

THE INTERNATIONAL JOURNAL OF HUMANITIES & SOCIAL STUDIES

Assessment of Domestic Events Management Strategies in Promoting Sustainable Tourism as a Catalyst toward Fostering Peace and Cohesion in Kenya

Jane Kanjuru

Dean, School of Hospitality, Travel and Tourism Management,
Mount Kenya University, Kenya

Lawrence Wang'ombe

HOD, Department of Travel and Tourism Management, Mount Kenya University, Kenya

Dr. Ray Mutinda

Senior Lecturer, School of Hospitality, Travel and Tourism Management,
Mount Kenya University, Kenya

Abstract:

Events sector is one of the segments under the umbrella of tourism and constitute meetings, conferences, incentive travel, exhibitions and corporate events. Events tourism is the fastest growing global sector of the tourism market at a rate of 8-10% per annum. Most developed countries have integrated the events sector into their economies and Kenya has earmarked events as a potential sector that can increase the country's income and at the same time foster peace and cohesion among its citizen. Domestic tourists market in Kenya is still lagging behind due to : perceptual issues, infrequent seasonality, limited complementing facilities, highly priced services, and low level of promotional efforts and lack of sustainable practices. The purpose of this study was to assess the domestic events management strategies for promoting sustainable tourism, as a catalyst toward fostering peace and cohesion in Kenya. The study was conducted in 5 and 3 star hotels'. Field research based and adopted both quantitative and qualitative research design. The sample size comprised of 105 respondents and the response rate was 70.7 percent. The respondents included 15 banquet managers and 15 food and beverages managers obtained through a purposive sampling. 75 domestic tourists participated and were selected through simple random sampling technique. A paired samples t-test failed to reveal a statistically reliable difference between the mean Average Conference Length and the strategies utilized in conference's cost reduction ($t = 0.120$). The Fisher test ($F=129.48$) showed that there is strong correlation in management strategies for promoting sustainable tourism and the increase in domestic events for the hotels' facilities. Researcher recommends marketing using traditional media as a promotional strategy.

Keywords: Events management, domestic tourists, promotional strategy, cost management strategy, green standards, sustainable tourism, Peace & cohesion

1. Introduction

Events sector is one of the segments under the umbrella of tourism. Events constitute meetings, conferences, incentive travel, exhibitions and corporate events (Zamzuri *et al.*, 2011). The International Conferences and Conventions Association (ICCA, 2012) which represents specialists in organizing, transporting and accommodating international meetings and events indicates that events tourism is the fastest growing global sector of the tourism market. It grows at the rate of 8 - 10% per annum (Thome, 2012; ICCA, 2012), while leisure travel grows at rate of 4.3- 4.4% per annum (World Travel & Tourism Council, 2012).

Most developed countries have integrated the events sector into their economies. These countries and the cities therein are ranked top in hosting international conferences by the ICCA. The top five countries with the number of international conferences hosted are: U.S.A (829), Germany (722), Spain (562), France (527), and United Kingdom (525) (ICCA, 2014). The top ranked cities globally, and the number of international conferences hosted are: Paris (204), Madrid (186), Vienna (182), Barcelona (179), and Berlin (178) (ICCA, 2014). Kenya and Nairobi city were ranked positions 55th with 38 conferences and 99th with 24 conferences respectively worldwide in 2013 (ICCA, 2014).

In the African region, South Africa is leading in hosting international conferences. In the year 2013, it hosted 118 international conferences (ICCA, 2014). The cities of Cape Town and Durban were ranked positions 1 and 2 respectively in Africa in the year 2013. They hosted 45 and 25 international conferences respectively. Kenya occupied the second position in Africa in 2012 and 2013 in terms of organizing international conferences (ICCA, 2014; ICCA, 2012). It hosted 38

international conferences in 2012 and 29 in 2013. The city of Nairobi was ranked second in the year 2012 with 24 international conferences, and was ranked third in the year 2013 with 22 international conferences.

