tourism Product and Experience Development

Cultural and heritage tourism can be defined as travel directed toward experiencing local traditions, art, knowledge and heritage, while respecting the host community and its surrounding environment (tangible and intangible, including natural resources).the dimensions of this type of tourism can include lifestyle, history, art, architecture, culinary, social and political systems,religion,beliefs that shapes people’s way of life and the experience of the place that includes cultural, historic and natural resources.

6.5 Nature –Based Product and Experience Development

The Kenya Tourism Board had a number of possible nature-based products presented to it by the individual member states within the region. It will review each of these suggestions using SWOT, PEST and Ansoff matrix approaches that will allow it to better understand the possibilities to develop and promote this essential part of the region’s product development mix. As with any product development it will have to take into account carrying capacities and seasonal variations in its planning and design work. While it is recognised that natural resources have the potential to create economic development opportunities, the Kenya Tourism Board has recognised that sustainability and responsibility are essential elements that must guide the product development and experience process.

6.6 Community-Based Product and Experience Development

The community-based working group has particularly important challenge in both identifying products that will have regional appeal based on the suggestions coming from the member states as well as putting together packages that can be successfully incorporated into itineraries. Part of the challenge will be to ensure that the national products that are being proposed are consistent with the overall intentions of the product development process. Many of the travellers community-based experiences are usually part of a larger set of activities and those packages involving two or three countries will need to be carefully designed in order to ensure market acceptance and competitiveness.

6.7 Developing Products and Experiences

Many resources whether they be social, natural, cultural or environmental in nature only become tourism products and experiences when they are developed within a process.

The regional product and experience development process is obviously more complex since it needs to bring together a number of individual experience and products. It is assumed that within Kenya and the rest of the East African Community, the development process of each member state has an overall product development plan for each of the elements it has identified. Without this it will be very difficult for the region to achieve any kind of success.

Some of the elements include:

- **Determining the Overall Objectives of Regional Products and Experiences**

The potential of each regional product and experience should be determined by keeping the objectives of the East African Tourism in mind. For example, is a product/experience chosen/developed to expand visitor awareness, awareness and appreciation of a particular set of resources? Is it designed to attract visitors to sites that will help alleviate poverty? Is it positioned to help the visitor to better understand the culture? Establishing a clear and concise set of objectives therefore is the first step in the regional product development process.

- **Identify the Unique Dimensions of the Resources**

Within the product development process it has been stressed that uniqueness is an absolutely essential element in identifying and developing regional products and experiences. It is important that the KTB to identify resources that provide unique opportunities that can be experienced and enjoyed. This identification process needs to be based on the information provided by individual member states.

- **Develop the overall themes of the circuits or packages**

Each set of products and experiences must be developed around themes. For example will the package tell the story of diversity within the region? Will the theme be one of

conservation of unique cultural or social elements? Will it be concerned with the evolution of a particular religious or social group within the region?

- **Develop Stories**

This will be one of the more difficult dimensions of the product and experience development process. This is where the creativity of the consultants in partnership with the KTB develops annual campaigns which will be very crucial. Storytelling is important part of the regional culture and needs to be adapted to the product development process.

- **Carrying capacity, Seasonal Concerns and Connections**

The product development process must take into account the carrying capacities of various sites. Sites with limited capacities may not be included in the package or incorporated only with the necessary visitor management controls in place in order to ensure that tourism does not in any way negatively impact the resources. Clearly many of the products and experiences are best visited at particular times of the year given climatic as well as other conditions. It may be that certain packages are only promoted during certain periods. Finally the quality and frequency of connections to the sites become crucial in facilitating the development process.

- **Development of Interpretive Strategies and Techniques**

The KTB must ensure that each site has well-developed interpretive strategies and techniques. These should include the potential use of trails, interpretive centres, guides, signage, events, virtual reality and mobile technology. Individual national resources that are proposed without an interpretive strategy should likely not be included.

