



**FACTORS INFLUENCING THE DECLINE OF INTERNATIONAL TOURISTS' ARRIVALS IN KENYA**

**MARTIN MUGAMBI MBURUGU**

## FACTORS INFLUENCING THE DECLINE OF INTERNATIONAL TOURISTS' ARRIVALS IN KENYA

<sup>1</sup> Martin Mugambi Mburugu <sup>2</sup>Dr. Gladys Rotich

<sup>1</sup> Student, Jomo Kenyatta University of Agriculture & Technology, Kenya

<sup>2</sup> Lecturer, Jomo Kenyatta University of Agriculture & Technology, Kenya

Accepted: December 1, 2015

### ABSTRACT

*The main objective of this study was to determine the factors influencing the decline of international tourists' arrivals in Kenya. The specific objectives include: to establish the extent to which security influences the decline of international tourists' arrivals in Kenya; to determine if infrastructure affects the decline of international tourists' arrivals in Kenya; to evaluate if visa fees influences the decline of international tourists' arrivals in Kenya and; to establish whether marketing by the Government of Kenya influences international tourists' arrivals in Kenya. This study was conducted on members of Kenya Association of Tour Operators (KATO). The study used survey research. It utilized stratified random sampling technique and questionnaires to get information from the population. The study utilize questionnaires to gather information from the respondents. 92 filled in and returned the questionnaires giving a response rate of 76%. International tourist concern when visiting Kenya shows that 88% are concern about terrorism. Results show that 69% of tour operators are concern about terrorism, 23% are concern about robbery. The perception of security by international tourist show that 39% of the respondents indicate that international tourist perception on security is real, 29% think that it may be real, 27% believe to be exaggerated. Opinion of tourist on Visa Fee from source market shows that 39% noted that Visa Fee are affordable, 35% noted to be high, 21% noted that it is similar to other countries. Quality of hotels and tourist centers shows that 96% noted that quality of hotels and tourist centers are very important in attracting international tourist while 4% noted to be moderately important. Form of marketing Kenya in source market shows that 77% of the respondents use internet to market Kenya. Kenyan government uses tourism expos with 47% response. What government should do in marketing Kenya show that creation of awareness in source market with 50% responses noted that the government should continue creating awareness to tourist in the source market. The study recommends that security issues for international tourist should be taken seriously by all stakeholders. The study also recommends that the government should continue reviewing Visa Fee on a periodic phases such that on low seasons, the government should subsidize Visa Fee to maintain the level of tourist and on pick seasons to revise it to boost revenue collection. The private sector and the government should maintain international standards of hotels and tourist centers. The government should improve road network in the country more so in the tourist centers and sites.*

**Key Words:** International Tourists, Arrivals

## **Introduction**

This study sought to establish the factors influencing the decline of international tourists' arrivals in Kenya. This chapter introduces the study by briefly describing the background of role of international tourism in Kenya, performance of international tourism as well as Kenya association of tour operators, statement of the problem, objectives of the study, scope, justification and limitation of the study.'

## **Background of the study**

One of the more notable aspects of the current global economic recovery has been the strength of tourism and related industries. New York City, for example, was host to a record 52 million tourists, 11 million from abroad and 41 million from the United States in 2012 (Bakeman, 2012). This means that approximately one million people visited the city every week for the whole year. According to United Nations World Travel and Tourism Council (2012), tourism has grown into one of the most important industries in the world. New York City, a leading tourist destination has added roughly 285,000 jobs since employment began to recover in November 2009. Of these, 68,500 have been in the leisure and hospitality sector, meaning that tourism and allied activities account for almost a quarter of all the new jobs in the city over the past four years (Bakeman, 2012).

It has replaced manufacturing in the economy of New York City over the past 40 years (David, 2012). It has generated middle-class jobs that employ immigrants and unskilled workers. This helps speed them up in the economic and social ladder far better than factory work. The significance of Tourism in New York, which is the world's leading tourists' destination city, is thus important to the growth of the city (David, 2012).

Tourism has been recognized as being significant to the economy of many countries, Kenya included

(UNWTO, 2012). It brings in large amounts of income into the local economy in form of payment for goods and services needed by tourists, accounting for 30% of the world's trade of services and 6% of overall exports of goods and services (UNWTO, 2012). It also creates opportunities for employment in the service sector of the economy associated with tourism (UNWTO, 2012). The service industries which benefit from tourism include transportation services such as airlines, cruise ships and taxicabs; hospitality services such as accommodation, including hotels and resorts, and entertainment venues, such as amusement parks, casinos, shopping malls, music venues, and theatres. This is in addition to goods bought by tourists, including souvenirs, clothing and other supplies (The American Heritage, 2005).

Tourism plays an important role in economic recovery and stability in Kenya. Tourism is Kenya's second largest source of foreign exchange revenue after agriculture, making it a core contributor to the economic success of Kenya (Blij, 2010). The 34 national parks and game reserves in the country have provided platforms for photo safaris by tourists who are eager to explore such regions. The Great Rift Valley, mosques in Mombasa, coffee plantations in Thika, and beaches along the Indian Ocean are other tourist attraction sites in Kenya (Kenya Wildlife service, 2014). The realization of the importance of tourism to the country's economy led to the creation of the Ministry of Tourism, which works hand in hand with the Kenya Tourism Board, to ensure that international tourists enjoy their stay in the country. More international tourists will be attracted into the country if the industry was run in a manner that is pleasant to both the country and its tourists (Ministry of Tourism, 2013).

In the diverse socio-economic situation, it is the government that has the required social, political capacity and legitimacy to bring together and coordinate the activities of diverse and different interest groups that are involved in the development of tourism and, also, establish the required level playing field. In this regard, as probably is the case in most less-developed countries where tourism is a major socio-economic activity, the Government of Kenya has, over the years, played a crucial role in the development of the country's tourism industry ( National Tourism Strategy, 2013- 2018) .

The Kenya government laid the requisite groundwork that resulted in the robust and expansive tourism infrastructure in the country, including game parks, hotels, telecommunication and transport infrastructure. As a consequence, it jump-started the rapid development of the country's tourism industry (National Tourism Strategy, 2013- 2018). However, in recent years, particularly after 2007, Kenya's tourism industry has been confronted with serious problems, including declining international visitor arrivals and decreasing tourism revenues (National Tourism Strategy, 2013 – 2018).

Ironically, the same government that played a crucial role, especially in the initial development of the country's tourism industry, is currently being blamed as being responsible for the industry's current poor performance. The problems influencing the decline in international tourists' arrivals need to be investigated and curbed to ensure that the industry grows and helps in boosting the economy of Kenya (National Tourism Strategy, 2013 -2018).

#### **The Role of International Tourism in Kenya**

The UNWTO, defines international tourist as any person who travels to a country other than that in

which he or she has his or her usual residence but outside his or her usual environment for a period not exceeding 12 months and whose main purpose of visit is other than exercise of an activity remunerated from the country visited (2006). The development of tourism as an international business is a recent activity. Though modern mass tourism has developed in different contexts, its origins can be traced to the affluence of the industrialized countries of Western Europe, North America and more recently, Japan. International tourism has also expanded significantly in Eastern Europe. It is becoming an important sector in many developing countries in Asia, Africa, Latin America, the South Pacific and the Caribbean (UNWTO, 2006).

In Kenya, tourism is accepted as an economic pillar and a valuable asset to the national economy (Kenya Vision 2030). Tourism plays an ever increasing and crucial role in the growth and development of Kenya's economy. Since 1987, tourism has been Kenya's largest single source of foreign exchange earnings, with receipts accounting for 13.7% of the country's GDP in 2011 and 15% in 2012 (Rubadiri, 2012). A rapid growth of tourism in conjunction with a strong international demand has yielded high economic returns, stimulated the nation's economy, created jobs, encouraged investment and raised the standard of living (Rubadiri, 2012).

#### **Performance of International Tourism**

While the government pushes the growth of tourism and exports to improve the economy, it does so at the expense of the long-term health of tourism. As the government was busy re-embracing political pluralism and implementing the structural adjustment programs (SAP) prescribed by the World Bank and other international donors, infrastructural amenities and the security situation worsened and were not addressed (Akama, 1999). The problems

of ethnic violence and political unrest, which have been experienced in the country since the general elections of 2007 add problems to the tourism industry (Mayaka & Prasad, 2012). These and the combined effects of inflation and the depreciation of the Kenyan shilling, have resulted in a sharp decline in the sector's performance (Mayaka & Prasad, 2012).

The number of international tourists' arrivals has been fluctuating since 1995 with the least number recorded being 792,000 in 1998 and the highest 1,686,000 in 2007 (Ondicho, 2008). The realization of the importance of tourism to the country has made the leaders put in efforts to ensure a constant rise in the number of international arrivals (Ondicho, 2008). However, the number rapidly dropped to 1,141,000 in 2008, then increased slightly to 1,392,000 in 2009, took a nosedive to 1,095,842 in 2010 and then moved up again to 1,265,136 in 2011, and slightly increased to 1,470,000 in 2012, which led to a fall in the county's economy (World Bank, 2013). The decline in international tourist arrivals results from various factors that need investigation in order to recommend appropriate measures to be taken to ensure tourism continues to grow and continues supporting the country's economy.

### **Kenya Association of Tour Operators (KATO)**

The Kenya Association of Tour Operators (KATO) is the leading tourism trade association in Kenya. It represents the interests of two hundred and seventy (270) leading and most experienced professional tour operators in the country. Its main aims are, bringing international tourists in the county, guiding them to their destinations and ensuring their wellbeing throughout their stay in Kenya.

KATO members observe a strict code of conduct designed to ensure that they trade honestly and professionally at all times. The association also

expects members to comply with the spirit of Kenya's tourist reputation, offering high-quality services, comfort, safety and value to all clients. Above all, KATO is committed to the true principles of eco-tourism, promoting low impact, environmentally sensitive operations to maximize visitors' enjoyment, understanding, awareness of wildlife and landscapes, and due respect to local communities and their cultures (KATO, 2013).

The full code is designed and monitored by the Ethics and Standards Sub-committee and endorsed by KATO's Executive Committee. It also offers a system of redress for individual traveler ensuring that cases of serious dissatisfaction with a member's services can be formally aired and addressed. The overall goal of the association is to uphold the integrity of Kenya's tourism industry. Members must offer clear, precise and useful information about the country and tours, backed up by good standards of service, equipment and facilities and a commitment to informing and entertaining visitors in Kenya (KATO, 2013). This study targeted tour operators who are members of KATO. This is because they are in the business of bringing in international tourists to the country and so they understand the tourism industry well.

### **Statement of the Problem**

Tourism is Kenya's second foreign exchange earner. Gross domestic receipts amount to an average of 13.7% of the total value of merchandise exports. It is the most important export of goods and services (Rubadiri, 2012). Kenya's economy has frequently suffered following violent events. For example, the 2013 attack on the West Gate Mall; the 2007 – 2008 post-election violence; and, the 1998 bombing (James, 2008). These incidents have increased safety threats to international tourists which affect Kenya as a destination for tourism.

After the US embassy bombing in 1998, there was a 7% fall in tourism. In 2008, after the post-electoral

violence combined with the global financial crisis, there was a 27% fall in tourist numbers (WTTC, 2012). The first three quarters of 2008 saw year-on-year decline in holiday arrivals of 22–36% (WTTC, 2012). Furthermore, tourism receipts, which look at consumption expenditures or payments for goods and services made by international visitors out of foreign currency resources, dropped by 18% at that time (WTTC, 2012). After the Westgate mall attack, the tourism receipts were expected to fall by US \$160 million in 2013. Tourism numbers were estimated to decrease by 18% over 2013 as a result (World Bank, 2013). Tourism industry plays an important role in the national economy as an employer and as a consumer of goods and services from other sectors (price Waterhouse, 2010). The decline of international tourists arrival, thus impacts directly to the country's economy, given the key role the industry plays. For Kenya, it has been argued that tourism represents a key alternative for diversification of the economy (price Waterhouse, 2010). The Kenyan Government Economic Recovery Strategy for Wealth and Employment Creation 2003 – 2007 placed emphasis on tourism as the main driver of the economy in the planned period (GOK, 2002).

International tourism in Kenya not only creates jobs in the tertiary sector, but encourages growth in the primary and secondary sectors of the industry. This is known as the multiplier effect (How many times money spent by a tourist circulates through a country's economy). The money spent in a hotel creates jobs directly there and indirectly elsewhere in the economy. The hotel has to buy food from local farmers who may spend this money on fertilizer and clothes. International tourists also buy souvenirs. This increases secondary employment (Akama, 1999).

When international tourists' arrivals decline in Kenya, there is concomitant decline in income for people who sell souvenirs to tourists and the

reduction in central government's income from taxes. If the central government does not get income from taxes, they are not able to maintain proper infrastructure (Ministry of Planning, 2012). From the illustration above, it is seen that the international tourists' arrivals has a great bearing in Kenya ranging from the Government to the ordinary citizen. People who are jobless are tempted to engage in other vices such as theft and prostitution among others. Once the country's economy is not performing well as a result in the decline of international tourist arrival, the multiplier effect affects all sectors of the economy, from the farmer who grows food that is used to feed the tourists, the suppliers who supply various goods and services in the tourism industry, the transport industry that is used for tourist transportation suffers, the security industry that is used to provide security in the tourism industry suffers, various traders who sell various merchandize to the tourists suffer.

The government suffers from reduced tax earnings from the industry and it's not able to offer various services that it ought to offer to the country and the combined effect of all this is low standard of living for the citizens, and slump in the economy. International tourists are therefore very crucial to the Kenyan economy. The problem of the decline of their arrivals is one that has not been fully researched. This study highlight factors that contribute to the decline of international tourists arrivals into the country, to understand how the tourism sector can be better protected against the vagaries that undermine it.

### **Study Objectives**

#### **General Objective**

The general objective of this study was to determine the factors influencing the decline of international tourists' arrivals in Kenya.

### **Specific Objectives**

1. To determine the role of security in the decline of international tourists' arrivals in Kenya.
2. To evaluate if visa fees influences the decline of international tourists arrivals in Kenya.
3. To find out if infrastructure is of consequence to the arrival of international tourists in Kenya.
4. To assess the efficacy of the marketing strategies employed to attract international tourists into Kenya and how such strategies impact the arrival of international tourists in Kenya.

### **Research Questions**

The study was guided by the following research questions;

1. To what extent has security influenced the decline of international tourists' arrivals in Kenya?
2. How has visa fees contributed to the decline of international tourists' arrivals in Kenya?
3. How has infrastructure contributed to the decline of international tourists' arrivals in Kenya?
4. How has marketing by the Government contributed to the decline of international tourists arrivals in Kenya?

### 1.5 Justification of the study

#### **To the Scholars**

Tourism is a topic that is widely studied in learning institutions. This research will contribute to scholarly work in understanding the importance of tourism to Kenya's economy and its direct and indirect contributions to the GDP. The research also investigated the factors that influence decline in international tourist's arrivals in Kenya. This research generally aims to add to the body of knowledge in finding out the factors that influence

decline in the international tourists' arrivals in Kenya and how this decline results into poor performance of Kenyan economy.

#### **To the Republic of Kenya and policy makers.**

This study is important as it investigates the factors influencing the decline of international tourist's arrivals in Kenya, and will come up with the recommendations to turn around this decline, so that the industry can attract more international tourist's arrivals, that will contribute to the growth of the economy. The economy of Kenya is extremely reliant on tourism, which contributes 13.7% of the GDP (Rubadiri, 2012).

This research will contribute to policy direction for tourism policy makers, once the study establishes the factors influencing decline of international tourist's arrivals in the country, so that the policy is geared into rectifying these factors, with the overall aim being the growth of international tourist's arrival in the country, hence improving the country economy.

#### **To the Tourism Industry**

This research will contribute to the tourism industry body of knowledge in regards to the factors that are influencing the decline of international tourists arrivals in the country and will assist in meaningful engagement with various stake holders in working out policies that will reverse this decline, and thus grow the number of international tourists arrivals, which will lead to the growth of the tourism industry and eventually to the growth of the economy and thus contribute to improved standard of living for all stakeholders.

