

1 The Influence of Inbound Tour Operators (ITOS) in Positioning  
2 Kenya as an Attractive Destination for American Leisure and  
3 Travel Market

4 Ondabu E Kiage<sup>1</sup>

5 <sup>1</sup> Moi University

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8 **Abstract**

9 Kenya is a popular tourism destination in Africa with abundant tourism resources and  
10 activities. However, to the Americans who are among the world's top spenders in outbound  
11 travel, Kenya is not a popular destination. The study explored ways that Inbound Tour  
12 Operators (ITOs) can use to position Kenya as an attractive destination for American leisure  
13 and travel market. The study targeted 40 respondents from selected ITOs based in Nairobi  
14 using questionnaire survey mainly on 5-point likert scale. Abundant wildlife, safari experience  
15 and unique accommodation were the most popular tourism products, and technology was the  
16 main source of information and trip planning (score 5). More than 50

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18 **Index terms**— inbound tour operators, american tourists, tourism resources and activities, positioning,  
19 attractiveness.

20 **1 I. Introduction**

21 tourism is big business globally which destinations cannot afford to ignore. Destinations worldwide received 369  
22 million International tourists in the first quarter of 2017, representing 6% growth over the same period 2016  
23 (UNWTO, 2017). Various UNWTO reports indicate that tourism is an important global service industry and  
24 that international arrivals are expected to be more than double by 2020, reaching 1.6 billion arrivals while tourism  
25 expenditure is expected to reach US\$ 2 trillion. From the perspective of this global industry, tourism to and  
26 in developing countries is of major significance. For example, 42% of international travel takes place to today's  
27 developing countries. The direct contribution of Tourism to Kenya's GDP was Kes 220.6b (4.1% of total GDP)  
28 in 2014, and was forecast to rise by 5.1% p.a. in the period 2015-2025 generating Kes 376.5b (4.0% of total GDP)  
29 in 2025. In 2014 Tourism directly supported 206,500 jobs (3.5% of total employment) and is expected to rise by  
30 2.9% pa to 277,000 jobs (3.4% of total employment) in 2025. Tourism investment in 2014 was Kes 69.3b, which  
31 was 6.4% of total investment and is expected to rise by 5.2% pa up to 2025 and earn the country Kes 121.0b  
32 ??WTTC, 2015).

33 Tourism has the capacity to promote regional development, create new commercial and industrial enterprises,  
34 create/stimulate SMEs, stimulate demand for locally produced goods and services, and provide a market for  
35 agricultural products. ??NBS (2001 ??NBS (-2011)), indicate that tourism development in Kenya led to economic  
36 growth and poverty eradication in a number of ways: Generation of foreign exchange earnings, taxation, license  
37 fees, park entry fees; employment both in the formal sector (200,000 jobs) and in-formal sector (600,000 jobs),  
38 and stimulated growth in other economic sectors such as agriculture, manufacturing, construction, transport and  
39 handicrafts. Thus, tourism is one of the 5 key pillars in the realization of vision 2030 which is meant to make  
40 Kenya a middle income economy by 2030 ??GoK, 2011). With these apparent benefits of tourism, it is essential  
41 that inbound tour operators (ITOs) play its part positioning Kenya as a destination of choice for specific targeted  
42 tourism markets.

## 2 II. POSITIONING

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43 The aim of this paper was to identify ways that ITOs can use to position Kenya as an attractive destination  
44 for American leisure and travel market. ITOs are a central link between demand and supply and hence have  
45 power to influence both according to their needs. Maru and Kieti (2013) state that ITOs are 'middlemen' who are  
46 normally located in key urban centers and entry areas to the main attractions. They range from multinationals to  
47 briefcase firms and are usually contracted by tour wholesalers in tourists generating countries to provide services  
48 to clients and thus, they are an important component in ensuring tourist satisfaction (Honey and Krantz, 2007).