According to the Kenya Tourism Master Plan of 2005 (GOK, 2005), the local conferences in Kenya increased by 13.3% from 805 to 912 conferences from the year 2003 to the year 2004. The GOK has earmarked events as a potential sector that can increase the country's income. This is according to the Ministry of Tourism Strategic Plan 2008-2012 (GOK, 2008). Complementing the sector is the availability of world class meeting places and specialized conference facilities in the country (Odunga *et al.*, 2011). The Kenyatta International Conference Center and Safari Park Hotel in Nairobi are the main host venues for most of the local and international events in Nairobi. Organizations and governments are focusing on providing facilities based on green technology. The green technology has been helpful in reducing the cost of the event operations, thus leading to an increase in financial performance (Zamzuri *et al.*, 2011).

There have been shortcomings in the development, marketing of conference tourism as a tourism product in Kenya. This is because facilities have not enriched their conference products with complementing tourism activities, and sufficient modern technology that would increase their attractiveness. Moreover, the Kenya Tourist Board whose responsibility is to co-ordinate the marketing of conference tourism in Kenya, has largely focused its efforts more on holiday travelers than events travelers (GOK, 2008). Thus the overall domestic tourism market remains largely unexploited and especially the event sector.

Sufficient investment in events management strategies such as; green conferencing (Wale *et al.*, 2010), intensive marketing and promotion locally, finding sponsors for some events, adequate use of modern technology, use of talented staff, use of cost-effective management strategies, can increase and sustain participation of domestic tourists in the Kenyan Tourism industry, and even lead to its sustainability.

Various policy documents such as the National Tourism Strategy 2013-2018, National Tourism Policy 2006, Vision 2030, among others appreciate that Kenya's Tourism industry is vulnerable to crises such as insecurity and global economic downturn in the source markets. In addition, travel advisories, negative publicity and decline of disposable income in the source markets is inevitable leading to loss of tourists. Domestic tourism should cushion the local tourism industry during the times of crises.

Kenya Tourism Board has tried to promote domestic tourism (World Bank Report, 2010) reveals that, there is a low volume of domestic conference travelers in Kenya. Moreover, ICCA (2012) has established that conference tourism grows at a rate of 8-10% per annum, and Kenya's domestic tourists are not sufficiently taking part. Additionally, Kenya is known to be competitive in the international conference hosting, but little is still known about its domestic conference performance. Furthermore, the dependence of Kenya on nature tourism cannot guarantee the industry's future sustainability. The study seeks to assess domestic events management strategies in promoting sustainable conference tourism in Nairobi County.

1.1. Research Objective

The purpose of this study was to assess the domestic events management strategies for promoting sustainable tourism in Kenya, a case of 5 and 3-star hotels' conference facilities in Nairobi County. The study provides vital information that would lead to more focused service quality for more effective service delivery with an intention of enhancing sustainability in the events sector. The study was guided by the following objective: To assess the contribution of promotional strategy in promoting sustainable tourism in Nairobi County.

2. Literature Review

The growing middle class in urban and semi-urban centers particularly Nairobi can consume conferences services as a tourism product (GOK, 2013). Hotels advertize their conference centers in trade magazines with a brief description of the amenities they offer (Mocherie & Sherwood, 2014). The descriptions are relevant to the trade. For example, if they want to attract people in technology, they highlight their ability to accommodate a large number of wireless internet connections and their staff's experience.

Business blogs and websites also provide opportunities for target marketing (Mocherie & Sherwood, 2014). If they have contacts in the business, they tell them about their conference center and consider offering discounts for large gatherings or first-time customers. Conference center brochures can help educate potential buyers about conference offerings, and billboards near the hotel or located near businesses can draw attention. Social networking is also an invaluable tool that allows hotels to engage directly with potential customers, post sales information and ask customers about their experiences with their hotel and hopes for their conferences (Odunga *et al.*, 2011). They also pointed out that marketing may not lead to high numbers of delegates because of factors such as income levels of potential customers among others.