- **Determine Intended Overall Experience Strategy/Time Required**

The KTB in bringing together various resources must develop and identify what the intended experience should be for the visitor. The intent here should be to help structure the visitor experience by making potential visitors aware of appropriate ways of visiting each site in the time required. It should also be determined whether it will be meant to be part of an overall group or if it best experienced individually. In many cases the provision of sample tours based on available time has been found to be very useful in

ensuring that tourists experienced the essential elements of the site. Many visitors find this especially useful at large-scale sites.

- **Activities for each site**

In order to assist the visitor in making decisions the nature of the activities that can be experienced at each site must be identified. Are there daily schedules? Are there times of the year that have a more significant amount of programming? Do the sites require a certain level of physical ability?

- **Provision of Visitor Services**

Research clearly indicates that while sites-even be of world significance-without essential visitor services may result in visitors leaving a site less than satisfied with their experience. It is also essential in considering the intended audience that the appropriate services and facilities are in place and functioning. Such services include but they are not limited to the same: food and beverage, parking, safety and security, first aid, disaster plan and toilets.

6.8 *PRODUCT DEVELOPMENT IMPLEMENTATION*

1. The KTB working groups will identify products and experiences that can be packaged into circuits, clusters and trails in keeping with the Tourism plan and marketing strategy
2. Based on the schedule identified, the KTB will provide the products and experiences to the Member states for promotion purposes
3. The KTB and the consultants of each member state will work together to agree on the specifics of each product and experience. Both working groups will consult with the relevant stakeholders and partners.

CHAPTER 7

CHALLENGES AND OPPORTUNITIES FACING KENYA TOURISM INDUSTRY

7 CHALLENGES AND OPPORTUNITIES FACING KENYA'S TOURISM INDUSTRY

7.1 Reinforce the Kenya tourism industry as a high quality service sector

It is the combination of strong resources with high quality services and an outgrowth of a global movement toward experiential learning, whereby people create meaning through direct experience. This requires a customer-focused approach, good training in hospitality, motivated and knowledgeable staff. However, some stakeholders in the tourism industry argue that many Kenya's tourism enterprises are still too product driven as opposed to consumer driven. This is due to a mismatch between the demand for skills from the tourism sector and current skills supply provided through education and training.

7.2 Better position Kenya as the number 1 tourism destination in the world

Tourism in Kenya is dominated by foreign travellers. Inbound tourism especially from non-western countries, is not currently being addressed in a structured and systematic way. Given that the European travel market is largely mature and several non-European regions show promising figures in terms of important source markets in the future, the industry in collaboration with the public sector could make more focused efforts to attract additional non-European visitors. In order to gain a competitive position as the leading tourism region in the world, Kenya would benefit from better branding, to reflect its core values and to adequately differentiate itself from other world destinations. Moreover, improved regional branding could strengthen the cohesion within Eastern Africa, by focusing on commonalities between different parts of Eastern Africa as well as on their distinct national and regional identities.

7.3 Make the tourism industry part of the knowledge economy

The tourism industry in Kenya has not yet made the transition to the knowledge economy. In addition to the lack of good market knowledge and skills, many entrepreneurs in the tourism industry are self-made (men and women with no specific educational background in tourism or management). Although they have built up the necessary skills to run a business, they often fail to capitalise on opportunities, as they

are not always aware of their own position in the tourism industry .Improving the professionalism of these enterprises is often cited as a critical priority for improving the competitiveness of the industry.

7.4 Develop Kenya tourism in a sustainable manner

The principles of sustainable development must be taken as the basis for further developing and strengthening tourism within the country. Sustainable development means that the ecological, economic and social welfare go hand in hand. Given the importance of human capital and the strong dependency of tourism on Natural and cultural resources, further development of the industry in a sustainable way is key to its continued competitiveness. Focus on the strengths and base the product on natural and cultural resources that you have and others don't have.