49 In 2007, the total number of American outbound travelers was 31,288,000 and about 938,640 (3%) of them  
50 choose Africa as a destination. Of those who chose Africa, Kenya attracted 100,516 (10.7%) while SA attracted  
51 219,000 (22.3%) travelers double that to Kenya (UNWTO, 2008). This is rather disturbing knowing well that  
52 Kenya offers the best attractions in Africa, has a large Kenyan Diaspora in America led by the most famous  
53 "Kenyan son", President Obama, etc. Statistics from the first 10 months of 2015 and (2016) show the following  
54 of number of tourists into Kenya from selected countries: UK 84,423 (80,821); US 70,734 (82,363); India 41,257  
55 (54,983); ??ganda 24, ??20 (45, ??16); China 25,299 (41,459); Germany 30,806 (36,066); SA 25,819 (28,720);  
56 Italy 24,830 (27, ??33). This data indicate that tourists from all markets increased except from UK. In the first  
57 10 months of 2016, the USA was ranked no. 1(82,363). However, comparing 2007 (100,516) and 2016 (102,640),  
58 this was really a very small increase which must be a concern of Kenyan tourism stakeholders. Western countries  
59 are still leading in tourist numbers because tour wholesalers understand their consumer behavior; some of them  
60 have investments in Kenya and a section of ITOs have some partnerships with tour wholesalers in those countries.  
61 Further, there is a fairly large Kenyan Diaspora in the west. However, the 'emerging' markets India, China and  
62 Africa, are showing great potential and growth, and are forecast to grow (UNWTO, 2016). This "emerging  
63 market" growth is changing tourism and therefore, the ITOs need to gain knowledge about these emerging  
64 markets for marketing strategy planning, targeted consumer recognition and positioning.

65 Kenya is regarded as the "jewel of East Africa" (GoK, 2009). Kenya offers both natural and cultural experiences  
66 to visitors hardly found elsewhere ranging from world famous wildlife parks/reserves, natural landscapes, beautiful  
67 Indian Ocean beaches to diverse cultures and historical sites. In fact, one of the wonders of the world is here in  
68 Kenya; the great migration of over a million wildlife animals across the border of Kenya and Tanzania yearly.  
69 Generally, Kenya is endured with both natural and cultural heritage attractions, fairly good accessibility and  
70 connectivity to both local and international markets which gives the country and service providers immerse  
71 opportunities to position Kenya as an attractive destination. Tourism activities associate with tourists while in  
72 Kenya include; seeing diversity of wildlife, undertaking a safari, game drive, adventure, festivals, visiting historical  
73 sites, philanthropy, etc, and there is potential for further innovation in products development, for example, golf  
74 courses, scuba -diving, jungle -trekking, river cruises, etc (IATA, 2005). However, insecurity and terrorism, erratic  
75 politic environment, environmental degradation, etc are some of the challenges impacting negatively on Kenyan  
76 tourism.

77 To provide quality services, service providers must be well trained and motivated, and equipped with right skills  
78 and tools. Service employees play a key role in both creating customer satisfaction and working toward service  
79 recovery when services offered to not conform to the expectations of customers. The managers must therefore have  
80 the right people and design jobs and responsibilities very well in order to enhance service delivery and minimize  
81 cases of unproductive behavior and stress (Buhalis, 2000;). In the region, Kenya has a competitive advantage  
82 inherent in well trained professionals with very good skills, dedication to service provision, highly motivated  
83 and innovative who contribute directly and indirectly to customer satisfaction. High customer satisfaction  
84 leads to continuity in relations with customers and therefore customer loyalty and retention, and destination  
85 attractiveness. The innovative abilities of the Kenya people for example, can be experienced in technology  
86 money transfer (m-pesa, and m-shwari).

87 The UNWTO statistics show that American tourists to Kenya is not steady, calling for concerted efforts to  
88 steady and grow this market for the prosperity of the Kenyan people. Understanding the concept of positioning  
89 is key to developing an effective competitive posture (Lovelock, 2000;Trout, 1997). It is important for ITOs in  
90 Kenya to know which product features are of specific interest to customers in order to develop a competitive  
91 strategy for destination Kenya, and evaluate the products' subsequent performance in the tourism market place.  
92 Therefore, this study sought to: understand the needs of the USA travel market; determine the tourism products  
93 and activities that appeal to them; find out how they access information about destination Kenya; establish the  
94 challenges the American tourists encounter; and determine opportunities that ITOs can further use to influence  
95 American travelers to visit destination Kenya.