#### **Scope of the study**

This study aimed at determining the influence of security, visa fees, infrastructure and marketing by the Government in the decline of international tourists' arrivals in Kenya. The research was carried

out in Nairobi County at the Kenya Association of Tour Operators (KATO) members, where leading tourism professionals were requested to fill the questionnaire. The study investigated the following independent variables: Security, visa fees, infrastructure and marketing; and the following dependent variable, decline in international tourists' arrivals.

### **Limitations of the study**

The researcher distributed 120 questionnaires and 92 were returned which may have been caused by KATO members underestimated the importance of this research and therefore delayed in completing the questionnaire. Some of the questionnaires were not completely filled thus denying the researcher the information the researcher wanted from them. The researcher made efforts to check the questionnaire before collecting and reminding the respondents of the questions which they left out. This helped in increasing the number of questionnaires valid for analysis. Some KATO members felt that the questionnaire was too long to be filled. The researcher explained to the respondents the necessity of the information contained in the questionnaire hence accepting to respond regardless of the page volume.

## **LITERATURE REVIEW**

### **Introduction**

In this chapter, the researcher reviewed some of the literature relating to the area of tourism. This equipped the researcher with ideas relating to the factors influencing the decline of international tourists' arrivals in Kenya. The chapter outlines the theoretical review, conceptual framework, empirical review; critique of the existing literature and finally the research gaps.

### **Theoretical review**

This research is going to be informed by four theories, to connect each variable. Three sigma's theory of business model, the free market theory the growth pole theory and the global strategic rivalry theory.

#### **Three Sigma's Theory of Business Model**

The proponents of this theory argue that businesses decline and fail because of the assumptions that they make for the basis of their fundamental business decisions. These include: The society, markets, customers, products, technology and mission. This theory asserts that every Organization should periodically examine their fundamentals (Jim & Lazier, 1992). This means that the Government of Kenya should practically evaluate their security apparatus. The Government can have a great mission, products and the right technology at their disposal to reach out to the markets. But with all these without security then their efforts would be futile in influencing the arrival of international tourists in the country. So it is very important for the Government to invest in proper and meaningful security so as to enable international tourists to perceive Kenya as a safe place to visit for tourism consumption.

#### **The Free Market Theory**

This theory was first described by Adam Smith in the 18<sup>th</sup> century. This theory holds that within an ideal free market, property rights are voluntarily exchanged at a price arranged solely by the mutual consent of sellers and buyers (Johanna, 2011). In this theory, the sellers and buyers do not coerce each other. They obtain each other's property without the use of physical force, threat or coercion. This causes the market to be efficient (Karl, 2002). International tourists are not forced to come into Kenya. Mostly, it is the agreement between the tour operator and the client (tourist). However, the Government can offer a supporting



role to the Tour Operators by marketing Kenya more aggressively and to the target market. Tour operators market Kenya more on their own so as to bring international tourists under their Company. But these Tour Operators eventually promote Kenya when they promote their services.

This should give the Government more reason to support Tour Operators since they end up promoting Kenya. But the private sector still remains the driving force in Kenya's tourism. There is more that the Kenya Government can do with the parastatals under the Ministry of Tourism. These parastatals include: Kenya Tourism Board (KTB), Kenya Utalii College, Bomas of Kenya, Kenya Tourist Development Corporation (KTDC), Kenyatta International Conference Centre (KICC) and Catering and Tourist Levy Development Trustees (CTLDT) (Ministry of Tourism, 2013)

Marketing is the process of communicating the value of a product or service to customers for the purpose of selling that product or service. Marketing can be looked at as an organizational function and a set of processes for creating, delivering and communicating value to customers, and managing customer relationships in ways that also benefit the organization and its shareholders. Marketing is the science of choosing target markets through market analysis and market segmentation, as well as understanding consumer buying behavior and providing superior customer value (Saren, 2012).

When a product or a service is marketed appropriately, many customers get attracted and tend to prefer the marketed product or service to others. Kenya needs to market its tourism industry more than the competitors in order to ensure that the number of international tourists travelling to the country is higher than in other countries. The Kenyan tourism industry has been challenged to take thorough marketing activities to boost the

number of tourists travelling to the country (Nyariki, 2013).

### **The Growth Pole Theory**

This theory rests on the idea that dynamic economic activity impacts local and regional economies (Propst, 2000). The multiplier effects are based on this mechanism whereby a growth pole affects its surroundings. Multiplier effects are generated by the creation of a new type of economic activity in a given area. In regards to this theory, improvements in infrastructure in Kenya will affect the welfare of the locals where the infrastructure is developed, and more especially, infrastructure that pulls tourism development.

Similarly, when the infrastructure is developed well, more international tourists' will be able to visit Kenya. As they visit they will be able to spend and leave more money for the locals. Rural areas where some game parks are found have poor road networks that are hard to access during rainy seasons. Some areas don't have roads at all and are thus accessed by air. Kenya needs to improve her infrastructure as a whole to open up more areas to tourism (Mulupi, 2010). If the only option to access a site is by flying then that automatically locks out low and middle-income tourists.

### **The Global Strategic Rivalry Theory**

This theory emerged in the 1980's. It was based on the work of economists Paul Krugman and Kelvin Lancaster. This theory focused on how global firms could gain competitive advantage. This theory argues that firms will encounter global competition in their industries. In order to prosper, they must develop competitive advantages. Firms can obtain sustainable competitive advantage by reducing barriers to entry (These are obstacles that a new firm may face when trying to enter into an industry or market) (Mahoney, Trigg, Griffin and Pustay, 1998). In this theory, the Government of Kenya can

try to reduce the visa fees so that international tourists' do not see this as a barrier for them coming to visit Kenya. A visa is a document or mark showing that a person is conditionally authorized to enter or leave the territory for which it was issued, subject to permission of an immigration official at the time of actual entry (Prakash, 2006).

A visa generally gives non-citizens clearance to enter a country and to remain there within specified constraints, such as a time-frame for entry, a limit on the time spent in the country, and a prohibition against employment. The fees charged in order to acquire Visa are called Visa fees (Sinclair, 2008).

### Conceptual Framework

Below is a general framework for the analysis in the above chapters. It contains the independent variables that are needed to explore in order to investigate the factors influencing the decline of international tourist's arrival in Kenya. These independent variables are: Security, Visa fees, infrastructural development and marketing by the government. The dependent variable is decline in international tourist's arrival.

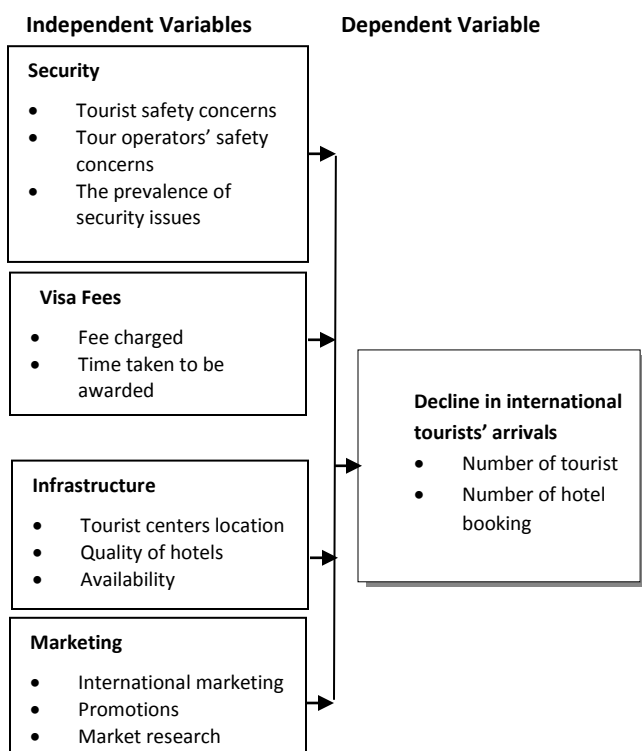


Figure 2.1 Conceptual Framework

### How Security Affects International Tourists' Arrivals in Kenya

Security highly poses a threat to the performance of tourism industry in any country. International tourists who visit a country always want to be assured that their lives and belongings are safe in the places that they visit. Cases of robbery, murder, kidnapping, carjacking and terrorist attacks tend to scare away tourists thus reducing the number of international tourists visiting the country. Kenya is not a stranger to crises triggered by either terrorism or by political unrest. The bombing of the US embassy in Nairobi in 1998 was followed by the bombing attacks in Kikambala Hotel in 2002 and almost downing of an El Al flight near Mombasa in November 2002 (Mulupe, 2010).

There has also been political unrest following elections, all of which have affected tourism to some extent. This was typified at the end of December 2007 when, following disputes over the results of the presidential election, tribal-based violence broke out with rioting lasting about two months. Pictures of mobs out of control brandishing machetes were broadcast around the world by the international media. This severely threatened the image of Kenya as a peaceful and attractive destination (Mulupe, 2010). The unrest was confined mainly to the Western parts of the country. This was between Naivasha, Kisumu and Eldoret, and to some degree in parts of the cities of Nairobi and Mombasa. Ironically, the main tourism areas, the safari parks and beaches, were at no time threatened. Not a single tourist was harmed (Mulupe, 2010). Nevertheless, there was a fall of 34% in international arrivals for 2008 over the previous year (McKelvie, 2009). The instability lasted until April 2008.

The wave of security that has hit Kenya in the last few years has caused severe damage to the country's recovering economy. The continuing episodes of disorder hurt sectors like tourism

directly as visitors are keeping away. In 2011 and 2012, the country witnessed a spate of terror-related attacks on civilians, which were mostly blamed on Somalia's Islamic militant group Al-Shabaab. An example is the killing of a Briton and kidnapping of his wife in Kiwayu Safari Village resort in Kenya in September 2011 (Pflanz, 2011).

These attacks prompted travel advisories from nations such as the United Kingdom and the United States, which urged their citizens to keep away from this East African nation (Ngugi, 2012). The report by Police Commissioner Mathew Iteere in December 2012 indicated that Kenya witnessed a total of 58 grenade attacks carried out by suspected Al-Shabab sympathizers, which caused the deaths of 67 people and injured a further 308 (Ngugi, 2012). In view of the importance of tourism to the Kenyan economy and the impact that these crises have on tourist arrival figures, it is surprising that there is little evidence of any national crisis management infrastructure. There has been established a committee to deal with crisis situations as part of the Kenya Joint Assistance Strategy, an initiative between the Kenyan government and its Development Partners towards achieving the government development targets, such as the Millennium Development Goals (Ministry of Finance, Kenya, 2012).

However, the focus here is on crises and natural disasters that threaten the political, humanitarian and socio-economic development environment. As regards tourism, in the Strategic Plan 2008–2012, the Minister for Tourism recognizes the contribution of tourism to the economy during the period 2003–2007 and its identification as one of the growth sectors in the Vision 2030 (Kenya, Ministry of Tourism, 2008).

Although the enhancement of a tourism sector 'safety, communication and crisis management

centre' is listed as a strategy towards the fifth objective, 'To enhance safety and security of tourists', there is no mention of crisis management to protect the tourism sector itself.

### **Effects of Visa fees on International Tourists' Arrivals in Kenya**

A rise in the amount of visa fees paid by travelers always increases the expenses incurred in the course of travelling to any country. Tourists get discouraged from visiting countries with high visa fees as they aim at cutting on expenses in the course of their visits. Visa fees in excess of USD 100 have been a major barrier to long-term travelers on multi-country journeys and tourists on short vacations alike, especially when they have families and need to pay for three or four visas (Shepard, 2010). Visa fees in Kenya rose by more than 50% in December 2010.

Kenya halved the cost of its visa-on-arrival, from \$50 (£33) to \$25. In the following month, the cost reverted to \$50 (Wanjiru, 2012). Adding November's increase in Air Passenger Duty, Government fees for a trip to the East African country rose by \$35 (£41) in two months (Bird, 2001). Tour operators are always active in warning tourists against travelling to given countries when the visa fees rise (Songa et al., 2012). Tourists have the information about fees of other countries and always prefer to visit countries that charge lower.

The number of these visitors can only be increased by reducing the fees with the aim of luring them to visit the country. Low fees will make it possible for modest and financially average tourists to visit the country and help improve the economy (Songa et al., 2012). The poor performance of the tourism sector has led to increased unemployment, poor performance of investments and low living standards, all which can be resolved when visa fees are reduced to improve the number of tourists visiting the country (Otieno, 2013).

### **How Infrastructure Influences International Tourists' Arrivals in Kenya**

Neglected infrastructure and poor-quality hotels in some regions discourage tourists from travelling to the country. Many attraction sites, game parks and reserves, are located in the semi-arid and arid regions. These regions have poor road networks that are hard to access during the rainy seasons. Some remote places that do not have roads require the use of air transport for access, a fact that discourages poor and financially average visitors. The parks and reserves are at varying levels of development. The tourism industry uses only about two dozen of them. The most visited protected areas are: Lake Nakuru, Maasai Mara, Amboseli, Nairobi and Tsavo. The visitor capacity in Maasai Mara, Amboseli and several other protected areas has been exceeded given the current level of park infrastructure (Sindiga, 1995). Lodges and camps have proliferated especially in Amboseli and Maasai Mara. The Maasai Mara example is atypical. Its management status is in flux. Mara's land resource is governed by the Narok County Government but the wildlife is under the KWS. This makes it hard to plan a program of development and financial investment in the reserve (Western, 1992).

Unless the management problem of the Mara is resolved, the infrastructure in the reserve can be expected to deteriorate and tourism activities will likely be put in jeopardy. Some form of management board will be required to oversee Mara's affairs (Western, 1992). Such a board should comprise of professional people on wildlife management and tourism and recognized local leadership to take care of community interest in the wildlife-based tourism enterprise. County governments obtain great revenues from national reserves that they own. However, they have little capacity to develop and maintain reserve infrastructure such as roads, fences, security of the

wildlife and tourists, and to sustain ecologically fragile environments.

The overcrowding in the Mara is a case in point that the KWS is in a better position to solve by functions like resource capacity, personnel and financing. Local authorities such as county governments put tourism revenues into their general bank accounts. They use the money to balance their budgets and pay recurrent operational expenses. There is no specific requirement that part of the revenue be used for wildlife conservation and improving the tourism infrastructure (Western, 1992).

### **Effects of Marketing on influencing International Tourists' arrivals in Kenya**

Marketing products and services is important in creating customer awareness. Tourism, as an important sector in the country, needs to undertake intensive international marketing to ensure a good number of foreigners are reached and informed about tourist products in the country (Ashworth & Good all, 2012). A great deal of safety assurances and marketing are needed to boost tourism back to its former glory, as one of Kenya's most lucrative exports.

The Kenya Tourism Board should carry out market research to ensure that the products they advertise are of interest to the targeted audience. MICE tourism is seen as one of the main pillars of the country's travel and tourism industry, as having tremendous growth potential. Sport tourism is also seen as a potential area for investment, due to the growing prominence of and demand for golf tourism in the country, evidenced by the increasing number of golf resorts and holiday homes. Marketing of these areas to the tourists would see a good number travelling to the country, thus leading to constant growth of the industry (Ministry of tourism, 2012).

Improvement in infrastructure and accommodation facilities should be highly advertised to help attract tourists. There has been a marked increase in investment by global players in hotels within the country, due to the growth in inbound business and conference tourism, particularly within the capital city of Nairobi (Ministry of tourism, 2012). Several developments are already underway, with key global brands such as Radisson Blu, Park Inn by Radisson, Lonrho Hotels and Best Western already set to open business not too far in the forecast period (Kenya Tourism Board, 2013). Existing players, such as Hilton and InterContinental Hotels, are, meanwhile, looking to entrench their presence within the country in order to protect their market share in the face of the growing competition. The increase in international brands within the region is setting the country up as a regional hub for business and conference tourism with recognizable brands, which make it an ideal destination for tourists looking to stay with brands they trust. Intensive marketing of these new products will ensure more tourists are attracted to the country (Kenya Tourism Board, 2013).