7.5 Increase the value generated from available resources

There is considerable fragmentation within the Kenya industry. This means that many actors are involved in delivering a given travel experience to a particular customer, which complicates the task of providing customers with a total holiday experience. Increased collaboration across the tourism value chain could also help individual enterprises to reduce the impact of the strong seasonal pattern of tourism activities on their business. Currently, tourism demand in Kenya is highly concentrated in the two high seasonal periods (July and September) and (December and February) and the two low seasons include March-June and October-December. This not only reflects revenue streams, but also leads to inefficient use of the existing infrastructure and staff. The inefficient management of human resource capacity is reflected in the low labour productivity that characterizes the tourism industry.

7.6 Create environment conducive to tourism businesses

In any industry that wants to grow, entrepreneurship is critical. In order to ensure that tourism enterprises can grow and invest in innovation and training, it is crucial that the right environment is present. This covers not only financial means, but also regulatory and other framework conditions that can either hinder or support entrepreneurship and innovation. Tourism is a relatively volatile activity that can be severely impacted by specific shocks such as terrorist attacks, natural disasters or diseases. Moreover, tourism is subject to rapidly changing trends.

7.7 Attracting and retaining a workforce

The tourism labour market is characterized as a seasonal, fragmented, multi-faceted service industry, with a large number of entry-level jobs. The seasonal nature of the tourism industry is contributing to the development of dual labour markets, comprised of core workers and peripheral ones. Although the tourism Industry offers the first work experience for many people, the sector is sometimes ill-perceived as a career choice. At the same time, the ability to attract skilled employees is critical to the industry's growth. There is a need to have a wide range of long-term career opportunities and prospects that tourism offers, particularly in the operation and management ranks, as well as general hospitality. Attractions, hotels, airlines, auto rentals and entertainment are but a few areas that offer rewarding, long-term careers.

7.8 Investing in tourism Infrastructure

Typically tourism infrastructure is viewed as consisting of museums, cultural institutions, heritage sites and parks, but the enjoyment and success of tourism experiences also requires quality public infrastructure. The significance of tourism interests in infrastructure projects must continue to be communicated to the various jurisdictions responsible for infrastructure development.

7.8.1 SWOT ANALYSIS OF KENYA'S TOURISM SECTOR

The strategy will be instrumental in championing coordination and cooperation between governments, particularly in providing policy direction on tourism and related infrastructure projects.

7.8.2 KEY STRATEGIC ISSUES FOR KENYA'S TOURISM

In the analysis of Kenya's tourism and its socio-economic situational designs against the global takings thereby, a number of strategic issues can be identified. These strategic issues can be summed up as follows:

1. Weak coordination mechanism for policy, strategies, management and marketing activities in the sector in Kenya
2. Poor implementation culture among most sector players
3. Poor tourism investment mechanism
4. Training framework which is technical rather than conceptual

5. Weak mechanisms in community ownership, participation and community based tourism
6. Weak frameworks for resource mobilization and financing of the sector
7. Weak framework for tourism research, monitoring and evaluation
8. Weak development of touristic infrastructure and ancillary services
9. Weak mechanisms for the development and enforcement of standards and quality assurance in the sector
10. Integration of sustainable tourism development in the destination management and other mainstreamed services-green tourism
11. Weak integration of ICT in the development and management of the tourism value chain
12. Weak mechanisms for benefit sharing and trickledown effect of tourism(tourism leakages)
13. Weak integrated mechanisms for the development of international, regional and domestic tourism in Kenya
14. Weak approaches to product development, diversification and differentiation
15. Limited safety and security measures
16. Bilateral and multilateral arrangements and partnerships

CHAPTER 8

TOURISM COMPETITIVENESS MODEL

8 TOURISM COMPETITIVENESS MODEL

A destination competitive advantage is thought to be related to the resources that a country is fortunate to have, which include land, natural resources, labour and the size of the local population. Countries such as these can create new endowments by building capacity, improving technology and increasing the national knowledge base and through this countries which are disadvantaged will often find innovative ways to overcome comparative weaknesses with competitive strengths.