## 96 2 II. Positioning

97 It is well established that every product generates images among the target customers. This image is known as  
98 position of a particular product. The position enjoyed by the same product may be different for different customer  
99 groups. In the competitive marketplace, a position reflects how consumers perceive the product/organization's  
100 performance on specific attributes relative to that of one or more competitors. Customers' brand choices reflect  
101 which brands they know and remember as well as how each of these brands are positioned within each customer's  
102 mind. These positions are, of course, simply perceptual, but people make decisions based on their individual  
103 perceptions of reality rather than on an expert's definition of reality (Lovelock, 2000;).

104 Positioning is the process of establishing and maintaining a distinctive place in the market for an organization

105 and/or its individual product offering (Lovelock, 2000). It is the way a company, tourism offering, destination or  
106 country is viewed in relation to other companies, destinations, and by customer segments. Positioning is in the  
107 eyes of the customer, it is how the market perceives the company, country, destination, etc. It has also been defined  
108 in terms of the way a company positions itself in the marketplace thru its service offering and communication  
109 of this to various market segments (Lumsdon, 1997). Trout (1997), distils the essence of positioning into four  
110 principles, namely:

111 1. A company must establish a position in the minds of its targeted customers, 2. The position should be  
112 singular, providing one simple and consistent message, 3. The position must set the company apart from its  
113 competitors, 4. A company cannot be all things to all people; it must focus its efforts.

114 These principles apply to any type of organization that competes for customers. Understanding the concept of  
115 positioning is key to developing an effective posture for it offers valuable insights by forcing managers to analyze  
116 their firm's existing offerings and to provide specific answers to various questions:

117 1. What does our firm currently stand for in the minds of current and potential customers? 2. What customers  
118 to we currently serve and which ones may we target in future? 3. What are the characteristics of our current  
119 service offerings and who is its target? 4. How do our service offering differ from those of competitors? 5. How  
120 are the offerings perceived by chosen targets as meeting their needs? 6. What changes are needed in our offerings  
121 to strengthen our competitive position?

122 Thus, positioning plays a pivotal role in marketing strategy because it links market analysis and competitive  
123 analysis to internal corporate analysis. It is positioning analysis that provides inputs to decisions relating to  
124 product development, service delivery, pricing, and communication strategy ??Dibb & Simkin, 1993;Lovelock,  
125 2000). For a destination, good positioning may reduce the risk element of prospects that are visiting destination  
126 for the first time (Karma, 1997). Morgan (1996) in his study cited three prolonged strategy for positioning. First,  
127 the key benefits sought by the tourists were derived; second, the product was designed as per customer preferences;  
128 and third, the product features were communicated to the target market thru promotional campaigns.

### 129 **3 III. Destination Attractiveness**

130 The popularity of tourism destinations can be enhanced by combining factors of competitiveness and attrac-  
131 tiveness. Supply side drives competitiveness, and demand side drives attractiveness elements. The input of  
132 both tourists and operators of tourism facilities are necessary for any destination to manage and enhance its  
133 competitive advantage. Tourist friendly destinations are created from a combination aspect of space, activities,  
134 and products within the tourism system approach. Space which is equipped with infrastructure, facilities,  
135 accommodation, attraction and others, is essential to ensure a tourist friendly destination that fulfills the supply  
136 and demand of tourist ??Anuar et al., 2012). For tourism to be a profitable industry now and in the long term,  
137 its development and management should be according to a new competitiveness paradigm (Ritchie and Crouch,  
138 1993). Competitiveness is now widely accepted as the most important factor determining the long term success  
139 of organizations, and countries (Kozak and Rimmington, 1999). ??itchie and Crouch (2003), state what makes a  
140 tourism destination truly competitive is its ability to increase tourism expenditure, to increasingly attract visitors  
141 while providing them with satisfying, and memorable experiences.