Improving the number of international tourists arrivals calls for the building of expert marketing teams both at home and abroad, a new and exciting advertising campaign, the launch of a spectacular website and a professional tourism survey (Morrison, 2013). A full advertising campaign to reposition and re-brand the sector is necessary and should include an exciting new logo and slogan, spectacular destination video, new brochures, an interactive CD ROM and other promotional materials (Kenya Tourism Board, 2013).

#### **Decline of international tourist arrival in Kenya**

Kenya is ranked the fifth leading international tourist destination in Africa, receiving 1.575 million international tourist arrivals in 2008 (KNBS 2010). Wildlife-based tourism currently accounts for about

70% of tourism earnings, 25% of gross domestic product and more than 10% of total formal sector employment in the country (KNBS 2013). Conservation policies and related collaborative schemes and tourism programmes play a crucial role in developing intervention measures to protect these nationally and internationally significant resources (Bulte *et al.* 2008). A widespread protected area system is in place with over 10% of its land area currently gazetted as national parks, national reserves or forest reserves: the system to date is comprised of 23 national parks, 28 national reserves, 4 marine national parks, 5 marine national reserves and 4 national sanctuaries Kenya Wildlife Service (KWS) 2010). These critical biodiversity areas are the backbone of a flourishing tourism sector; one out of two international visitors to Kenya is anticipated to have at least one wildlife appreciative/viewing opportunity during their stay (Onder *et al.*, 2009).

The number of tourists' arrivals to Kenya from different world regions does not increase constantly but has experienced cyclical fluctuations over the years (Culiuc, 2014). Reports by the Kenya National Bureau of Statistics indicated that tourism earnings decreased by 1.9 per cent from KSh 97.9 billion in 2011 to KSh 96.0 billion in 2012 (KNBS, 2013). Similarly, international visitor arrivals decreased by 6.1 per cent from 1.8 million in 2011 to 1.7 million in 2012. Performance of the sector was mainly affected by a slowdown in the global economy especially in the Euro zone coupled with travel advisories following security concerns. This did not improve in subsequent years as the Kenya Economic Survey Report published by the Kenya National Bureau of Statistics showed that the number of international visitor arrivals decreased from 1.7 million in 2012 to 1.5 million in 2013 (KNBS, 2014). This contrasts with the optimistic global outlook where global international tourist arrivals grew by 4 percent to reach a new global record of 1 billion

tourists, with further growth projected in coming years (UNTWO, 2014). The report by KNBS speculates that the decline in international arrivals to Kenya is due to travel advisories by traditional tourist markets due to security concerns (KNBS, 2014). This means that there is a corresponding decline in demand for tourism services with potential adverse effect on the business performance of tour operators.

### **Empirical Review of Literature**

#### **Security**

Kenya has experienced a certain amount of political unrest since the 1990s. What started as agitation for political pluralism degenerated into a wave of violence, which first hit the Rift Valley Province in 1992, before spreading to Mombasa in 1997 and again resurfacing in the Rift Valley Province in 1998, causing loss of many lives and property. Along the same period, there had been violent street demonstrations and riots calling for constitutional reforms amongst other demands, in a study done by (Akala, 1999). The ethnic violence in Mombasa, Laikipia and Nakuru, some of Kenya's foremost tourist circuits, and the subsequent media coverage it received both locally and internationally, had a profound impact on Kenya's tourism industry. It caused several potential tourists to cancel their bookings in favor of alternative safer destinations in Africa (Kuto, 2004).

#### **Visa Fee**

Tourists kept travelling to Kenya due to the ease of visiting the country. Visa fees were not charged and the living standards were low. Prices in Kenya were relatively cheap and tourists were motivated to visit the country (Odote, 2008).

#### **Infrastructure**

The tourism development problems can be identified in broad terms as the changing market environment and deteriorating infrastructure in terms of electricity, roads, and water supply,

uncontrolled development and complex land use. The development of the sector thus calls for the eradication of these challenges by the government and other bodies governing tourism in the country (Sindiga, 1999). Other African countries have also opened up their destinations for international tourists arrivals. This included: Tanzania, Zimbabwe and Botswana. These countries are offering unspoilt and better improved infrastructure (Kareithi, 2003).

#### **2.4.4 Marketing**

The success of tourism was evident when the sector became the fastest growing and most important sector of the Kenyan economy. It actually became Kenya's third largest source of foreign exchange earnings in Kenya (Ikiara and Koech, 2002). From 1960 to 1988, international tourist arrivals in Kenya increased at an average of 10 percent annually (Ochieng, 1992). Along with the increase in arrivals, tourism income increased more than three times from Kshs. 2,440 million in 1983 to Kshs. 8,640 million in 1989, before rising to Kshs. 37,500 million (US\$500 million) in 1994 (Ondicho, 2000). Kenya is one of the countries in Africa that embraced tourism early enough as an important tool for socio – economic development. This is because tourism was seen as a quick and reliable source of foreign exchange, job creation and economic growth.

This was to reduce the excessive over – dependency on the export of raw materials (Sinclair, 1990). Though the political unrest was instrumental in arousing the nation and drawing the world's attention to the magnitude of problems facing Kenya, and the need for immediate action, it caused an image problem in the eyes of potential tourists. This being the eventual price Kenya will have to pay to restore its image and confidence (Shambi, 2011).

#### **Decline of International tourist arrival in Kenya**

According to the World Tourism Organization (WTO), Africa as a whole attracts just fewer than 4% of total world tourists and accounted for 2.0% of

international tourism receipts in 1997. Of the Sub-Saharan countries, only South Africa is listed in the top forty tourism destinations worldwide, where it was 26th in 1997. The WTO calculates that Africa has just over 3% of world accommodation capacity (796,000 beds). The Africa region showed the strongest expansion in arrivals of any world region in 1997, up 8.1% over 1996. Furthermore, during the 1988-97 decade, Africa had an average annual growth of 7.2% in visitor arrivals, only slightly lower than East Asia/Pacific, which had the highest growth rate of all regions though from a much higher base than Africa (GOK, 2013).

The Tourism Sector in Kenya has experienced steady growth since independence. Having experienced steady growth for over a decade, tourism revenues plummeted to a record low in the wake of the unrest that followed the disputed 2007 elections. By 2010 the industry was already on a recovery path with tourism revenues reaching KShs.97.9 billion in 2011 up from KShs.73.78 billion in 2010, KShs.62.46 billion in 2009 and KShs.65.4 billion in 2007, testifying to the resilience of the industry. The sector is not only a multifaceted industry that contributes to a variety of economic activities, but is also labour intensive and thus a major generator of employment, accounting for about 11 per cent of total formal employment (GOK, 2013).

### **Critique of Existing Literature**

Tourism being a key economic contributor in many countries around the world, and also being studied widely, there is considerable good literature available on the subject. Most of the available literature has extensively addressed the issue of the importance of tourism in the economic growth of many countries, but there is very little on specifics that touch particularly on the correlation of visa, infrastructure and international tourists arrivals in Kenya.

There is very good literature on the correlation of security and marketing with the international tourists arrivals in particular to Kenya and to tourism in various countries in general. A lot needs to be done on the areas of connecting existing theories and international tourist arrivals in Kenya and other countries in general, and this is one area where research needs to be done. Having said the above, I found very good literature on study of tourism and international tourists arrivals.

### **Summary**

From the above discussion, Tourism industry in Kenya faces a period of uncertainty, due to decline in international tourist's arrivals since 2008 to date, which poses serious economic challenges, which will be detrimental to the tourism pillar under Vision 2030, which the government pins hope of moving the economy to middle income country with high standards of living of its citizens by year 2030. Yet, there is great opportunity in the industry if the factors influencing this decline can be identified and appropriate action taken to address them in order to increase the international tourist's arrivals, which is what this study is all about.

Security highly poses a threat to the performance of tourism industry in any country. International tourists who visit a country always want to be assured that their lives and belongings are safe in the places that they visit. Cases of robbery, murder, kidnapping, carjacking and terrorist attacks tend to scare away tourists thus reducing the number of international tourists visiting the country. A rise in the amount of visa fees paid by travelers always increases the expenses incurred in the course of travelling to any country. Tourists get discouraged from visiting countries with high visa fees as they aim at cutting on expenses in the course of their visits.

Neglected infrastructure and poor-quality hotels in some regions discourage tourists from travelling to the country. Many attraction sites, game parks and reserves, are located in the semi-arid and arid regions. These regions have poor road networks that are hard to access during the rainy seasons. Some remote places that do not have roads require the use of air transport for access, a fact that discourages poor and financially average visitors. Marketing products and services is important in creating customer awareness. Tourism, as an important sector in the country, needs to undertake intensive international marketing to ensure a good number of foreigners are reached and informed about tourist products in the country

Improving the number of international tourists arrivals calls for the building of expert marketing teams both at home and abroad, a new and exciting advertising campaign, the launch of a spectacular website and a professional tourism survey. The number of tourists' arrivals to Kenya from different world regions does not increase constantly but have experienced cyclical fluctuations over the years. Reports by the Kenya National Bureau of Statistics indicated that tourism earnings decreased by 1.9 per cent from KSh 97.9 billion in 2011 to KSh 96.0 billion in 2012

### **Research Gaps**

International tourists' arrivals in Kenya peaked in 2007. After this, the number has not been attained again (Safari Bookings, 2014). The constant growth in the number of international tourists visiting the country will definitely lead to a general growth in the economic performance of the country (UNTWO & ILO, 2013). It will lead to the achievement of the country's Vision 2030. It was important to investigate the cause of the fall in numbers of international tourist arrivals and find the correct measures that will ensure continuous growth. This study investigated factors that led to the fall in the

numbers of international tourists' arrivals in Kenya, especially between 2008 and 2013. Though the study is significant, it has some gaps that should be addressed.

First, it is important to note that although the number of tourists' arrivals in 2007 has never been attained again, there is no constant fall in the number of arrivals. The sector tried to recover. It has since recorded minor increments in the number of international tourists visiting the country, and therefore this shows that if these factors are reversed, the international tourists arrivals can then increase and more international tourists into the country.

Literature reviewed by the researcher revealed that most studies have not directly researched on the variables of this study. For instance a study carried out by Ndope (2014) tried to establish the effect of global environmental turbulence on the performance of tour operators in Kenya. Kimuyu (2009) carried out a study to determine factors affecting international arrivals in Kenya where he looked at relationship between the international tourist arrivals and aircraft accident as proxy for safety, number of reported crimes as proxy for security, cost of Jet fuel as proxy for transportation costs, GDP per capita income as proxy for tourist incomes, real exchange rate as proxy of tourism price of goods and services and political and civil unrest as well as terrorism attacks. A study carried out by Ngugi (2014) tried to establish the effect of economic factors, tourist socio-demographic characteristics, political factors and destination characteristics on international tourism demand for Kenya. A study carried out by Ragui (2013) determined the challenges hindering success of tourism businesses owned by indigenous entrepreneurs in the tourism industry in Kenya.



## **METHODOLOGY**

### **Introduction**

This chapter discusses what was done in the research methodology. This involved the research design, target population, sampling frame and techniques, data collection procedure, pilot test, data processing and analysis and ethical issues that were observed.

### **Research Design**

The research design used in this study was survey research. Survey research was used to assess thoughts, opinions and feelings. A survey consists of a predetermined set of questions that is given to the sample (Jeane and Shaugnessy, 2011).

A quantitative questionnaire to investigate the causes of decline in international tourists' arrivals in Kenya was designed to carry out the survey. Questionnaires are the most used survey research tools (Mugenda, 2002). This design type is the most appropriate in bringing clear summary on how security, visa fee, infrastructure and marketing influence the number of the international tourists' arrivals in Kenya. For effective results, the researcher came up with questions that solicited the desired information, identify KATO members who were surveyed, conducted the survey and then summarized the data (Kombo and Tromp, 2006). The researcher hand delivered the questionnaires to KATO members who were asked to complete the questionnaires themselves.

### **Population**

For the purpose of this study, the population of interest was the leading tourism operators, the Kenya Association of Tour Operators (KATO). KATO has 270 members (KATO, 2012). KATO members were chosen as the population for this study because they are the ones who bring international tourists in the country and, and by their interactions

with the tourists, they are knowledgeable in the information the researcher needed to determine the factors that contribute to the decline of international tourists arrivals, and the extent to which they are affected by security, visa fees, infrastructure and marketing. The population size was 270 KATO members.

### **Sampling Frame**

A sample frame is a list, directory or index of cases from which a sample can be selected. It is important to note that the degree of generalization of a study depends on the accuracy of the sampling frame from which the sample was selected. If a sample is drawn from an incomplete sampling frame, the findings from that study may not be generalized beyond the sample or the sampling frame from which the sample was drawn (Mugenda, 2003). For the purpose of this study, the sampling frame was KATO membership directory. This was selected since the directory contains the list of all Tour operators in Kenya who have fulfilled all the professional requirements to be eligible for KATO membership.

### **Sample and Sampling Techniques**

The sampling technique that was used in this study was stratified random sampling. The goal of stratified random sampling is to achieve desired representation from the various subgroups in the population (Mugenda, 2003). Stratified random sampling collected representative data that cuts across different continents where, KATO gets international tourists who visit Kenya from. The criteria under which the population was stratified was the continent where KATO gets the international tourists who visit the country. The defined strata for this study was Western Europe, Eastern Europe, Africa, Asia, North America, South America and Middle East. The obvious advantage in stratified random sampling is that it ensures

inclusion, in the sample, of subgroup, which otherwise would be omitted entirely by other sampling methods because of their small numbers in the population (Mugenda, 2003).

### Instruments

The major tool that was used in collecting data from respondents for this research was questionnaire. The questionnaire was the most appropriate data collection instrument for this type of research (Wilcox & Cameron, 2008). The validity of the questions and the items in the questionnaire was designed as per the literature review on: Security, visa fees, infrastructure and marketing.

### Data Collection Procedure

In order to understand the extent to which the factors influencing the decline in Tourists' arrivals in Kenya, the questionnaires were administered to KATO members. The questionnaire consisted of two parts. Part one focused on general data of the respondents, that capture the composition of the respondents and part two addressed the factors that influence the decline in arrivals of international tourists, security, visa fee, infrastructure and marketing.

### Pilot study

The researcher carried out a pilot study at the Nairobi National Park. One percent (1%) of the population is adequate for pilot study (Jaggar, 2008). There three tour guides were involved in the pilot study. The main objective of pilot testing was to assist the study check research instruments in terms of validity and reliability. Pilot study helped to find out if the questions measured what they were supposed to measure, appropriateness and practicability, the clarity of the wording, whether the respondents interpreted the question in the same way (Mugenda, 2002). The researcher personally administered the instrument and used the same procedure that was used during the

collection of the actual data. The researcher was also able to identify any errors arising or a question that was ambiguous and needed to be rephrased.

### 3.8.1 Research Reliability

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials. Reliability in research is influenced by random error. As random error increases, reliability decreases. Random error is the deviation from a true measurement due to factors that have not effectively been addressed by the researcher (Mugenda, 2003).

For this study, the reliability measure used was the internal consistency technique. The internal consistency of data was determined from scores obtained from a single test administered by the researcher to the sample (KATO members). In this approach a score obtained in one item was correlated with scores obtained from other items in the instrument. Cronbach's Coefficient Alpha was then computed to determine how items correlate among themselves. Cronbach's Alpha is a general form of the Kuder-Richardson (K-R) 20 formula.

The following K-R 20 formula was used:

$$Kr_{20} = \frac{(K)(S^2 - \sum s^2)}{(S^2)(K-1)}$$

Where:  $KR_{20}$  = Reliability coefficient of internal consistency.

$K$  = Number of items used to measure the concept.

$S^2$  = Variance of all scores.

$s^2$  = Variance of individual items.