The Travel & Tourism Competitiveness Index Rankings 2013

The Travel and Tourism competitiveness index (TTCI) aims to measure the factors and policies that make it attractive to develop the T&T sector in different countries.

Kenya has beautiful natural resources, world heritage natural sites and its rich diversity of flora and fauna, hence it was ranked 14th for all these natural resources. Kenyan tourism is a priority within the country hence it was ranked 23rd on this pillar because the government is spending on this sector and it has effective marketing campaigns. Due to its dependency on natural environment, Kenya was ranked 21st which is particularly important because its strong focus is on environmental sustainability. The position of East Africa as the continent's most attractive tourist destination has come under threat thus other blocs are taking advantage on the region's lengthy business procedures, poor infrastructure, insecurity and under developed health and hygiene. In the appendix, the comparative competitive position of Kenya for 2009, 2011 and 2013 is presented and it highlights the security situation in the country remains a hindrance to further developing the tourism sector. Although there is openness in terms of visa requirements and bilateral air service agreements which have improved significantly, property rights are insufficiently protected and much of the time the costs are also high to start a business. Furthermore, health and hygiene levels require improvement, infrastructure also remains underdeveloped and so does the human resources base (106th).the security situation in the country remains a significant hindrance to further developing the sector of tourism which was ranked (135th).in the appendix, the comparative position of Kenya for 2009,2011 and 2013 is presented. The world economic forum (WEF) survey on global tourism and travel competitiveness shows that Kenya, Uganda, Rwanda, Tanzania and Burundi are trailing emerging global tourism giants in Sub-Saharan Africa such as Seychelles, Mauritius and South

Africa. Kenya, EAC's top tourism investment destination, which came eighth. In the Sub-Saharan Africa rankings, Rwanda, Tanzania and Uganda took position 12 and 13 respectively. Burundi was ranked at 30. At the global level, only Kenya made it to the top 100 countries of the 140 surveyed, coming in at position 96.

CHAPTER 9

IMPLEMENTATION

9 IMPLEMENTATION

This marketing experiential tourism strategy will be guided by the following that have been incorporated. The values, principles and objectives that will guide the implementation have been clearly stated. Finally, clear and specific activities have been identified and stated to assist in clarifying roles and ease the implementation.

9.1 ESTABLISHED CORE VALUES

Good governance, rule of law and dignity;

The players in the tourism sector will exhibit a strong respect for the rule of law and prudently manage the available resources under their control in a transparent and accountable manner. They will freely share information to enhance wider knowledge dissemination. Further, all actions will be geared towards up lifting and protecting the human dignity of the Kenyan people as well as the visitors

Inclusiveness and equity

The stakeholders are an important component of the tourism sector. Justice, fairness and equity will guide the interactions between stakeholders. Inclusiveness will be constantly used as the guiding beacon in these interactions.

Customer focus, responsiveness and dynamism;

Tourism is a sector that continuously changes. To be relevant, members will constantly focus on the changing needs of the customers, they will be agile and capable of responding to unexpected needs, and will exhibit a high degree of vigour.

Professionalism;

The industry players will exhibit highest levels of honest and moral fortitude when dealing with each other or the customers. Further, the standards so set in the industry will guide the performance of any task a player in the tourism industry in Kenya will employ.

Sustainability

The tourism sector in Kenya will adopt global best standards for sustainable tourism practices that uphold ecological integrity, promote economic development, and respect local cultural values of the people of Kenya.