142 A destination is said to be competitive if its market share measured by visitor numbers and financial returns  
143 are increasing (Hassan, 2000). This approach supports the widely held view that competitiveness should be linked  
144 to high numbers and increasing destination income. The attractiveness of a destination reflects the feelings and  
145 opinions of its visitors about the destination's perceived ability to satisfy their needs. The more a destination is  
146 able to meet the needs of its tourists, the more it is perceived to be attractive and the more the destination is likely  
147 to be chosen. Mayo and Jarvis (1980), define attractiveness as "the perceived ability of the destination to deliver  
148 individual benefits". This ability is enhanced by attributes of a destination, i.e. those components that makeup  
149 a destination which forms the demand side perspective of the destination. The importance of these attributes  
150 help people to evaluate the attractiveness of a destination and make relevant choices. The attractiveness of a  
151 tourist destination encourages people to visit and spend time at the destination. Therefore, the major value of  
152 destination attractiveness is the pulling effect it has on the tourists. Without attractiveness, tourism does not  
153 exist and there could be little or no need for tourist facilities and services. It is when people are attracted to a  
154 destination that facilities and services follow (Ferrario, 1979b).

### 155 **4 IV. Tour Operators (TOS)**

156 Tour operator brings together the essential elements of a holiday such as transport, ground handling,  
157 accommodation, information provision, and visits to attractions. A tour operator will organize, put together  
158 different elements of the tourism experience and offer them for sale to the public by means of advertising  
159 ??Page, 2006). Tour operation or tour wholesaling is the linchpin of distribution of tourism development. Tour  
160 wholesaler acts as a catalyst of demand; he/she interprets the market needs of his clients and packages these  
161 needs into destinations. His influence on the direction of demand is particularly significant to long haul, and  
162 relatively expensive destinations (Jenkins, 1991). A tour operator/tour wholesaler is often described as an  
163 intermediary and they are in contact with travelers before, during and after their vacation and hence they can  
164 influence behavior (Cooper & Jackson, 1989). TOS have control over tourists' itinerary, choice of destination,

## 6 VI. FINDING AND DISCUSSION

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165 accommodation, excursions, air and ground transportation, etc. They therefore, play an important role in  
166 the service marketing mix: product, promotion, price, place, people, physical evidence, packaging and process.  
167 Positioning is associated with the communication elements of this marketing mix especially promotion. Their  
168 effort can significantly influence the tourism industry, especially in a country like Kenya with significantly less  
169 familiarity and accessibility to USA visitors (Kozak, & Baloglu, 2010; Bennett, 1993). As an intermediary, they  
170 bring buyers and sellers together, either to create markets where they previously did not exist, or to make existing  
171 markets work more efficiently and thereby expand the market size.

172 There are two types of TOs namely; Outbound Tour Operators (OTOs) and Inbound Tour Operators (ITOs).  
173 OTOs promote tours, and design multi-national tours especially long haul travelers seeking a specific experience  
174 in a foreign destination. They work in partnership with local operators in the destination, or alternatively they  
175 can choose tours already designed by inbound operators and re-sell them to clients. They have in-depth knowledge  
176 of their customers' needs; design travel products that meet those needs i.e. travel documents, transportation,  
177 accommodation, sightseeing, activities, etc. On the other hand ITOs also known as 'ground operators', are the  
178 local experts in a destination's tourism products. They pick out 'export ready' products that they promote  
179 overseas thru distributors. They formulate tour packages individually or in collaboration with foreign tour  
180 operators who understand their clients' needs i.e. transportation, sightseeing, entertainment, meals, currency  
181 exchange, insurance services, etc. Tourists at home in their country generally do not have in depth knowledge  
182 of a destination or the service providers in that destination hence they end up seeking the services of ITOs.  
183 Therefore, ITOs must have an established product, be in demand in the target market, offer good value for  
184 money, have a product that is consistently delivered with high level of quality and service, have a product that  
185 provide a unique experience and availability, and must respond to customers' inquiry and complaints in realtime  
186 (Buhalis, 1994; Barras, 1986).