### Research Validity

Validity is the accuracy and meaningfulness of inferences, which are based on the research results. Validity is the degree to which results obtained from the analysis of the data actually represent the phenomenon under study. Validity, therefore, has to do with how accurately the data obtained in the study represents the variables of the study. If such data is a true reflection of the variables, then inferences based on such data will be accurate and meaningful (Mugenda, 2003). For the purpose of this research, content validity was used. Content validity is a measure of the degree to which data collected using a particular instrument represents a specific domain of indicators or content of a particular concept (Mugenda, 2003).

### Data Processing and Analysis

All the responses to the questionnaires were analyzed using thematic method, to interpret the study findings. Data was analyzed using SPSS version 22. This made it easy to understand how, security, visa fees, infrastructure and marketing influence the arrivals of international tourists.

This statistical package for social sciences version 22 was helpful to the researcher to capture all the intervening variables. Before being processed; filled questionnaires were edited for completeness and consistency. The data in them was transferred to several tables by tallying. Descriptive statistics, frequency and percentages were used to analyze the data. Univariate analysis was used to describe how each of the four factors security, visa fees, infrastructure and marketing relate to the arrivals of international tourists. The findings were presented in tables, graphs, pie chart and histogram. Inferential statistics were done, including Pearson correlation to establish the correlation between the four independent variables, the F-test (ANOVA-analysis of variance) established the significance of the overall model.

The study also used multiple regression analysis to determine relationship between factors influencing the decline of international tourist arrivals in Kenya. The use of multiple regression analysis in this study helped in measuring the relationship and level of significance of independent variables against dependent variable used in this study. The applicable regression model that was employed is the standard:  $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \dots + \beta_n X_n + \epsilon$

Where,  $Y$  is the dependent variable; decline of international tourist arrivals in Kenya.

$\beta_0$  = a constant, the value of  $Y$  when all  $x$  values are zero

$x_1$  = Security

$x_2$  = Visa Fee

$x_3$  = Infrastructure

$x_4$  = Marketing

$\epsilon$  = the error term, normally distributed about a mean of 0.

## DATA ANALYSIS, INTERPRETATION AND DISCUSSION

### Introduction

This chapter presents analysis and findings of the study as set out in the research methodology. The study findings and discussions are presented on the factors influencing decline of international tourists' arrival in Kenya. The chapter specifically covers the response rate, general information; influence of security on tourist arrival, influence of visa fees on tourist arrivals; influence of infrastructure on tourist arrival; influence of marketing on tourist arrivals and decline of tourist arrival as a dependent variable. Lastly the discussions of findings will be presented.

### Response Rate

The study targeted a sample of 120 KATO organizations with response from marketing

department. As Table 4.1 below shows, 92 respondents filled in and returned the questionnaire giving a response rate of 77%. This commendable response rate was made a reality after the researcher made personal visits to remind the respondent to fill-in and return the

**Table 4.1: Response rate**

Response	Frequency	Percent
Responses	92	76.6
Non-responses	28	23.4
Total	120	100.0

**General Information**

**Gender Distribution**

Gender distribution findings shows there was a balanced representation from both male and female with each having 50% of the respondents.

**Table 4.2: Gender Distribution**

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	46	50.0	50.0	50.0
Female	46	50.0	50.0	100.0
Total	92	100.0	100.0	

questionnaires. This response rate was excellent and representative and conforms to Mugenda and Mugenda (1999) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent.

This shows that both male and female are equally qualified in marketing in tourism sector among tour operators in Nairobi. Table 4.2 below summarizes the findings.

**Age Distribution**

The findings of age distribution shows that 55% of the respondents were between 25-35 years, 20% were between 35-45 years, 16% were 25 years and below while 9% were 45 years and above. This

**Table 4.3: Age distribution**

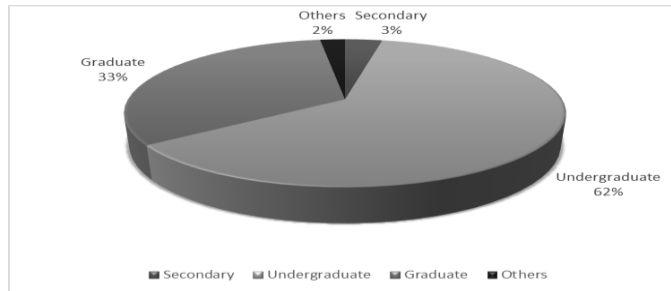
	Frequency	Percent	Valid Percent	Cumulative Percent
25 and below	15	16.3	16.3	16.3
25-35	51	55.4	55.4	71.7
35-45	18	19.6	19.6	91.3
45 and above	8	8.7	8.7	100.0
Total	92	100.0	100.0	

shows that majority of the work force in tour operators marketing section were below 35 years. This group are considered youthful and could manage the task associated with tourism marketing. Table 4.3 below shows the findings.

### Level of Education

Level of education findings show that 62% of the respondents were undergraduates, 33% were graduates, 3% had secondary education while 2% had other education levels which was specified as post graduate. The level of education shows that most of the marketing team working for tour operators firms has the required level of knowledge to handle tourism marketing task and the decline in tourist could not be blamed on the quality of the personnel handling tourist within the organizations.

Figure 4.1 below illustrate the findings



**Table 4.4: Years in Tour Operation Business**

	Frequency	Percent	Valid Percent	Cumulative Percent
below 5	41	44.6	44.6	44.6
5-10	38	41.3	41.3	85.9
10-15	9	9.8	9.8	95.7
15-20	2	2.2	2.2	97.8
20 and above	2	2.2	2.2	100.0
Total	92	100.0	100.0	

### Year of working experience in tour business

Respondent number of years of experience working for tour operation companies shows that 51% have been working between 1-5 years, 39% between 5-10 years, 8% between 10-15 years and 2% more than 15 years. This shows that most of the

**Table 4.5: Year of working experience in tour business**

	Frequency	Percent	Valid Percent	Cumulative Percent
1-5	47	51.1	51.1	51.1
5-10	36	39.1	39.1	90.2

### Figure 4.1: Level of Education

### Years in Tour Operation Business

The number of years in tour operation business is important for analysis since tours operators themselves will be able to understand the dynamics on this business and how to encounter challenges to continue in business. The findings shows that 45% have been in business for below 5 years, 41% were between 5-10 years, 10% between 10-15 years while 2% have been in business between 15-20 years and above 20 years respectively. This shows that most tour operation companies have been in business for upto 5 years. This means that most of them understand the challenges influencing decline in tourist arrival in Kenya for the period they have been in business. Table below summarizes the findings.

respondents have been working for tour business for upto 5 years. This means that most tour operators had firsthand experience with variables of the study and provided their opinion which will help improve the industry. Table below illustrate the findings.

10-15	7	7.6	7.6	97.8
more than 15	2	2.2	2.2	100.0
Total	92	100.0	100.0	

### Main source of market for international tourist

The main market source for international tourist for tour operators shows that 34% are from Africa, 17% from Western Europe and North America, 12% from South America and Eastern Europe respectively, 4% from Middle East while 2% from Asia. A study carried out by Nkonoki, (2012) show that 33% of the customers originated from the Americas while

African tourists make 25% of the total number of customers received by the tour operators. This shows that the bigger part of source market for Kenyan international tourist are from Africa while other East Africa countries receive more international tourist from America as per the study done by Nkonoki, (2012). Table below summarizes the findings.

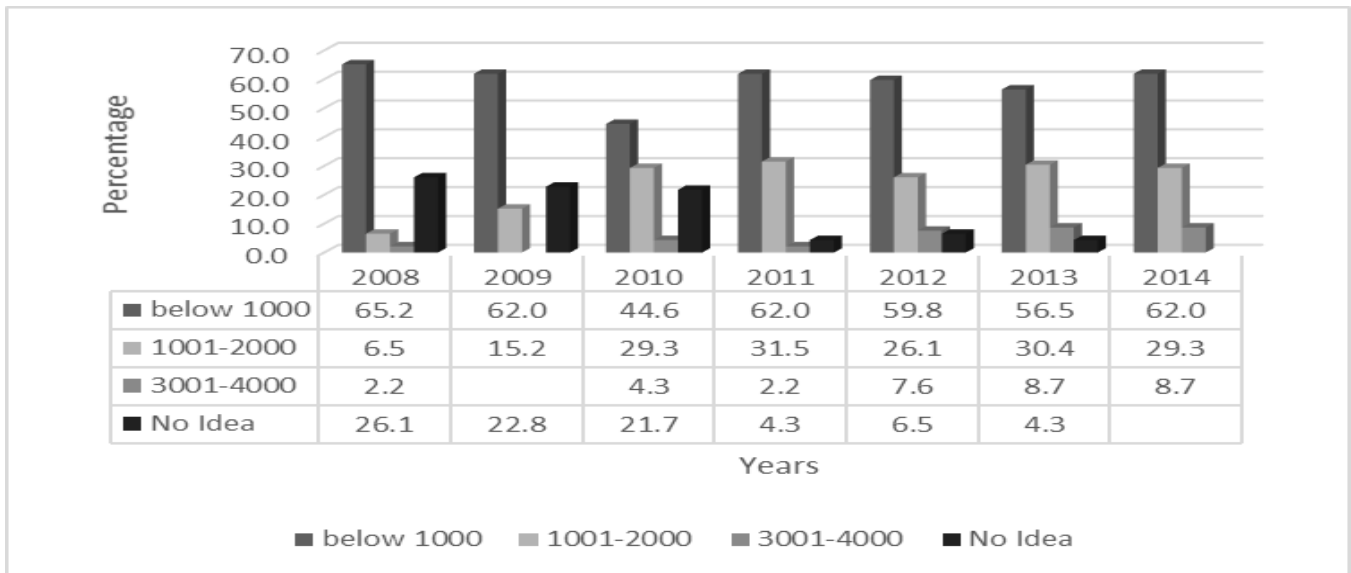
**Table 4.6: Main source of market for international tourist**

	Frequency	Percent	Valid Percent	Cumulative Percent
Africa	31	33.7	33.7	33.7
North America	16	17.4	17.4	51.1
South America	11	12.0	12.0	63.0
Western Europe	16	17.4	17.4	80.4
Eastern Europe	11	12.0	12.0	92.4
Asia	3	3.3	3.3	95.7
Middle East	4	4.3	4.3	100.0
Total	92	100.0	100.0	

### International tourist handled from 2008 to 2014

International tourist handled by tour operators between 2008 to 2014 shows that in 2008, 65% of the organizations handled tourist below 1000, 7% between 1001-2000, 2% between 3001-4000 while 26% had no idea. In 2009, 62% of the organizations handled tourist below 1000, 15% between 1001-2000 while 22% had no idea. In 2010, 45% of the organizations handled tourist below 1000, 29% between 1001-2000, 4% between 3001-4000 while 22% had no idea. In 2011, 62% of the organizations

handled tourist below 1000, 31% between 1001-2000, 2% between 3001-4000 while 4% had no idea. In 2012, 60% of the organizations handled tourist below 1000, 26% between 1001-2000, 8% between 3001-4000 while 7% had no idea. In 2013, 57% of the organizations handled tourist below 1000, 30% between 1001-2000, 9% between 3001-4000 while 4% had no idea. In 2014, 62% of the organizations handled tourist below 1000, 29% between 1001-2000 while 9% between 3001-4000. Figure below summarizes the findings.



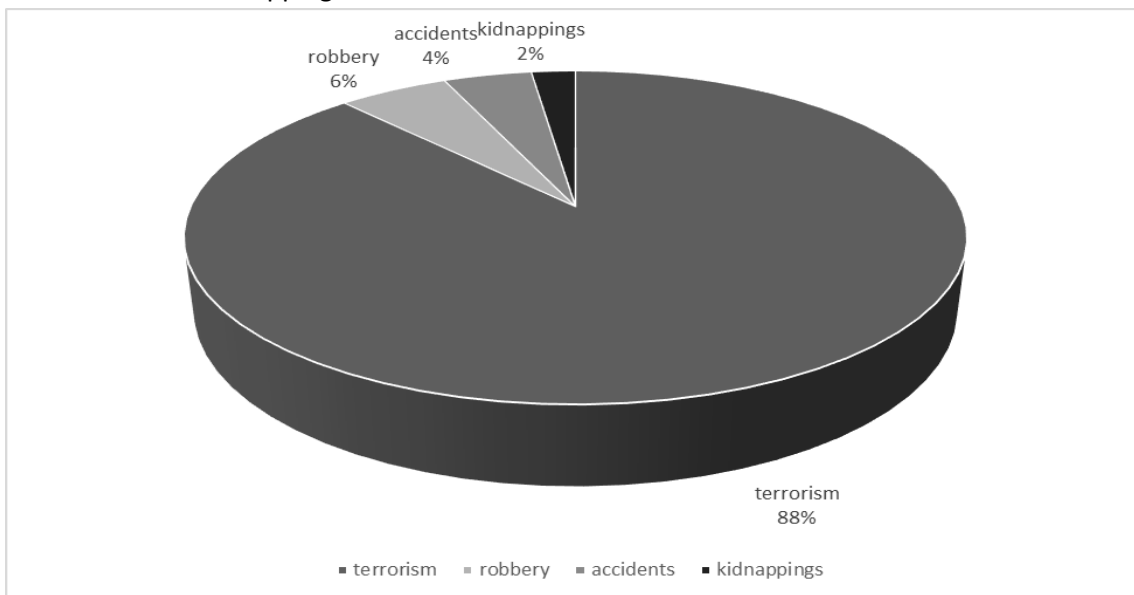
**Figure 4.2: International tourist handled from 2008 to 2014**

**Security influence on international tourists' arrivals in Kenya**

**Major concern of International tourist's security**

Tourists have concerns over their security whenever they travel to any country. International tourist concern when visiting Kenya shows that 88% are concern about terrorism, 6% are concern about robbery, 4% concern about accidents while 2% are concern about kidnappings. This means that the

biggest concern for most international tourist visiting Kenya is over terrorism. This findings corroborate with a study carried out by Glaesser (2007) which he noted that presently many insecurity cases occur which are undesirable, often unexpected and timely limited process development possibilities for the tourists such as terrorism. The figure below shows the findings.

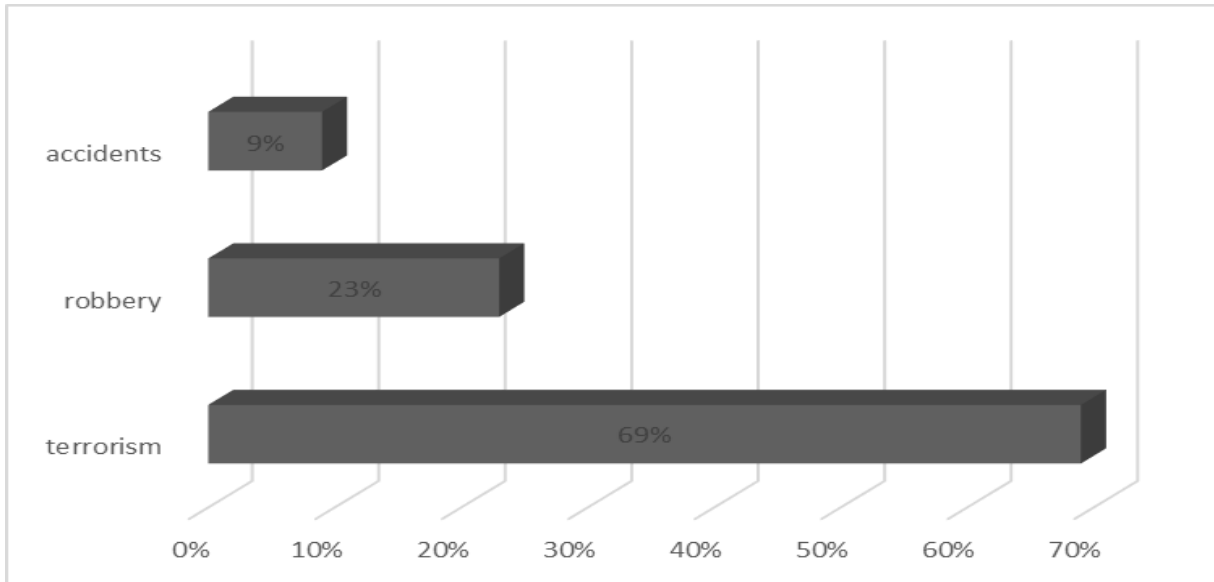


**Figure 4.3: Major concern of International tourist's security**

**Major concern as a tour operator in Kenya for security of their tourist**

As tourist have their own concern, tour operators too have concern over the safety of tourist under their care. Results show that 69% of tour operators

are concern about terrorism, 23% are concern about robbery and 9% concern about accidents. This shows that terrorism is a major tour operator’s concern whenever they have international tourist in Kenya. The figure below summarizes the findings



**Figure 4.4: Major concern as a tour operator for security of their tourist**

**Issues of tourist security concerns dealt with since 2008 to 2014**

Tour operators have dealt with security concerns of tourist while in Kenya in one way or another. Results show that 67% of the respondents have had security issues 1-3 times, 20% between 3-5 times,

7% more than 10 times, 4% between 8-10 times while other 2% didn’t respond. The results shows that security concern in the tour business is affecting the business. Table below shows the findings.