9.2 THEMATIC AREAS

The Kenya experiential Tourism Strategy has been designed to provide strategic interventions under FIVE key strategic themes. These themes have been derived carefully from the 17 Strategic issues earlier discussed. The FIVE Strategic Themes include:

- Effective product development and deployment approach
- Enhance experiential marketing of Kenyan tourism products
- Inadequate financing and improve the investment environment
- Be more scientific through research and information management
- Focus on human capital, legal, policy and institutional framework

These themes are briefly explained in the following paragraphs

The need to have an effective product development and deployment approach

The sector is beset with numerous challenges. However; it was observed that the approach to the market has been more supply driven than consumer driven. To that end, customer needs have not been entrenched in the formulation of products and the marketing thereof. To arrest the situation, the managers of the sector are determined to make the consumer the focal point when developing and deploying products. In this situation, the customers include the tourists as well as consumers of the final products. At the same time, the industry will focus on encouraging community ownership, participation, and community based tourism. The managers will ensure that the concept of sustainable tourism is incorporated at the development and management of products.

While continuing to develop and enhance a unique brand of Kenya as a destination, the managers and players in the sector will put priority in coming up with unique and differentiated products targeting international and regional tourists. Finally, members in the tourism industry will take into cognizance the need to work closely with other sectors in the development of infrastructure and other ancillary services.

The need to enhance marketing through experience as a destination

Experiential marketing is a powerful tool in the development of any product. Further, the impact on an industry is felt strongly when continuous marketing is employed. The industry has been hit several times by negative publicity such as safety, electioneering cycle, poaching and natural calamities.

Experiential marketing can be used to mitigate some of the damage these negative reports have generated. It was observed that various players in both private and public sector are involved in marketing the tourism product globally. However, their efforts seem disjointed and uncoordinated resulting in reduced impact of the total resources employed. The Kenya tourism marketing will employ the experiential dynamism the sector is already in. A coordinated and concerted effort of marketing starting from the product development stage will be employed. The lead agent (KTB) will go out of the way to ensure that efforts by other agencies are synergized and when necessary coordinated with other institutions. International and regional tourism, will receive effective and proportional allocation as per the new paradigm being espoused in this document. To that end there is going to be a gradual paradigm shift from traditional source markets towards no.1 domestic as the primary core market, no.2 east Africa as the secondary market, no.3 emerging markets that is ,Asia and Middle East as the tertiary markets and finally no.4 Europe and America as the defend markets.

The need to address inadequate financing and improve the investment environment

Finance was identified as one of the biggest hindrance for effective development of the tourism industry in Kenya because of reduction of allocation of funds from the treasury being observed. These challenges will require a different direction to fixing the issue.

First and foremost the tourism sector will focus on prudent management and utilization of the available funds. To that end, a coordinated approach to activities to avoid duplication will be encouraged. The sector will also require being more innovative in search of funds from other sources rather than the treasury. The county government will be encouraged to undertake their mandates on domestic tourism and invest in the sector in terms of infrastructure and marketing experiential advertisements. These investments will be tracked and the impact assessed. Finance is the investment environment.

The need to be more scientific through research and information management

Information is power. Players in the sector will heavily rely on valid and authentic information to make informed decisions. It is important that the department of tourism has at its disposal, scientifically researched information that it can use in making decisions, or share with the private sector players in the industry. To that end, the managers in the sector will see to it the availability of scientifically researched information. Further; the information so gathered will be disseminated to stakeholders in a timely and effective manner. Information and communication technology will be used to ensure that the sector achieves a better level of decision making through scientifically obtained information

The need to focus on human capital, legal, policy and institutional framework

It was observed that there are capacity weakness in the human capital both at institutional and sector level especially when viewed against international standards. All the intended activities will be implemented by the human capital. An efficient and effective human capital with the right attitude is a must for any meaningful implementation of a strategy. An effective strategic focus is necessary to drive members to such lofty goals. It was further noted that the training of the graduates needed to service the industry is wanting. To that end, it is expected that the institutions charged with the responsibility of training practitioners in the sector review their curriculum to incorporate modern training approaches to bring forth awareness creation, improvement thinking and an attitude that focuses of positive self image. There also exist many institutions which make it a challenge when it comes to coordination, financing and sustaining a sector and so to ensure that communities benefit from tourism activities, an

investment policy will be developed to take care of these needs. An effective integration of the institutional framework has to be developed so as to avoid duplication of efforts and unnecessary conflicts which may arise, and this will also bring forth competition.