187 The dynamic changes in tourism continue to evolve and are characterized by more experienced travelers  
188 who know what they want, are sensitive to the ecosystem, and are sensitive to the plight and role of the  
189 local community in tourism development. They want to create, feel, and participate, and thereby exist with  
190 memorable experience rather than a repetition of the usual. Thus, ITOs face a number of challenges such as;  
191 product quality and diversity, knowledgeable consumers, relations between countries, exchange rates, language  
192 constraint/barriers, regulatory laws, competition, lack of financial resources, insecurity, ever evolving technology,  
193 and lack of coherent tourism policy. These challenges are really and affect operations of ITOs and at the same  
194 time, they also provide opportunities to position Kenya as a destination of choice.

## 195 5 V. Research Methodology

196 The study targeted ITOs who were members of Kenya Association of Tour Operators (KATO) and had  
197 participated in USA trade shows as per Kenya Tourist Board (KTB) data for the last ten years. Using census  
198 sampling, data was sort from 40 ITOs and targeted product development managers, operations managers,  
199 marketing executives and tour consultants, who had served the American travelers into Kenya in 2016. The  
200 questionnaire was distributed either thru email or in person to 40 targeted tour operators but 29 ITOs  
201 answered and returned the questionnaire, representing 72.5% rate of the sample. The information sort included;  
202 demographic and travel characteristics; travelers' needs/preferences; appeal and challenges; and ITOs' operations  
203 and opportunities. Descriptive statistics formed the main tool of analysis and result presentations. From the  
204 frequency analysis more than half of the respondents were male, married, aged between 26 and 45, travelled with  
205 family, had college education, earned middle income wages (table 1), had visited Kenya at least once (table 2).  
206 These characteristics fit well with typical tourists who visit Kenya i.e. professionals, middle aged, and tend to be  
207 male dominated. The results suggest that the target market for ITOs is likely to be families, aged between 26 and  
208 45 years of age with college education and middle class income. This supports other findings elsewhere (KTB,  
209 2011). ITOs must therefore, have conversation with OTOs to target and generate this type of tourists, and make  
210 them stay longer, spend more, and provide them with memorable experiences for word-of-mouth marketing.

## 211 6 VI. Finding and Discussion

212 American travelers sourced for information about destination Kenya and its tourism products online (score  
213 5), social media (score 4.6), and word-of-mouth (score 3.6). American tourists made travel arrangements and  
214 consumption on-line thru company website (score 5), travel consultants (score 3.8) and on-site (3.2). On-site  
215 booking was preferred by return visitors who knew what they wanted. The brochures and travel magazines  
216 (score 2.5) which formed the main source of destination information and its products in the past is fast giving  
217 way to modern technology calling for major investments and training in technology. More than three quarters had  
218 visited other destinations with similar tourism products, and indicated that they will recommend Kenya to other  
219 potential travelers. There was large pool of return travelers and these calls for the ITOs to be dynamic, creative  
220 and innovative in terms of product quality and diversity; provide employee with update skills and training;  
221 online and social media promotion/advertising; and high quality service provision in order to create memorable  
222 experiences (Wall, 2010).

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## 223 7 Table 3: Tourists Preferences

224 The following questions required responses on 5-point likert scale options 1 to 5; 1-not at all important, 3-  
225 neutral, 5-very important Americans are attracted to Kenya by abundant tourism resource activities, experience  
226 safari, and availability of diversity and unique accommodation (score 5) while consuming various cultures and  
227 engaging in philanthropy activities scored 3.6 and 3.4 respectively, an indication that philanthropy activities are  
228 gaining momentum as tourists are increasingly interested to know how their resources are used and the place  
229 of local communities in tourism. Participation in tourism by local communities is an important component of  
230 sustainability. The Maasai culture (food, language, manyattas, initiation into manhood) was the most popular  
231 cultural product to the American consumers (score 5). Natural wonders (Mt. Kenya, Lake Victoria, lakes in the  
232 rift valley, etc) appealed to only small group of tourists (score 2.2). The Kenyan coast beaches were insignificant  
233 probably because of other better beaches like the Caribbean which is closer to mainland America and much  
234 better. Thus, investment and conservation of both natural and cultural heritage, will give destination Kenya  
235 a competitive advantage. Destination Kenya's major strengths were well trained and knowledgeable human  
236 capital; diversity of tourism resources and activities, and accommodation (score 5). The ability to distribute  
237 tourists from airports and hotels to various attractions; knowledge of tourism products; and interpretation of  
238 tourism products scored an average of 4.2. Availability and application of technology; partnership with American  
239 tour wholesalers (OTOs), and availability of large and well distributed slums/orphanages scored 3.7. Finally,  
240 knowledge of tourists' preferences, engaging with Kenyan Diaspora, and knowledge of English language scored  
241 3.1 each. The ITOs have significant internal and external strengths and if utilized well would position Kenya as  
242 an attractive destination to American leisure and travel market.