**Table 4.7: Issues of tourist security concerns dealt with since 2008 to 2014**

	Frequency	Percent	Valid Percent	Cumulative Percent
1-3	62	67.4	67.4	67.4
3-5	18	19.6	19.6	87.0
8-10	4	4.3	4.3	91.3
More than 10	6	6.5	6.5	97.8
No response	2	2.2	2.2	100.0
Total	92	100.0	100.0	

**Perception of security by International tourists**

Results show that 39% of the respondents indicate that international tourist perception on security is

real, 29% think that it may be real, 27% believe to be exaggerated, 2% have no idea while other 2% didn’t respond. This means that most of the international tourist perception towards security is



real. The qualitative results shows that this perception can be real due to the fact that Kenya has experienced number of insecurity cases such as Westgate attack and several cases in the coast. Also since insecurity is a worldwide issue, they believe that Kenya still has some challenges in insecurity. Some said that misrepresentation of information to

give real picture has left the tourist with a negative perception on security. Gartner and Tasci, (2007) noted that, the images held by individuals of a destination can change with time due to occurrence of human-influenced or natural disasters such as earthquakes, political instability and war or even terrorism. Table below shows the results.

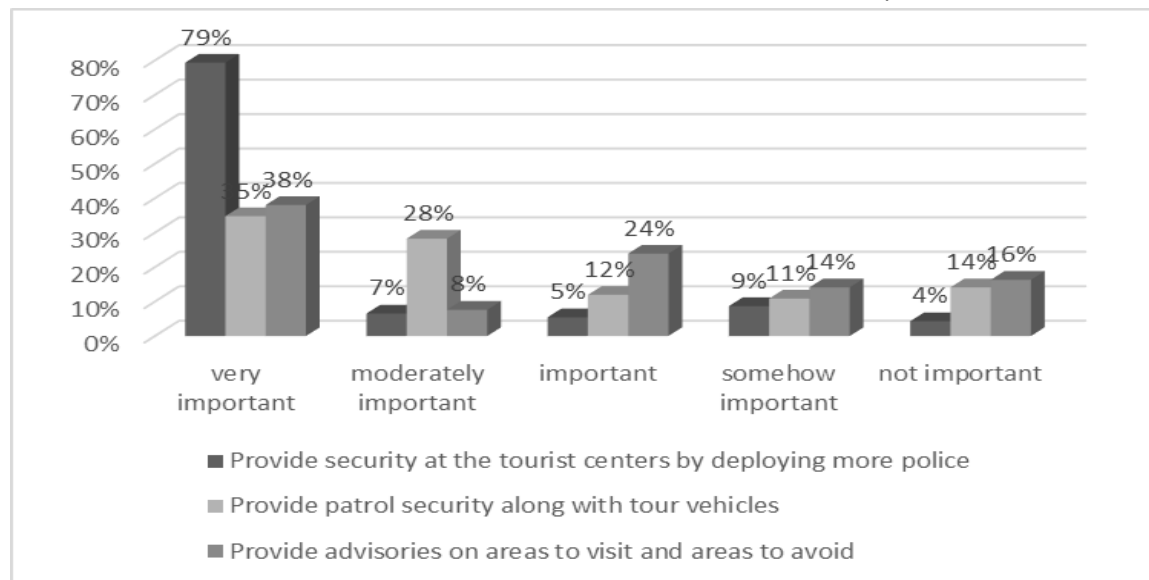
**Table 4.8: Perception of security by International tourists**

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	36	39.1	39.1	39.1
No	25	27.2	27.2	66.3
May be	27	29.3	29.3	95.7
Don't know	2	2.2	2.2	97.8
No response	2	2.2	2.2	100.0
Total	92	100.0	100.0	

**Government actions on assuring security to international tourist**

The respondents were asked to rate three statements provided which the government can do to assure international tourist about their safety while on holiday in the country. Results show that 79% believed that providing security at the tourist centers by deploying more police is very important, 38% rated providing advisories on areas to visit and

areas to avoid as very important and 35% rated police patrols as very important. 7% view security at tourist centers as moderately important, 28% view patrols as moderately important and 8% providing advisories as moderately important. 5% view security at tourist centers as important, 12% view patrols as important and 24% providing advisories as important. 9% view patrols as somehow important and 17% providing advisories as somehow important.



**Figure 4.5: Government actions on assuring security to international tourist**

**Convincing International tourist on safety and security in Kenya**

Results show that respondents 49% believe in assurance from embassies in Kenya, 28% assurance from government agencies, 7% assurance from KATO members while 3% presence of policemen will convince tourist. In explaining their response,

most respondents noted that tourist trust information from embassies and government and using embassies will provide a true picture about the situation. This means that embassies and government agencies assurance will convince international tourist. Table below shows the findings.

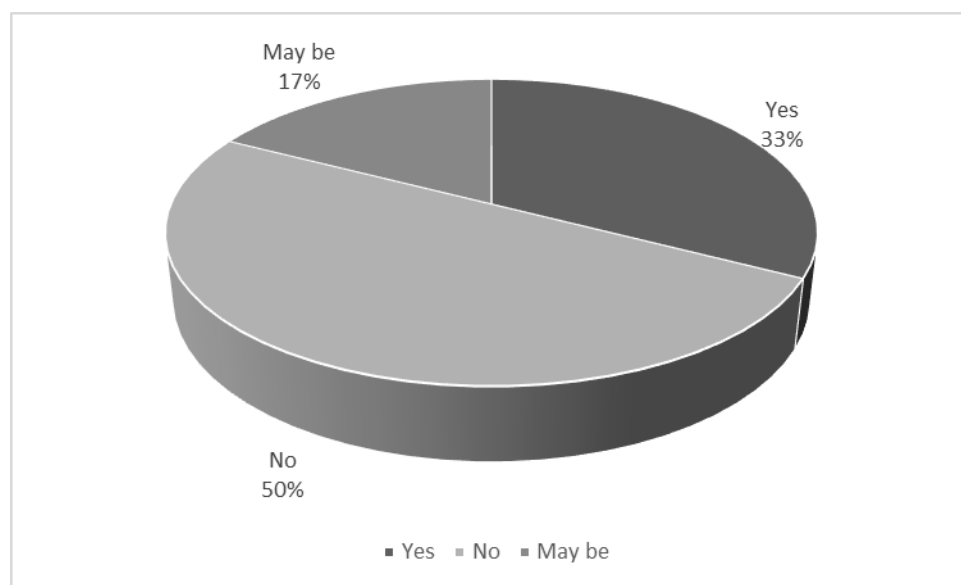
**Table 4.9: Convincing International tourist on safety and security in Kenya**

	Frequency	Percent	Valid Percent	Cumulative Percent
Perception	12	13.0	13.0	13.0
Presence of policemen	3	3.3	3.3	16.3
Assurance from government	26	28.3	28.3	44.6
Assurance from KATO	6	6.5	6.5	51.1
Assurance from embassies	45	48.9	48.9	100.0
Total	92	100.0	100.0	

**Justification of foreign countries travel advisories**

Results show that 50% believed that such travel advisories are not justifiable, 33% believe are justifiable while 17% believe that it may be justified. This means that most of the travel advisories from

foreign countries are not justified. The qualitative response shows that it is not justifiable since they don't have real picture on security in Kenya. Those who believe it is justifiable noted that due to reported cases of terrorism in Kenya and each country has responsibility of advising its citizens.



**Figure 4.6: Justification of foreign countries travel advisories**

**Visa Fee influence on international tourists' arrivals in Kenya**

**Opinion of tourist on Visa Fee from source market**

Results shows that 39% noted that Visa Fee are affordable, 35% noted to be high, 21% noted that it

**Table 4.10: Opinion of tourist on Visa Fee from source market**

	Frequency	Percent	Valid Percent	Cumulative Percent
High	32	34.8	34.8	34.8
Affordable	36	39.1	39.1	73.9
Similar to other countries	5	5.4	5.4	79.3
similar to other tourist facilities	19	20.7	20.7	100.0
Total	92	100.0	100.0	

**How Visa Fee impact on number of tourist**

Results show that 72% of the respondents noted that Visa Fee increased cost of travel thus reducing tourist number, 21% have a view that Visa Fee reduce family holiday's thus reducing household family travel while 7% noted that Visa Fee reduce vocational duration limiting the duration period in most tourist centers. This means that Visa Fee has a huge impact on the number of tourist visiting

**Table 4.11: How Visa Fee impact on number of tourist**

	Frequency	Percent	Valid Percent	Cumulative Percent
Increased cost of travel	66	71.7	71.7	71.7
Reduce family holidays	19	20.7	20.7	92.4
Reduced vocational duration	7	7.6	7.6	100.0
Total	92	100.0	100.0	

**Impact of Visa Fee on the number of International tourists' arrivals in Kenya**

Respondents were asked to indicate if there is any correlation between Visa Fee and the number of international tourist visiting Kenya since 2008 to date. Results shows that 52% said yes, 34% no, 5% don't know, 2% may be and 7% didn't respond. Qualitatively, respondents noted that reduced cost

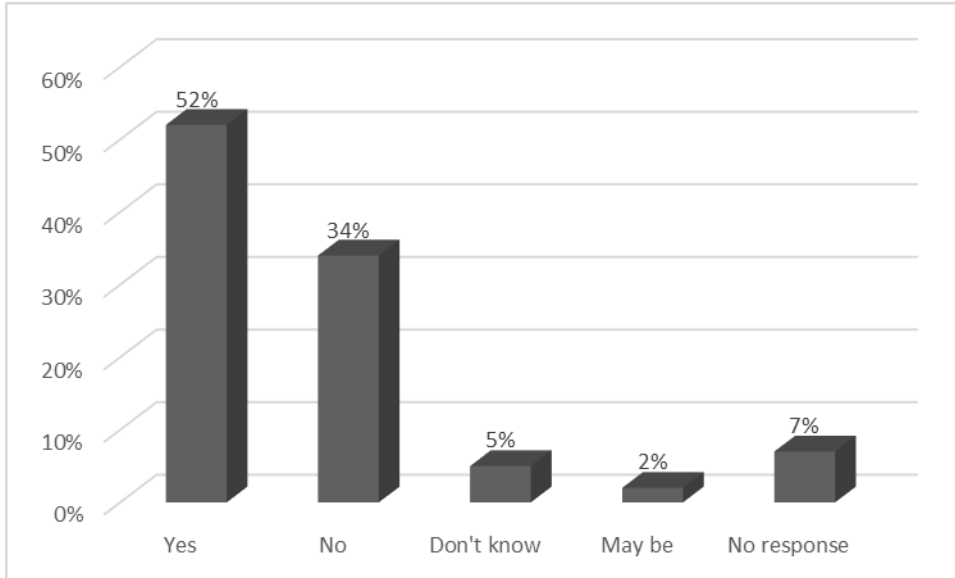
is similar to other countries while 5% noted that it is in line with tourist facilities in the country. This means that Visa Fees are affordable to most of the tourist. Table below shows the findings.

Kenya. A 2013 report for the United Nations World Tourism Organization and the World Travel & Tourism Council found that if the cost of obtaining a visa (including both the fee and associated costs) exceeds a threshold, potential travelers are simply deterred from making a particular journey or choose an alternative destination with less hassle (Justin, 2014). The findings are summarized in the table below.

has increased the number of tourist of late. This means that Visa Fee has an impact on the number of tourist visiting Kenya. According to Wanjiru, (2012), Kenya halved the cost of its visa-on-arrival, from \$50 (£33) to \$25. In the following month, the cost reverted to \$50. Adding November's increase in Air Passenger Duty, Government fees for a trip to the East African country rose by \$35 (£41) in two months (Songa et al., 2012). Tour operators are

always active in warning tourists against travelling to given countries when the visa fees rise (Songa et al., 2012). According to Songa et al., (2012), low Visa Fees will make it possible for modest and financially

average tourists to visit the country and help improve the economy. The figure below shows the findings.

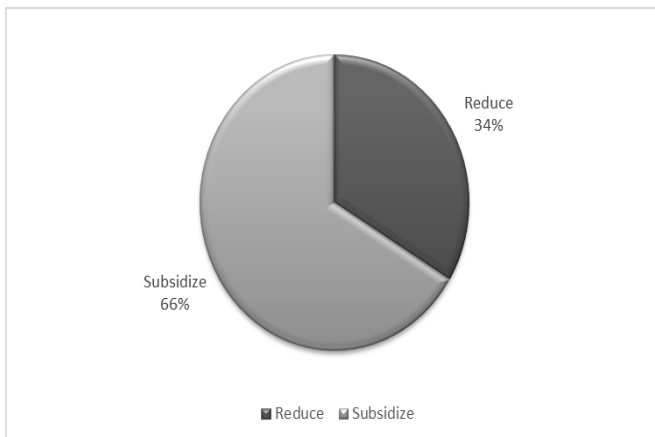


**Figure 4.7: Impact of Visa Fee on the number of International tourist visiting Kenya**

**Government action on Visa Fee**

The government can do something on Visa Fee to encourage more international tourist to visit Kenya. Results show that 66% of the respondents believed that government should subsidize Visa Fee while

34% believed that government should reduce Visa Fee. This means that subsidy is the best option if the government wants to take action on Visa Fee.



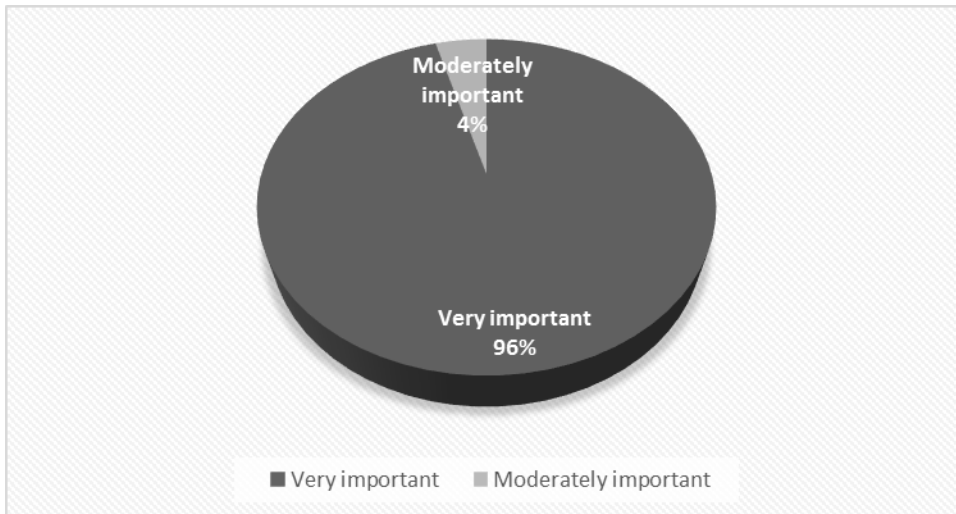
**Figure 4.8: Government action on Visa Fee**

**Influence of infrastructure on international tourists' arrivals in Kenya**

**Quality of hotels and tourist centers**

Results shows that 96% noted that quality of hotels and tourist centers are very important in attracting international tourist while 4% noted to be

moderately important. This means that the quality of hotels and tourist centers determine the number of international arrivals. According to UNWTO (2006), unavailability of hotels and poor quality hotels was rated high as factors which affects international tourist. Figure below illustrate the findings.