9.3 IMPLEMENTING THE MARKETING EXPERIENTIAL STRATEGY

Throughout the document implementation issues have been discussed. Many of these activities are to be carried out on a regular basis such as public relations and research.

January 2015	<ul style="list-style-type: none"> • Adoption of the Experiential Marketing Strategy
February – December 2016	<ul style="list-style-type: none"> • Hiring a coordinator • Establishment of the website with initial content in place • Design and implementation of the China and European Union Experiential campaign • Design the experiential and creative market campaign • Discussions on the establishment of private/public sector partnerships • Initial adoption of activities by the member countries • Start-off the Marketing Experiential campaign

<p>January – December 2017</p>	<ul style="list-style-type: none"> • Annual assessments of effectiveness • Development of further partnerships and collaborations • Implementation of the experiential and creative market campaign • Initial design and development work on the adventure travel market campaign • Initial design and development work on the business market campaign
<p>January – December 2018</p>	<ul style="list-style-type: none"> • Development of further partnerships and collaborations • Implementation of the adventure travel market campaign • Implementation of the business sector market campaign • Initial design and development work on the senior and long stay market • Assessment of the effectiveness of the brand • Implementation of the seniors and long stay market • Development and launch of the 2018-2021 Single tourism visa between the East African Community and Rwanda

10 CONCLUSION

The development of Kenya as a brand in tourism has been a great deal of discussion by the Kenya Government and therefore for it to see more current great appeal and recognition from other international countries, it will be a culminating decision to move from the traditional forms of marketing as a brand to experiential marketing which will give the visitors experience of feel, touch, see and more so they will be more involved in a greater experience.

11 CHRONOGRAM

	Feb -14	Mar -14	Apr -14	May -14	Jun -14	Jul -14	Ago -14
Revision of the literature							
Methodology							
Results and discussions							
Conclusions							
Limitations							
Revision of the text							

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APPENDICES

Appendix A- Travel and Tourism Competitiveness of Kenya

	2013		2011		2009	
	N= 140		N= 139		N =133	
	RAN K	SCORE	RAN K	SCORE	RAN K	SCORE
	96	3.7	103	3.5	97	3.6
T&T regulatory framework	108	4.0	113	3.9	93	4.2
Business environment and infrastructure	105	3.0	106	2.9	100	2.8
T&T human, cultural and natural resources	60	4.0	72	3.7	72	3.8
1st pillar; policy rules and regulations	95	4.3	103	3.8	90	4.0
Prevalence of foreign ownership	91	4.4	69		57	
Property rights	107	3.6	103		81	
Business impact of rules on FDI	89	4.4	84		79	
Visa requirements no. of countries	18	137.8	95		87	
Openness of bilateral air service agreements	107	7.7	119		115	
Transparency of government policymaking	102	3.8	109		68	
No. of days to start a business	107	32	105		83	
Cost to start a business per capita	113	40.4	110		101	
GATTS commitment restrictiveness (0<100)	55	62.3	52		-	
2nd Pillar; Environmental Sustainability	21	5.2	26	5.1	16	5.3
Stringency of environmental regulation	72	3.9	74		56	
Enforcement of Environmental regulation	59	3.8	69		58	
Sustainability of T&T industrial development	18	5.3	27		9	
Carbon dioxide emission, million tons/capita	18	0.3	17		19	
Particulate matter concentration	69	29.6	73		70	
Threatened species	59	4.6	62		55	
Environmental treaty ratification	20	22	16		10	
3rd Pillar; Safety and Security	135	3.2	139	3.2	121	3.9
Business costs of terrorism	133	3.5	133		128	
Reliability of police services	110	3.4	117		88	
Business costs of crime and violence	116	3.5	124		125	
Road traffic accidents/100,000 pop	128	34.4	125		105	
4th pillar; Health and Hygiene	131	1.9	130	1.6	121	1.9
Physician density/1,000 pop	121	0.1	117		115	
Access to improved sanitation %pop	118	32.0	118		106	
Access to improved drinking water %pop	130	59.0	126		121	
Hospital beds/10,000 pop	101	14.0	104		93	