243 American tourists highlighted various obstacles that hinder them from visiting Kenya; the distance between  
244 the USA and Kenya, and insecurity (score 5), corruption (score 3.5), environmental degradation (score 3.3) and  
245 erratic political environment (score 3.2). Tourism infrastructure, and expensive destination, were not considered  
246 as significant obstacles (score 1.4). These challenges have major policy implications in terms of planning, tourism  
247 development, and marketing, and therefore, must be addressed by tourism stakeholders to position Kenya as an  
248 attractive destination.

249 American travelers accessed information about destination Kenya and its tourism products on ITOs websites  
250 (score 5), closely followed by social media (score 4.6), partnership with tourists suppliers (3.4), and engaging  
251 with the large/growing Kenyan Diaspora (3.2). Participation in trade shows/fairs organized by KTB was  
252 considered expensive (1.5) and advertisement on mass media was too expensive and was not used at all. It  
253 is the attractiveness of a destination that encourages people to visit and spend time at the destination (Kozak &  
254 Rimmington, 1999; Chung & Buhalis, 2008). More resources must be availed to understand the needs of the USA  
255 travel market in order to prepare and serve this market much better although the country's image sometimes  
256 is affected by international terrorism (UNWTO, 2007). The ITOs must strive to invest more in technology and  
257 training in order to deliver individual or group benefits by providing those attributes that make destination Kenya  
258 truly attractive.

## 259 8 VII. Conclusion and Recommendation

260 American tourists can access and consume a variety of tourism resources and activities in Kenya that can hardly  
261 be found anywhere in the world. The American tourists who include Kenya in their holiday plans are driven  
262 by variety of wildlife, safari experience, and the unique accommodation options which give tourists space and  
263 time to interact with wildlife (KTB, 2011). ITOs abilities to distribute tourists, social media and blogs, Kenyan  
264 Diaspora, and slums/orphanages are some of the opportunities which can position, promote and sell Kenya to  
265 the American leisure and travel market. Technology is now a key source of travel information before, during and  
266 after tourism consumption, and helps companies generate more sales, and manage customer relationships. For  
267 example, social media increase brand engagement because people value perceived authenticity and reliability and  
268 thus, it must be harnessed to be part of positioning Kenya as an attractive destination and destination of choice  
269 (Chung & Buhalis, 2008).

270 There was significant number of repeat visitations which meant that, those who had visited Kenya before  
271 may have had memorable experiences in the country and therefore, there is need for dynamism in products  
272 creativity and innovation to expand product diversification, and further enhance positive use of wordof-mouth  
273 as a marketing tool. It is important for ITOs to use current and repeat customers as ambassadors of destination  
274 Kenya by encouraging them to share their experiences, photos, and videos thru social media for wide reach and  
275 real-time. The study also highlighted a number of opportunities that ITOs can use to position Kenya as an  
276 attractive destination for American tourists: well trained and knowledgeable human resources who can deliver  
277 seamless services, knows and interprets tourism products, and ability to engage the Kenyan diaspora. Further,  
278 knowledge of English language, friendly local people and famous sportsmen if harnessed are opportunities that  
279 can position Kenya as an attractive destination. However, insecurity, long distance between the USA and Kenya,  
280 and lack of strong and well planned tourism product education in the American travel and leisure market remain  
281 major hindrances to realization of this goal. The attractiveness of a destination reflects the feelings and opinions  
282 of its visitors about the destination's perceived ability to satisfy their needs. The more a destination is able to  
283 meet the needs of its tourists, the more it is perceived to be attractive and the more the destination is likely to be  
284 chosen. A number of suggestions were made to further enhance service provision and minimize challenges, and to