**Figure 4.9: Quality of hotels and tourist centers**

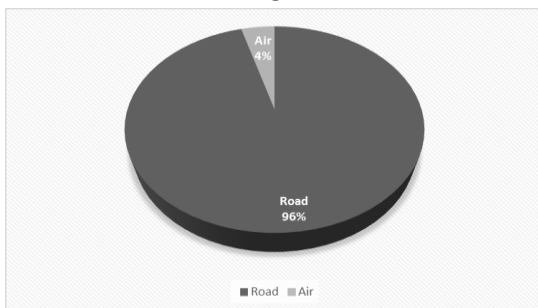
**Mode of transport being used to move tourist**

Road transport is the favourite choice as a mode of transporting tourist within the country with 96%. Air transport is not popular to many tour operators with only 4% using this means. This shows that road transport is the choice for many tour operators in transporting tourist within the country. The reason behind this is that road transport is flexible and it will pass through many tourist sites and cheaper as compared to air transport. The figure below summarizes the findings.

**Figure 4.10: Mode of transport for tourist in Kenya**

**Infrastructural challenges facing tourist**

Results shows that response on unavailability of hotels, 42% disagree, 30% strongly disagree, 13% agree, 11% were uncertain while 3% strongly agree. Poor quality hotels shows that 63% disagree, 13% strongly disagree, 10% were uncertain and agree respectively while 4% strongly agree. Poor roads to tourist sites shows that 49% agree, 20% were uncertain, 21% strongly agree, 5% disagree and strongly disagree respectively. This means that unavailability of hotels and poor quality hotels is not a challenge. However, poor roads to tourist centers is a challenge. As noted by (UNWTO, 2006), the success of any tourism destination is, to a great extent, determined by the quality of its infrastructure including the physical infrastructure (for example, airports and roads), information and communications technologies and tourism



infrastructure (attractions and heritage sites among others). The quality of infrastructure is an important factor affecting the investment climate in a country, both directly (with regard to the ease of

establishment and operation of business), and indirectly (by influencing operational costs vis-à-vis other regions) (Brown, 2003). Table below illustrate the findings.

**Table 4.12: Infrastructural challenges facing tourist**

	Strongly disagree	Disagree	Uncertain	Agree	Strongly agree
Unavailability of hotels	30%	42%	11%	13%	3%
Poor quality hotels	13%	63%	10%	10%	4%
Poor roads to tourist sites	5%	5%	20%	49%	21%

**Role of infrastructure on tourism industry**

The response shows that infrastructure provides comforts to tourists when they visit tourist centers and travelling around the country. Also good roads provide a faster movement to tour sites. Infrastructure also plays an important role as when all the amenities are available such as good hotels and well maintained roads, tourist will be happy to refer Kenya as a tourist center. Also good infrastructure well maintained provide relaxing mood to tourist and they will have good moments. According to Gunn and Var (2002), Eagles and McCool (2002) the connection between infrastructure and tourism is emphasized in numerous professional studies, which underline, on one hand, the special role of tourism development in the infrastructure's modernizing, and on the other hand, the reverse direction, the generation of multiplication effects of infrastructure development upon tourism.

**Infrastructural development strategies the government should use**

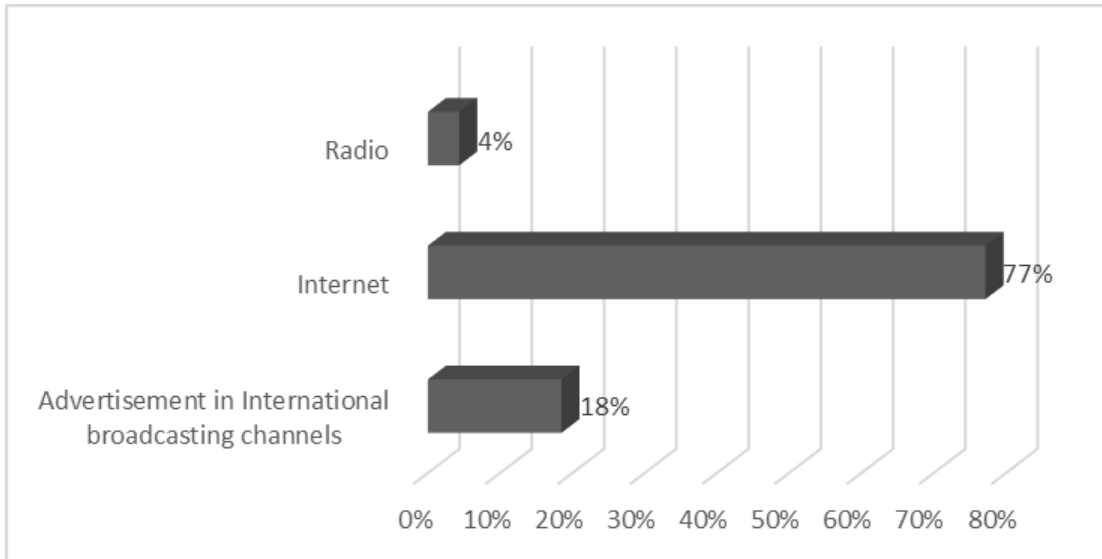
Response indicates that opening new roads to tour sites are one of the infrastructural developments the government should do to increase the number of tourist. This will open up new routes and more

tourist sites within the country. Maintaining existing infrastructure is also another strategy which the government should put in place. This will improve the quality of infrastructure available within the country. Encourage building high standard hotels boost the quality of tourist infrastructure which the government can advocate. Partner with private sectors in development is also another strategy where the government can work closely with private sector in improving tourist infrastructure within the country.

**Influence of marketing on international tourists' arrivals in Kenya**

**Form of marketing Kenya in source market**

Results shows that 77% of the respondents use internet to market Kenya, 18% advertise in international broadcasting channels while 4% uses radio. This means that internet is the most preferred means of marketing Kenya in source market as shown in the figure below. According to Morrison, (2013), improving the number of international tourists arrivals calls for the building of expert marketing teams both at home and abroad, a new and exciting advertising campaign, the launch of a spectacular website and a professional tourism survey.

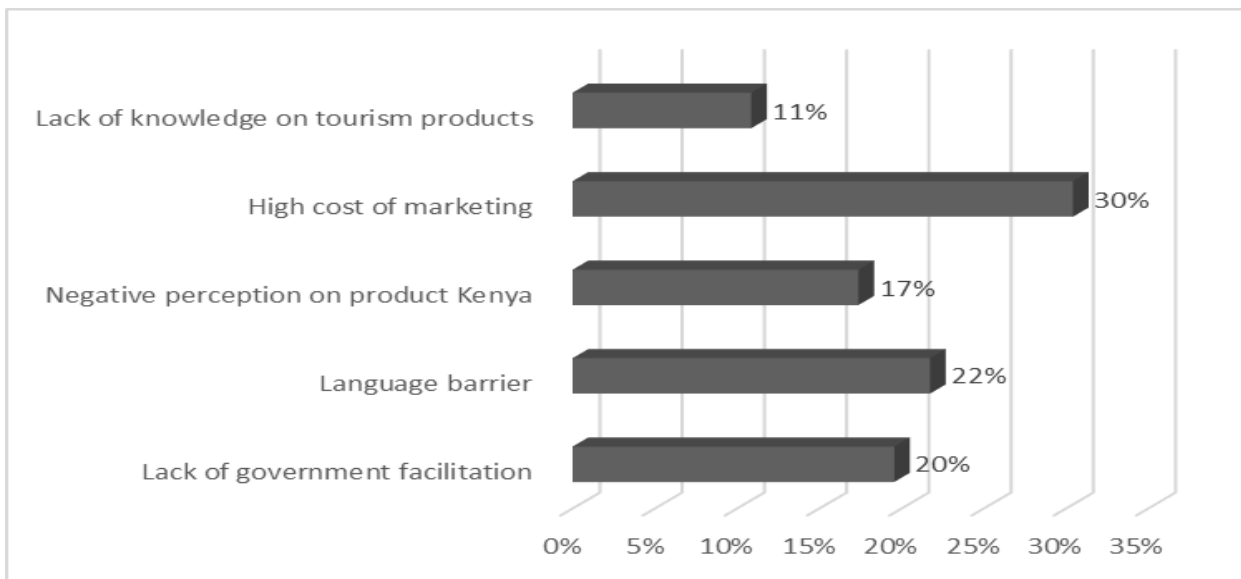


**Figure 4.11: Form of marketing Kenya in source market**

**Challenges encountered in marketing Kenyan tourism**

High cost of marketing with 30% response is the biggest challenges encountered by tour operators, 22% experience language barrier, 20% experience lack of government facilitation, 17% experience negative perception on product Kenya while 11% don't have enough knowledge on product Kenya. This means that marketing cost is too high for most tour organizations to handle marketing. According to Kipruto et al., (2007) the budget for Kenya's

marketing program is too small. The funds available to KTB for marketing is less than 1% of receipts from tourism, which may not be effective in making reasonable influence on the highly competitive market. Kenya's marketing program for 2006/2007 costs Ksh. 2 billion, but the treasury allocated only 10% of this budget, meaning that most of the initial objectives proposed by KTB were not achieved. According to Olivia, (2014) 60% of online users were shown to benefit from content they read online from other users on social media sites, blogs, et cetera.

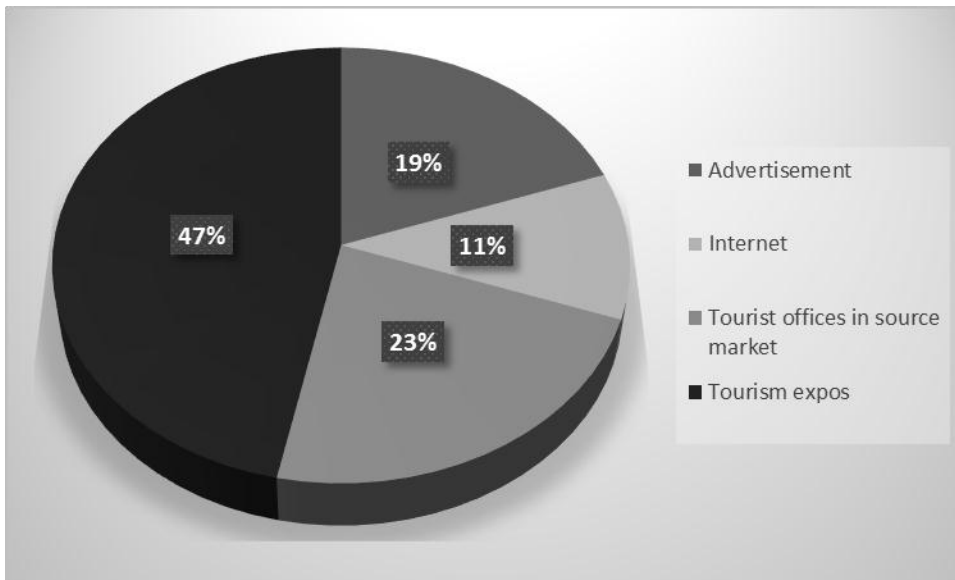


**Figure 4.12: Challenges encountered in marketing Kenyan tourism**

**Forms used by Kenyan government in marketing at source market**

Kenyan government uses tourism expos with 47% response, tourist offices in source market with 23%, advertisement with 19% while internet is the least with 11%. It is believed that tourism expos are effective tools of marketing, provide information to interested tourists and help to create of awareness.

This means that Kenyan government uses tourism expos to market Kenya and its tourism products in tour’s source markets as shown in the figure below. According to Kenya tourism board, (2014) the government is spending money in tourism expo to market Kenya as tourism destination which is an annual event that brings together overseas buyers, travel agents, tour operators and hoteliers in order to showcase Kenya's tourism product to a world market.



**Figure 4.13: Forms used by Kenyan government in marketing at source market**

**Role of government of Kenya in marketing Kenya as tourist destination**

Kenya government has been noted to play a crucial role of creating awareness in source market with 53% responses, provide facilitation with 37% while 10% noted that it assist in subsidizing KATO expenses for marketing as shown in the table below. The government should advocate for safety concerns of the tourist through awareness and

branding Kenya as safe. According to Odongo et al., (2013), tourism marketing that the government should adopt entail standardizing marketing and promotional strategies to ensure the same message is passed across the market about Kenya conference product, locally and internationally. Such areas that would require standardized messages would be; promotion materials for the brand; and website for the brand.

**Table 4.13: Role of government of Kenya in marketing Kenya as tourist destination**

	Frequency	Percent	Valid Percent	Cumulative Percent
Facilitation	34	37.0	37.0	37.0
Creating awareness	49	53.3	53.3	90.2
Subsidizing KATO expenses	9	9.8	9.8	100.0



Total	92	100.0	100.0
-------	----	-------	-------

#### What government should do in marketing Kenya

Creation of awareness in source market with 50% responses noted that the government should continue creating awareness to tourist in the source market. Having tourist offices in source market with 21%. Providing facilitation to tour operators and KATO members with 19%, and subsidizing KATO expenses with 11%. It is noted that the government

can sponsor tour agents to go and market Kenya. Odongo et al., (2013), tourism marketing that the government should adopt entail standardizing marketing and promotional strategies to ensure the same message is passed across the market about Kenya conference product, locally and internationally.

**Table 4.14: What government should do in marketing Kenya**

	Frequency	Percent	Valid Percent
Provide facilitation	17	18.5	18.5
Creating awareness in source market	46	50.0	50.0
Subsidizing KATO expenses for marketing	10	10.9	10.9
Having tourist offices in source market	19	20.7	20.7
Total	92	100.0	100.0

#### Hindrance government is facing in marketing the country

The biggest hindrance to government in marketing the country as tourist destination is lack of appreciation for the role tourism plays in the economy with 65%, government bureaucracy with 13%, perception that it is the role of KATO with 13%

while lack of money is the least with 9%. Also it is noted that government does not give tourism first priority, poaching of the big five in the country is not being given a priority and government does not delegate duties to KATO.

**Table 4.15: Hindrance government is facing in marketing the country**

	Frequency	Percent	Valid Percent	Cumulative Percent
Lack of money	8	8.7	8.7	8.7
Lack of appreciation	60	65.2	65.2	73.9
It is the role of KATO	12	13.0	13.0	87.0
Government bureaucracy	12	13.0	13.0	100.0
Total	92	100.0	100.0	

#### Kenyan government benchmarking with other leading governments in marketing

Kenyan government in benchmarking with other leading governments in marketing shows that 30% believe in appreciation of role of tourism in country's GDP and inclusion of tourism

professionals in managing tourism ministry respectively, 28% believe that the government should provide adequate tourism budget, while 11% believed that creating awareness in source market will leverage Kenya with other leading government in tourism sector.

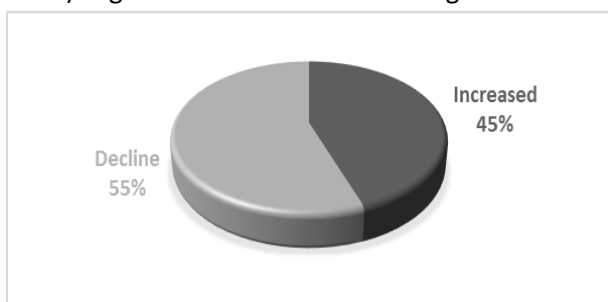
**Table 4.16: Kenyan government benchmarking with other leading governments in marketing**

	Frequency	Percent
Provision of adequate tourism budget	26	28.3
Appreciation of role of tourism in GDP	28	30.4
Including tourism professionals in managing ministry	28	30.4
Creating awareness in source market	10	10.9
Total	92	100.0

**Decline of International Tourists**

**International arrival since 2008 to date**

The view of international arrivals since 2008 to date shows that 55% noted a decline while 45% noted an increase. This means that the arrivals of international tourist since 2008 to date has been declining. A study by Adejoh and Fada (2014), discovered that the number of tourists visiting Yankari Game Reserve between 2010 and 2013 dropped by 48% which was attributed to the Boko Haram activities in the North east sub-region. Boko Haram activities in Nigeria are similar to Al-Shabaab threat in Kenya. This will scare the tourists with statistics of the crimes and may cause declines to the destination by the tourist’s arrivals (Mansfeld, 2006). Figure below shows the findings.