5th Pillar; Prioritization of travel and tourism	23	5.4	18	5.6	12	5.7
Government prioritization of the T&T industry	34	5.9	41		17	
T&T government expenditure	21	7.0	20		19	
Effectiveness of marketing and branding	12	5.6	19		9	
Comprehensiveness of T&T data (0-120)*	86	58.0	72			
Timeliness of providing monthly/quarterly T&T data	69	14.0	46			
T&T fair attendance	-		-		25	
6th Pillar; Air transport infrastructure	77	2.8	72	2.9	77	2.8
Quality of air transport infrastructure	65	4.8	57		68	
Airline seats km/week,dom,millions*	46	15.1	47		48	
Airline seats km/week ,int l millions*	51	253.5	51		53	
Departures per 1,000 population*	97	0.9	96		96	
Airport density/million pop	114	0.3	98		106	
Number of operating airlines	57	32.0	48		54	
International air transport network	54	5.1	59		59	
7th Pillar; ground transport infrastructure	86	3.2	87	3.2	98	2.8
Quality of roads	72	3.9	77		95	
Quality of railroad infrastructure	70	2.5	74		68	
Quality of port infrastructure	90	3.8	85		83	
Quality of ground transport network	56	4.6	53		82	
Road density/million pop*	110	11.0	107		100	
8th Pillar; Tourism infrastructure	104	2.4	111	2.1	98	1.9
Hotel rooms/100 pop.*	122	0.1	119		109	
Presence of major car rental co. (1-7)*	82	4.0	95		73	
ATMs accepting Visa cards/million pop.*	105	50.7	104		98	
9th pillar: ICT Infrastructure	106	2.2	112	2.1	110	1.9
Extent of business Internet use			73		88	
Internet users*			103		98	
Telephone lines*			119		124	
Broadband Internet subscribers*			127		108	
Mobile telephone subscribers*			115		108	
ICT use for B-to-B transactions	76	4.9	-		-	
ICT use for B-to-C transactions	72	4.5	-		-	
Individuals using the Internet, %*	93	28.0	-		-	
Fixed telephone lines/100 pop.*	127	0.7	-		-	
Broadband Internet subscribers/100 pop.*	121	0.1	-		-	
Mobile telephone subscriptions/100 pop.*	118	67.5	-		-	
Mobile broadband subscriptions/100 pop.*	118	0.3	-		-	
10th pillar: Price Competitiveness in the T&T industry	91	4.3	93	4.3	70	4.7
Ticket taxes and airport charges (0-100)*	122	57.7	116		111	
Purchasing power parity*	25	0.5	35		48	
Extent and effect of taxation	87	3.3	122		110	
Fuel price, US\$ cents/litre*	86	127.0	83		77	