## 8 VII. CONCLUSION AND RECOMMENDATION

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285 position Kenya as an attractive destination and choice for American leisure and travel market. That ITOs should:  
286 i) Actively engage the Kenyan diaspora, be active on social media, and ensure that the content on their websites  
287 is relevant and up-to-date based on research findings on products and consumer behavior in order to maintain  
288 a competitive edge; ii) Actively engage the government to continuously improve the tourism infrastructure to  
289 respond to the needs and wants of contemporary tourists; iii) Continuously improve on products/services offerings,  
290 tourism activities, and invest in human capital in terms of training, development and skills provision to enable  
291 them offer the best services; iv) Continuously provide accurate information to American tourists on diversity  
292 and availability of Kenyan tourism products, and philanthropy programs, to enable them make wide choices  
293 for consumption, spend and length of stay and as well as improved livelihoods; v) Integrate sustainability  
294 practices into their products, and websites, and indicate their concerns for sustainability in their marketing  
295 activities; and vi) Engage the government to address issues national security and safety, corruption, erratic  
296 political environment, and environmental degradation to assure and reassure American tourists before, during  
297 and after the trip. vii) Engage the government to ensure that transportation infrastructures (airports) correspond  
to international standards to ensure and lead to direct flights between Kenya and United state of American.

1

Age	
Age Bracket	Frequency
Up to 25	4 (13.8%)
26 -35	6 (20.7%)
36 -45	12 (41.4%)
46 -55	5 (17.2%)
Above 55	2 (6.9%)
Total	29

  

Marital Status	
	Frequency
Single	7 (24.1%)
Married	15 (51.7%)
Widowed	2 (6.9%)
Divorced	5 (17.2%)
Total	29

  

Gender	
	Frequency
Male	15 (51.7%)
Female	12 (41.4%)
Other	2 (6.9%)
Total	29

Figure 1: Table 1 :

2

Figure 2: Table 2 :

21

Frequency Percent

Figure 3: Table 2 . 1 :

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**22**

(Respond using the following options in a scale of 1 to 5; 1 = not at all important, 3= neutral, 5 = very imp

	1	2	3	4	5	Average Score
i) Advertisement on mass media	1	2	3	4	5	0
ii) Brochures and travel magazines	1	2	3	4	5	2.5
iii) Company website	1	2	3	4	5	5.0
iv) Word-of-mouth	1	2	3	4	5	3.6
v) Social media	1	2	3	4	5	4.6
vi) Trade shows	1	2	3	4	5	1.2

Figure 4: Table 2 . 2 :

**23**

	1	2	3	4	5	Average Score
i) On-line	1	2	3	4	5	5.0
ii) Travel consultants	1	2	3	4	5	3.8
iii) On-site	1	2	3	4	5	3.2
iv) Other channels	1	2	3	4	5	2.1

Table 2.4: How many times had they visited Kenya before?

- i) First time: 10 (34.4%) ii) Once: 8 (27.6%)
- iii) Twice: 7 (24.2%) iv) More than Twice: 4 (13.7%)

Figure 5: Table 2 . 3 :

**25**

Kenya before?

- i) Yes = 22 (75.9%) ii) No = 7 (24.1%)

Table 2.6: Will they recommend destination Kenya to other people?

- i) Yes 23 (79.3%) ii) No 6 (20.7%)

Figure 6: Table 2 . 5 :

**31**

Average  
Score

Figure 7: Table 3 . 1 :

**32**

Average  
Score

Figure 8: Table 3 . 2 :

## **8 VII. CONCLUSION AND RECOMMENDATION**

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298 1 2 3  
299

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