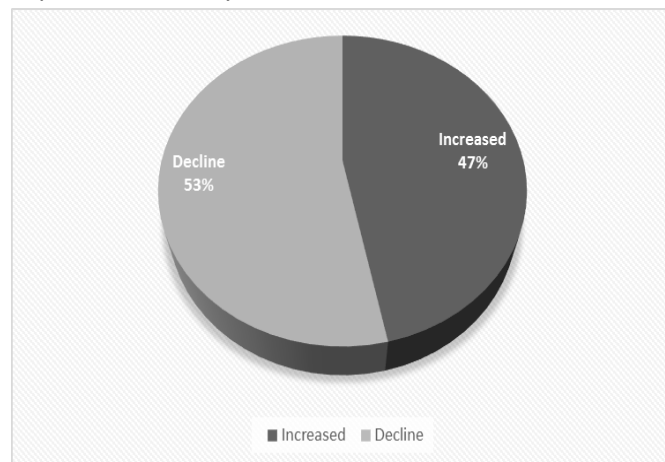


**Figure 4.14: International arrival since 2008 to date**

**Hotel booking in relation to international tourist arrivals**

Hotel booking shows that 53% noted decline while another 47% noted increase. This means hotel booking was declining. This means that hotel booking has been declining since 2008 to date. This findings coincide with the findings by Kibuye (2008) which he found out that hotel booking or

accommodation has been low in Kenya due to infrastructure which are old and out dated and at the same time insecurity in the country. This compromised the quality offering of these facilities and thus impacting negatively on tourists’ service experience in Kenya.



**Figure 4.15: Hotel booking in relation to international tourist**

**Role of KATO member in reversing the decline**

Results show that 37% noted that they have a role in continuing marketing Kenya, 29% believe that they have a role in partnering with government of Kenya in marketing, 24% have a role in creating favourable perception about product Kenya, 9% have a role in lobbying government of Kenya to increase budget for tourism while 1% didn’t respond. This means that KATO members feel that they have a big role in continuing marketing Kenya in their source market to reverse decline in international tourist arrivals.

**Table 4.17: Role of KATO member in reversing the decline**

	Frequency	Percent
Partner with government of Kenya in marketing	34	37.0
Continue marketing Kenya	27	29.3
Lobby government of Kenya to increase budget for tourism	8	8.7
Create favourable perception about product Kenya	22	23.9
No response	1	1.1
Total	92	100.0

**Role of government in reversing decline of international tourist arrival**

The government too has a role in reversing the decline of international tourist arrival. Results show that 46% believe that government of Kenya should provide adequate tourism budget, 29% believe that

engaging tourism experts in the ministry of Tourism will help, 16% believe that having KATO member to sit in inter-ministry committees handling tourism will help reverse the decline while 9% believe that government should partner with KATO in tourism marketing.

**Table 4.18: Role of government of Kenya in reversing international tourist arrivals**

	Frequency	Percent
Adequate budget for tourism	42	45.7
Engage tourism experts in ministry of tourism	27	29.3
Have KATO member to sit in inter-ministry committees	15	16.3
Partner with KATO tourism in marketing	8	8.7
Total	92	100.0

**Multiple regression analysis**

The study used multiple regression analysis to find the significance of the variables to determine their relationships between independent variables and dependent variable. The study had more than one independent variable. The study investigated influence of security, visa fee, infrastructure and marketing on decline of international tourist arrival. From the model summary, it can be concluded that

77.6 percent of the variation in Y (decline in international arrivals) is accounted for through the combined linear effects of the predictor variables. The coefficient of multiple determinations is 0.776; therefore, about 77.6% of the variation in the level of decline in international arrivals is explained by security, Visa fees, marketing and infrastructure. The regression equation is very useful for making predictions since the value of  $R^2$  is close to 1.

**Table 4.19: Regression model summary**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.215 <sup>a</sup>	.776	.002	.49919

a. Predictors: (Constant), Security, Visa fees, infrastructure, Marketing

**Table 4.20: Anova**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.048	4	.262	1.052	.005 <sup>b</sup>
	Residual	21.680	87	.249		
	Total	22.728	91			

a. Dependent Variable: Decline of International tourist arrivals

b. Predictors: (Constant), Security, Visa fees, Infrastructure, Marketing

The sig is .005<sup>b</sup> = 0.05 level of significance, there exists enough evidence to conclude that at least one of the predictors is useful for predicting the level of decline in international tourist arrival; therefore the model is useful. From the Anova statistics, it can be concluded that there was significant difference between variables with  $F(4, 87) = 1.052$ , sig. 0.005 which shows that there is significant association between variables.

**Table 4.21: Multiple Regression**

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	1.233	.253		4.879	.000
	Security	.151	.087	.188	1.739	.005
	Visa fees	.025	.049	.056	.516	.007
	Infrastructure	.066	.064	.112	1.021	.010
	Marketing	.038	.091	.045	.415	.049

a. Dependent Variable: Decline of International tourist arrivals

Firstly the findings show that all the four variables are significant predictors of decline in international tourist arrivals. Secondly the findings show that security with  $\beta = .151$  has a higher impact followed by Infrastructure with  $\beta = .066$ , marketing with  $\beta = .038$ , visa fee with  $\beta = .025$ . The study shows that security is significantly associated with decline of international tourist arrival with  $p=.000$ , visa fee

with  $p=.005$ , infrastructure with  $p= .010$ . Marketing with  $p = .049$  was not significantly associated with decline of international tourist. From the above output, the regression equation of the study is given by  

$$Y = 1.233 + 0.151 x_1 + 0.025 x_2 + 0.066 x_3 + 0.038 x_4 + \epsilon$$

**Correlation of variables**

The study further used correlation to show a combine relationship between independent variable; security, visa fee, infrastructure and marketing. From the findings in table 4.22 below shows that all the four variables had a positive

relationship with dependent variable. Security had an  $r = .158$ , visa fee with  $r = .142$ , infrastructure with  $r = .197$  and marketing with  $r = .174$ . The significance of the independent variables in predicting the outcomes of dependent variables shows that all the four independent variables had  $p < 0.05$ .

**Table 4. 22: Combine correlation**

Decline of international tourist arrivals	Security	Visa fees	Infrastructure	Marketing
Pearson Correlation	.158*	.142*	.197*	.174*
Sig. (2-tailed)	.002	.004	.007	.006
N	92	92	92	92

\*. Correlation is significant at the 0.05 level (2-tailed).

**SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

**Introduction**

This chapter presents the summary of key data findings, conclusions drawn from the findings highlighted and recommendations that were made. The conclusions and recommendations drawn were in quest of addressing research objectives of determining factors influencing decline in international tourist arrival in Kenya.

**Summary of the findings**

The study targeted a sample of 120 KATO organizations with response from marketing department. 92 respondents filled in and returned the questionnaire giving a response rate of 77%. Mugenda and Mugenda (,2002) observe that a rate of 50% and above is adequate for analysis. Stratified

random sampling was used. The basis of stratified random sampling was to achieve the desired representation from the various sub-groups from the population. The study was conducted by use of questionnaires which was administered to the respondents. The instruments were pilot tested and analyzed for reliability and validity using Cronbach’s Alpha formula. Decline of international tourist arrival in Kenya is influenced by all the independent variables as has been confirmed in this study. The study model therefore becomes;

$$Y = 1.233 + 0.151 x_1 + 0.025 x_2 + 0.066 x_3 + 0.038 x_4 + \epsilon$$

Where

Y is decline of international tourist arrivals in Kenya,

$x_1 =$  Security

$x_2 =$  Visa Fee

$x_3 =$  Infrastructure

$x_4 =$  Marketing

$\epsilon =$  uncontrolled factors/Experimental errors

**Table 4. 23: Anova**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.048	4	.262	1.052	.005 <sup>b</sup>
	Residual	21.680	87	.249		
	Total	22.728	91			

a. Dependent Variable: Decline of International tourist arrivals

b. Predictors: (Constant), Security, Visa fees, Infrastructure, Marketing

The multiple regression analysis in table 4.24 showed that moderate linear relationship with an R value of 0.215 and R<sup>2</sup> value of 0.776 which means 77.6% of the corresponding change in decline of international tourist arrival in Kenya can be

explained by the function  $\beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4$ . However there other variables that predict decline of international tourists' arrival in Kenya and these constitute 22.4%.

**Table 4. 24: Model summary**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.215 <sup>a</sup>	.776	.002	.49919

a. Predictors: (Constant), Security, Visa fees, infrastructure, Marketing

Further tests on coefficient of the resulting model as shown in table 4.25 revealed that a constant  $\beta_0$  value of 1.233 is significantly different from 0 at a p- value 0.000 which is less than  $p = 0.05$ . Hence the constant in the model is significant. The coefficient

$\beta_1 = 0.151$ ,  $\beta_2 = 0.025$ ,  $\beta_3 = 0.066$  and  $\beta_4 = 0.038$  are significant different from 0 with p – values of  $\beta_1 = 0.005$ ,  $\beta_2 = 0.007$ ,  $\beta_3 = 0.010$  and  $\beta_4 = 0.049$ . The first three test show significance while the fourth value does not show significance.

**Table 4. 25: Multiple Regression**

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	1.233	.253		4.879	.000
	Security	.151	.087	.188	1.739	.005
	Visa fees	.025	.049	.056	.516	.007
	Infrastructure	.066	.064	.112	1.021	.010
	Marketing	.038	.091	.045	.415	.049

a. Dependent Variable: Decline of International tourist arrivals

Further tests of ANOVA gave an F value of 1.052 at significance level p – value of 0.005 hence this is

statistically significant test. SPSS version 22 was used as a statistical tool for analysis all through the

study. Qualitative data was content analyzed as the data was organized into themes and categories. Quantitative data was analyzed and described using descriptive statistics. Multiple regression was used to test the combine effect of all the independent variable to the dependent variable. The study had the following findings.

#### **Influence of security on international tourists' arrivals in Kenya**

The study sought to find out to what extent has security influenced decline of international tourist arrival in Kenya. The findings of this study found that terrorism is the biggest security concern affecting the decline of international tourist arrival in Kenya as suggested by 88% of the respondents. The study further reveals that 69% of tour operators have handled terrorism related issues during their business operations. This shows that terrorism is the biggest security challenge affecting international tourists' arrival in Kenya.

The qualitative results shows that security perception can be real due to the fact that Kenya has experienced a number of security cases such as Westgate attack and other attacks at the Coast. The findings further revealed the respondents were equally divided on the justification of travel advisories as noted by 50% of the respondents.

#### **Influence of Visa Fee on international tourists' arrivals in Kenya**

The study sought to find out how has visa fee contributed to the decline of international tourist arrival in Kenya. The findings shows that there was a divided opinion on the cost of visa fee as noted by 39% of the respondents having an opinion that it was affordable while 35% noted visa fee to be high. Findings also show that 72% of the respondents noted that Visa Fee increased cost of travel thus reducing tourist numbers. Qualitatively,

respondents noted that reduced cost visa fee has increased the number of tourist of late.

#### **Influence of infrastructure on international tourists' arrivals in Kenya**

The study sought to find out how has infrastructure contributed to the decline of international tourist arrival in Kenya. The findings shows that quality of hotels and tourist centers has a strong impact on the number of international tourist arrivals as noted by 96% of the respondent. Also the study found out that poor roads to tourist sites affect international tourist arrival as noted by 49% of the respondents, as road was found to be the preferred mode of travel as noted by 96% of the respondents.

#### **Influence of marketing on international tourists' arrivals in Kenya**

The study sought to find out how has marketing by the government contributed to decline of international tourist arrival in Kenya. The findings show that Kenya government uses tourism expos as the main marketing platform in the source markets as noted by 47% respondents. Also the study found out that Kenya government should create more awareness about the country's tourism products in the source market as noted by 50% respondents. Further the study revealed that internet is the most preferred tool of marketing as noted by 77% of the respondents. The findings also found out that the biggest hindrance of government in marketing the country as a tourist destination is lack appreciate for the role tourism play in economy of the country as noted by 65% of the respondent.

5.2.5 Decline of international tourist arrival in Kenya  
The study found out that since 2008 to 2014, international tourists arrival in Kenya has been declining as noted by 55% of the respondents. Also the study revealed that KATO members feel that

they have a role to play in reversing the decline of international tourist arrivals in Kenya by partnering with the government in marketing as noted by 66% of the respondents. Finally, the study shows that the government should provide adequate tourism budget for marketing the country so as to reverse the decline of international tourist's arrivals as noted by 75% of the respondents.

## **Conclusion**

### **5.3.1 Security**

From the findings it can be concluded that terrorism is the biggest security threat to both international tourist visiting Kenya and tour operators. It was also noted that most tour operators have handled at least 1-3 times security issues since 2008 to 2014. The international tourist perception on security issues has been increased by negative publicity in the media which have validated their perception on security matters in the country. Providing security in the tourist centers was noted to be very important in assuring international tourist of their security and safety. Also international tourists have faith in the government and thus any information coming from the government concerning their security and safety will help to convince them to visit the country.

### **Visa Fee**

Visa Fee was noted to have an impact on the cost of travel even though it was noted that most international tourist view Visa Fee as affordable. The government of Kenya should subsidize Visa Fee to encourage more international tourist arrivals.

### **Infrastructure**

On the infrastructure, quality hotels and tourist centers was rated to be very important in its attractiveness to international tourist arrivals. Road transport is the most preferred means of transport to most tour operators. Poor roads have been identified as the main challenge in terms of infrastructure that affect international tourist.

Opening new roads to tour sites is one of the infrastructural developments the government should do to increase the number of tourist. Maintaining existing infrastructure is also another strategy which the government should put in place. Partnering with private sectors in development is also another strategy where the government can work closely with private sector in improving tourist infrastructure within the country.

### **Marketing**

Marketing tourism by tour operators in source market is mostly done through internet. The biggest challenge which tour operators face while marketing Kenya is the cost of marketing which is too high. The government of Kenya markets its tourism products through tourism expos. It is believed that by creating awareness in source market, the government of Kenya will be promoting international tourist arrivals. It is noted that adequate budget for tourism should be the main concern of the government when promoting international tourists arrivals.

### **Decline of international tourist arrival**

The study noted that since 2008 to 2014, there has been a decline in international tourist arrival in Kenya. This has been witnessed by hotel bookings which have been declining. The number of bed-nights was noted to have declined between 2008 and 2014. KATO members noted that they have a role in continuing marketing Kenya in order to reverse the decline in the tourism sector. The government of Kenya has been noted also to play a role in reversing decline in international tourist arrival by providing adequate tourism budget and engaging tourism experts in the ministry of tourism.

### **Recommendation**

The study recommends that security issues for international tourist should be taken seriously by all stakeholders. The government should continue



offering security at all tourist centers as a measure for boosting international tourist's arrivals. The security intelligence in Kenya should work with international security experts to promote information sharing about security matters so that the international security experts should be able to advise their government well before giving travel advisories. The government should deploy more police officers throughout the country especially to tourist centers. Since international tourist respect governments, the government of Kenya should continuously take an active role in convincing international tourist to visit Kenya and assure them of their security while in the country.

The study also recommends that the government should continue reviewing Visa Fee on periodic phases such that on low seasons, the government should subsidize Visa Fee to maintain the level of tourist and on pick seasons to revise it to boost revenue collection. Since Visa Fee increase cost of travel, the government should work closely with tour operators to help in reducing cost of travel while in the country. This can be done through reduction of levies on the tour operators so that they offer cost effective tourism services to their clients. This will minimize the effect of high Visa Fee which impact on the number of tourist visiting Kenya.