Hotel price index, US\$*	79	144.5	75		16	
11th pillar: Human Resources	106	4.3	106	4.4	100	4.5
Education and Training	102	4.2	93	4.3		
Primary education enrolment, net %*	119	82.8	120		116	
Secondary education enrolment, gross %*	107	60.2	108		107	
Quality of the educational system	37	4.3	32		33	
Local availability specialized research & training services	64	4.3	56		36	
Extent of staff training	69	3.9	70		47	
Availability of qualified labour	124	4.4	-		-	
Hiring and firing practices	11	5.0	12		21	
Ease of hiring foreign labour	73	4.1	71		85	
HIV prevalence, % adult pop.*	130	6.3	129		124	
Business impact of HIV/AIDS	126	3.3	127		119	
Life expectancy years*	120	57.1	123		117	
12th pillar: Affinity for Travel & Tourism	58	4.7	70	4.6	50	4.9
Tourism openness, % of GDP*	64	4.9	100		82	
Attitude of population toward foreign visitors	51	6.4	31		22	
Extension of business trips recommended	51	5.6	59		26	
Degree of customer orientation	63	4.6	-		-	
13th pillar: Natural resources	14	5.3	28	4.4	25	4.5
Number of World Heritage natural sites*	18	3	24		23	
Protected areas*	-		57		57	
Quality of the natural environment	71	4.3	84		90	
Total known species*	14	1,502	14		14	
Terrestrial biome protection (0–17%)*	66	11.4				
Marine protected areas, %*	37	1.2				
14th pillar: Cultural resources	97	1.8	107	1.6	114	1.4
Number of World Heritage cultural sites*	63	4	73		82	
Sports stadiums, seats/million pop	120	6,710.0	112		113	
Number of international fairs and exhibitions*	60	27.7	66		73	
Creative industries exports, % of world total*	83	0.0	82		76	

	2006	2007	2008	2009	2010	2011	2012	Growth Rate (%)	2013	2014	2015	2016	2017
1. Visitor Exports	127	144	122	103	146	171	179	2.5	184	188	193	198	203
2. Domestic Expenditure	92	98	100	105	111	113	118	4.6	124	129	135	142	148
3. International tourism expenditure (=1+2+government individual spending)	222	245	225	211	26	289	303	3.4	313	324	335	346	358
4. Leisure spending						200	208	2.9	214	221	227	234	240
5. Business spending						88	94	4.4	98	102	106	111	116
6. Purchases by tourism providers including imported goods (supply chain)	-	91	-	88	-	-	-	3.4	-	-	-	-	-
7. Direct contribution of Travel and Tourism to GDP (=3+4)	131	145	131	123	152	168	175	3.4	181	187	193	200	207
8. Other final impacts (indirect and induced) Domestic supply chain	78	87	78	73	91	100	105	3.4	108	112	116	119	124
9. Capital investment	57	54	50	45	40	44	48	4.5	50	52	54	57	59
10. Government collective spending	26	28	27	27	28	29	30	4.7	32	33	35	37	38
11. Imported goods from direct spending	-	14	-	10	-	11	-	3.9	-	13	-	14	-
12. Induced	67	73	64	61	70	73	76	3.7	79	81	84	88	91
13. Total contribution of Travel and Tourism to GDP (=5+6+7+8+9+10)	346	375	341	319	371	404	421	3.7	437	453	470	487	505
14. Employment impacts ('000) Direct contribution of Travel and Tourism to employment	264	280	255	241	290	313	317	1.2	321	325	329	333	337
15. Total contribution of Travel and Tourism to employment	719	748	688	647	730	778	788	1.4	799	810	822	833	845
16. Tourist arrivals (in millions)*	1,600,541	1,816,800	1,203,200	1,490,400	1,609,100	1,822,900	1,873,752	10.0	2,061,127	2,267,240	2,493,964	2,743,360	3,017,696
17. Earnings *	56	65	53	63	74	98	120	20.0	133	143	172	206	240
18. Bed nights available*	13,003,500	14,711,600	14,233,600	17,125,300	17,161,800	17,419,600	19,335,756	11.0	21,462,689	23,823,585	26,444,179	29,353,039	32,581,873
19. Bed nights occupied*	5,921,700	6,939,200	3,699,000	6,242,800	6,662,300	7,015,200	7,997,328	14.0	9,116,954	10,393,327	11,848,393	13,507,168	15,398,172
20. Bed nights occupied by domestic tourists (millions)*	1	2	2	2	3	3	3	19.0	3	4	5	6	7

Source: Compiled from WTTC Travel and Tourism Economic Impact, 2012.

* Kenya National Bureau of Statistics