The private sector and the government should maintain international standards of hotels and tourist centers. The government should encourage private sector to build new and quality hotels which will attract international tourists. This will be achieved when the government gives assurance to the private sector that it will help in marketing the facilities internationally. The government should improve road network in the country more so in the tourist centers and sites.

Internet is widely being used by tour operators to market Kenya tourism in source market and it is time that these companies build professional

websites which provide an interactive mode of communication with their clients. Tourist may want to gather some information regarding their safety and security while in the country through interactive mode which will only be possible when tour operators build and incorporate communication channels such as facebook, twitter, instagram etc. Social media has changed how people interact and it is possible for tour operators and the government to interact with international tourist through such channels. There is a lot of information both in media and internet which might portray Kenya as unsafe place for tourist. It is the work of the government to continue creating awareness to international tourist on matters of security and safety. The government should be able to listen to the tour operators by having some members of KATO sit in the inter-ministry committees handling tourism related policies. This will help to avoid waste of resources as both the government and KATO can run a common marketing strategy which will benefit both sides.

#### **Areas of further research**

The study recommends further studies to be carried out on the same topic but at different counties to promote the correlation of findings which can help further actions which the government and private sector can take into consideration to boost international tourist arrival.

The study also recommends a study to be carried out on hotel and tourist centers characteristics which will help to boost international tourist arrivals. Such characteristics will only be linked to those facilities thus helping the private developers and government improve on such infrastructure. Finally the study recommends further studies on the policy measures which the government should put in place to promote tourism for both local and international tourist.

## References

- Adejoh, M A and A AFada (2014), 'Evaluating the impact of Boko Haram terrorism on Yankari Game Reserve as a resort in Bauchi State Nigeria', *IOSR Journal of Humanities and Social Science*, 19(2), 57 – 61.
- Akama, J. S. &Kieti, D. (2007). Tourism and socio-economic development in developing countries: A case study of Mombasa Resort in Kenya. *Journal of Sustainable Tourism* 15(6): 735-748
- Ashworth, G. & Goodall, B. (2012). *Marketing tourism places, volume 2*. New York, NY: Rutledge Publishers
- Blij, Peter O., & Nijman, Jan (2010). *The World Today: Concepts and Regions in Geography* (5<sup>th</sup> ed.) New Jersey: Wiley Publishing
- Brennan, James (2008). Lowering the Sultan's Flag: *Sovereignty and Colonization in Coastal Kenya, Comparative Studies in Society and History*. London: Cambridge University Press
- Brown, S. (2003). Expanding Volunteer vacation participation: an explanatory study on the minimission concept, *Tourism Recreation Research*, 28 (3), pp. 73-82. Kenya tourism board, (2014)
- Culiuc, A. (2014). *Determinants of International Tourism*. Washington DC: International Monetary Fund.
- Eagles P., McCool S., (2002), *Tourism in National Parks and Protected Areas: Planning and Management*, (New York: CABI Publishing).
- Europa. (2013). Transport Infrastructure. *Delegation of European Union to Kenya*. Retrieved from [http://eeas.europa.eu/delegations/kenya/eu\\_kenya/tech\\_financial\\_cooperation/transports/index\\_en.htm](http://eeas.europa.eu/delegations/kenya/eu_kenya/tech_financial_cooperation/transports/index_en.htm). Retrieved on April 15<sup>th</sup> 2015
- Fisher, Laing and Soekel (2008). *Ethnography Step by Step: Applied Social Research Methods Series, Vol. 17* Sage Publications Inc. London
- Gartner and Tasci, (2010) W.C and Tasci, A.D.A (2007). Destination image and its functional relationship. *Journal of Travel Research* 45, 413-425.
- Glaesser, D. (2007). *Crisis Management in the Tourism Industry* (Amsterdam: Butterworth-Heinemann).
- Government of Kenya (2013). *Economic Survey*. The Government Printer
- Gunn C.A.,Var T., (2002), *Tourism Planning: Basics, Concepts and Cases*, 4th edn (UK: Routledge)
- Ikiara, J.and Koech C.(2002). *Impact of tourism on environment in Kenya*. Nairobi: Kenya
- Jaggar, A. M. (2008). Introduction: The project of feminist methodology. In A. M. Jaggar (Ed.), *Just methods: An interdisciplinary feminist reader* (pp. vii-xi). Boulder, CO: Paradigm Publishers.
- Johanna, Bockman (2011). *Markets in the name of Socialism: The Left – wings of Neo – Liberalism*. Stanford: Stanford University Press
- Justin. W, (2014). Australian tourism industry submission to joint review of border fees, charges and taxes.

- Kareithi S. (2003). *Coping with tourism: Examples from Communities in Kenya*. Pro – poor tourism working paper No. 13. [www.Propoortourism.org.uk/13\\_kenya](http://www.Propoortourism.org.uk/13_kenya). Retrieved on April 3<sup>rd</sup> 2015
- KATO. (2010). *Kenya Hotel Directory*. Nairobi: KATO
- Kenya Tourism Board. (2012). *Kenya Hotel Directory*. Nairobi: KTB
- Kenya Wildlife Service. (2012). *Kenya Hotel Directory*. Nairobi: KWS
- Kenya, Ministry of Finance. (2012). *Aid effectiveness Kenya: Crisis management committee*. Retrieved from [http://www.aideffectiveness.go.ke/index.php?option=com\\_content &view =article & id=5&Itemid=42](http://www.aideffectiveness.go.ke/index.php?option=com_content&view=article&id=5&Itemid=42). Retrieved on May 10<sup>th</sup> 2015
- Kenya, Ministry of Tourism.(2008). Strategic plan 2008–2012. Retrieved from [http://www.tourism.go.ke/ministry.nsf/doc/STRATEGIC\\_PLAN\\_2008%20-%202012.pdf/\\$file/STRATEGIC\\_PLAN\\_2008%20-%202012](http://www.tourism.go.ke/ministry.nsf/doc/STRATEGIC_PLAN_2008%20-%202012.pdf/$file/STRATEGIC_PLAN_2008%20-%202012). Retrieved on May 14<sup>th</sup> 2015
- Kibuye. J.W. (2008). An Assessment of Hotel Product Quality in Kenya as a Basis for Building Destination Competitiveness. A thesis Submitted in fulfilment of the requirements for the Degree of Doctor of Philosophy in Business Management in the Faculty of Management at the University of Johannesburg
- Kimuyu. J. (2009). Factors affecting international tourist arrivals in Kenya. A Research Project submitted to the School of Economics, University of Nairobi, Pursuant to the requirements of the Degree of Masters of Arts in Economics, September 2009.
- Kiprutto, N., Akama, J. and Sitati, N. (2007). ‘Marketing of the North Rift region as a Tourist Destination in Kenya’, Masters Thesis. Department of Tourism and Tour Operations Management, Moi University, Kenya
- KNBS. (2013). *Economic Survey of Kenya 2013 Highlights*. Nairobi: KNBS.
- KNBS. (2014). *Economic Survey of Kenya 2014 Highlights*. Nairobi: KNBS.
- Kuto, Benjamin and Groves, James (2004). *The Effect of Terrorism: Evaluating Kenya’s Tourism Crisis*. University of Missouri Columbia.
- Lazier, William & Jim Collins (1992). *Beyond Entrepreneurship: Turning your business into an enduring great Company*. New Jersey: Prentice Hall
- Mansfeld, Y., & Pizam, P. (2006). *Tourism, security & safety: From theory to practice*. Burlington, MA: Elsevier Butterworth-Heinemann.
- Maupeu, H. (2008). Revisiting post-election violence. In: Lafargue, J. (Ed.). *The general elections in Kenya, 2007*. (pp. 187-223). Dar es Salaam: Mkukina Nyota Publishers Ltd.
- Mayaka, M.A. & Prasad, H. (2012). Tourism in Kenya: An analysis of strategic issues and challenges. *Tourism Management* 1(1): 48-56
- McKelvie, J. (2009). *Travel and tourism: Kenya*. London: Mintel Group Ltd

- Moore B. (2010). *So long, insecurity: You have been a bad friend to us*. Carol Stream, IL: Tyndale House Publishers Inc
- Morgan, D. (2007). 2 Women killed in U.S. Embassy carjacking. *CBS News*. Retrieved from <http://www.cbsnews.com/news/2-women-killed-in-us-embassy-carjacking/>. Retrieved on March 23<sup>rd</sup> 2015
- Morrison, A. M. (2013). Destination positioning and branding: Still on the slow boat to China. *Tourism Tribune*, 28(2), 6-9.
- Morrison, M. A. (2013). *Marketing and managing tourism destinations*. NY: Routledge Publishers
- Mugenda, O.M., & Mugenda, A.G. (2002). *Research Methods: Quantative and Qualitative Approaches*. Nairobi: ACTS Press
- Mulupi, D. (2010). The state of Kenya tourism industry. Retrieved from <http://www.howwemadeitinafrica.com/the-state-of-kenyas-tourism-industry/1297/>
- Ngugi, B. (2012). The economic cost of Kenya's insecurity. *Inter Press Service News Agency*. Retrieved from <http://www.ipsnews.net/2012/12/the-economic-cost-of-kenyas-insecurity/>. Retrieved on May 20<sup>th</sup> 2015
- Ngugi, K. W. L (2014). An analysis of international tourism demand for Kenya. A Thesis Submitted to the School of Business in Partial Fulfilment of the Requirement for the Award of the Degree of Doctor of Philosophy in Business (Management Science) of Kenyatta University, May, 2014.
- Njuguna, J. (2012). *An assessment of Public Relations in the Hotel Industry in Kenya: A case study of Nairobi's Five Star Hotels*. University of Nairobi.
- Nkonoki. S. (2012). Challenges of Tour Operators Case: Dar-es-Salaam, Tanzania. Haaga-Helia, University of Applied Science
- Nyariki, E. (2013). *Kenya challenged to reinvent tourism marketing strategies*. Retrieved from <http://sleepout.com/nomad/kenya-challenged-to-reinvent-tourism-marketing-strategies/>. Retrieved on May 20<sup>th</sup> 2015
- Ochieng, W. and Maxon, Robert (1992). *An Economic History of Kenya*. Nairobi: East African Educational Publishers
- Odendahl, T., & Shaw, A. M. (2002). Interviewing elites. In: J. F. Gubrium & J. A. Holstein (Eds.)
- Odote, Martin A. (2008). *Sustainable Tourism in Kenya*. Kenyatta University.
- Odunga, P.O, Belsoy, S.J, Nthinga R,W and Maingi, S.W (2013). Conference tourism in Kenya: Towards Tourism Product development, Diversification and Extension. <http://ir-library.ku.ac.ke/bitstream/handle/123456789/1463/Maingi,%20S.W.pdf?sequence=1>. Retrieved on September 29<sup>th</sup> 2015
- Olivia M. A. O. (2014). Facebook as a marketing tool in the tourism industry: a case study of Kenyan tour operators. United States International University Africa.

- Onder, A. O., Candemir, A., & Kumral, N. (2009). An empirical analysis of the determinants of international tourism demand: The case of Izmir. *European Planning Studies*, 17 (10), 1525-1533.
- Ondicho, T. G. (2000). International tourism in Kenya: Development, problems and challenges. *EASSRR* 16(2): 49-69
- Otieno, B. (2013). Kenya: Reduce Visa fees to boost tourism - MP. *The STAR*. Retrieved from <http://allafrica.com/stories/201312310912.html>. Retrieved on June 24<sup>th</sup> 2015
- Oxford Learners Dictionary (2014). Oxford: Oxford University Press.
- Pearce, D. G. (1989). International and domestic tourism: Interfaces and issues. *GoeJournal*9 (3): 257-262
- Pflanz, M. (2011). Briton killed and wife kidnapped from Kiwayu Safari Village resort, Kenya. *The Telegraph*. Retrieved from <http://www.telegraph.co.uk/news/worldnews/africaandindianocean/kenya/8755898/Briton-killed-and-wife-kidnapped-from-Kiwayu-Safari-Village-resort-Kenya.html>. Retrieved on May 2<sup>nd</sup> 2015
- Prakash, B.S. (2006). *Only an exit visa*. New Delhi: Cambridge University Press
- Ragui. M. (2013). Challenges Hindering Success of Tour Businesses Owned by Indigenous Entrepreneurs in the Tourism Industry in Kenya. A Thesis Submitted in Partial Fulfilment for the Award of the Degree of Doctor of Philosophy in Business Administration in the Jomo Kenyatta University of Agriculture and Technology.
- Roberts, M. J. (2009). Conflict analysis of the 2007 post-election violence in Kenya. *Conflict Recovery* 1(1): 1-21
- Rubadiri, V. (2012). Kenya reaps more from tourism in 2012. *Capital Business*. Retrieved from <http://www.capitalfm.co.ke/business/2012/04/kenya-to-reap-more-from-tourism-in-2012/>
- Safari Bookings. (2014). *Kenya Tour Operators*. Retrieved June 8th, 2015, from Safari Bookings: <https://www.safaribookings.com/operators/kenya>
- Saren M. (2012). *Critical marketing: Defining the field*. Oxford: Elsevier Ltd.
- Shambi, Juliet (2011). *Analysis of and Recommendations for Kenya's Tourism Sector*. Diploma: Project
- Sharpley R. (2012). *Tourism development and the environment: Beyond sustainability?* Oxford: Earthscan Publishers
- Shaughnessy, J. and Zechmeister, E. Jeanne (2011). *Research Methods in Psychology* (9<sup>th</sup> edition). NY: Mc Graw Hill
- Shepard, W. (2010). Tourist Visa fees on the rise. *Vagabound Journey*. Retrieved from <http://www.vagabondjourney.com/tourist-visa-fees-on-the-rise/>
- Sinclair, Z. (2008). New Visa fees to discourage visitors to UAE: residents. *Khaleej Times*. Retrieved from [http://www.khaleejtimes.com/DisplayArticle.asp?xfile=data/theuae/2008/June/theuae\\_June332.xml&section=theuae](http://www.khaleejtimes.com/DisplayArticle.asp?xfile=data/theuae/2008/June/theuae_June332.xml&section=theuae). Retrieved on July 5<sup>th</sup> 2015

- Sindiga, I. (1999). Wildlife-based tourism in Kenya: land-use conflicts and government compensation policies over protected areas. *The Journal of Tourism Studies* 6(2): 45-55
- Songa H., Gartner W.C., & Tascic A. (2012). Visa restrictions and their adverse economic and marketing implications – Evidence from China. *Tourism Management*, 33(2), 397-412.
- Sudman, S. (1976). *Applied sampling*. New York, NY: Academic Press
- The American Heritage New dictionary of Cultural Literacy (3<sup>rd</sup> edition) (2005)
- United Nations World Tourism Organization (UNWTO) (2006). *International Tourist Arrival Tourism Market Trends, 2006 Edition*: Annex Madrid: UNWTO
- UNWTO & ILO. (2013). *Economic Crisis, International Tourism Decline and its Impact on the Poor*. Madrid: World Tourism Organization.
- UNWTO. (2014). *Tourism Barometer*. Madrid: UNWTO.
- Wanjiru, (2012). An analysis of international tourism demand for Kenya. PhD thesis, Kenyatta University.
- Western, D. (1992). Planning and management for optimal visitor capacity. In: C.G. Gakahu (Ed.), *Tourist attitudes and use impacts in Maasai Mara National Reserve*. (pp. 66-75). Nairobi: Wildlife Conservation International
- White, J., & Dozier, D. (1992). *Public Relations and Management Decision Making*. New Jersey: Hillsdale
- Wilcox, L.D., & Cameron, T.G. (2008). *Public Relations: Strategies and Tactics* (9<sup>th</sup> edition). New Jersey: Allyn & Bacon
- World Bank. (2013). International Tourism, number of arrivals. *The World Bank: Working for a world free poverty*. Retrieved from <http://data.worldbank.org/indicator/ST.INT.ARVL>. Retrieved on June 4<sup>th</sup> 2015
- World Travel & Tourism Council (2012). *Travel and tourism economic impact, Kenya*. London: World Travel and Tourism council.