Marketing has been done in various ways with different achievement in results. According to the research done by Graham (2005) on the marketing of events in the hospitality in England, the hotel website emerged as the key informant. This is due to the advanced internet infrastructure, and whose connectivity is high. In a similar study done in Turkey by Dinçer *et al.* (2014) found that Internet marketing informs about 70% of all the event guests. Importantly, internet marketing offers additional benefits like customer relations management (CRM), direct marketing, and electronic transactions. The media is also vital as it offers hotels some benefits such as; direct communication with target audience, rapid feedback, comprehensive data, and ability to interact with customers and potential customers effectively (Dinçer *et al.*, 2014).

Most research attention focuses on measuring and evaluating the economic impacts of events on host economies and focusing little on how organizations are impacted. In addition, researchers have put a strong emphasis on large scale events such as sports, doing little on small and medium scale events. Researchers have also been slow in directing research beyond economic impacts and motivations. The research evidence suggests that events create both positive and negative impacts in both the short and the long term. Many studies have documented positive outcomes.

In addition, hosting a particular conference carries the potential of stimulating further conference sales in the future. Thus, for repeated and frequent events, hotels need to establish a relationship marketing strategy to understand the feelings, extra needs, create special packages for their customers in an attempt to keep them. Events may have an impact on tourism sustainability (Guilding, 2009; Hong, 2008). They can be a feature in the marketing of destinations by being mentioned in tourist information and brochures. It can also mitigate the effects of seasonality on some destinations. Invariably, events hosting by hotels is said to increase the number of tourists that is considered to contribute to sustainable tourism in the country. However, the amount of the contribution of events tourism in Kenya has not been revealed in the literature reviewed.

3. Methodology

The study adopted across-sectional survey for profiling, defining, segmenting, estimating, predicting, and examining associative relationships. The study was carried out in the 5 and 3-star hotels in Nairobi County because it is a large metropolitan city with over 70% of hotels that are classified in the Kenya Hotels and Restaurant Act Cap 494. The target population consisted of the 105 respondents from 5 and 3-star hotels' banquet and food and beverages managers, and their domestic tourists/ guests. Purposive sampling was used to select banquet and food beverages managers. Further, the researcher used simple random sampling technique where any 5 delegates/ participants in the event were selected from a list of each hotel.

There are 7 hotels classified as 5 stars and 9 hotels classified as 3 stars in Nairobi County. One hotel was used for piloting and the remaining 15 for the study. Each hotel provided 1 banquet and 1 food and beverage manager; thus a sample of 30 respondents. Further, 5 delegates/ participants from each hotel were respondents hence a sample of 75 respondents. The total sample size was 105 respondents. Data for this study was collected using questionnaires and were administered to delegates/ participants, and the banquet and food and beverage managers respectively. The data analysis for socio-demographic variables involved the use of descriptive and inferential statistics. Bivariate, and Multivariate analysis was used to determine the relationship between independent variables and the dependent variable.

4. Findings and Discussion

The study was done in 15 hotels and there were two categories of respondents: the conference delegates and the Food and Beverage managers and banquet managers as respondents. The delegates' questionnaire targeted 75 respondents from the 5 and 3-star hotels; however, only 46 respondents participated in the study, giving a response rate of 60.3%. Food and Beverage Manager and Banquet manager respondents were 30, however; only 24 responded, giving a response rate of 80%. The average response rate was 70.7%. There were 87.5 male and 11.5 female managers who responded in the study. Additionally, 33.3% of the managers were between 31-40 years, 62.5% were 41-50, and while 4.2% were over 50 years and above. Concerning their individual ages, none of the persons interviewed was less than 20 years and the highest percentage.

A large share of managers are diploma holders (70.8%), 20.8% are degree holders, and only 8.3% are O level holders. On the other hand, 61 % had attained a university degree while 22% had undertaken postgraduate studies. The working experience of the respondent's managers was varied. 83% of the managers who participated in the study had 4 to 6 years of working experience. 4% had less than 3 years of working experience while 13% had over 6 years of working experience.

The response from 37.5% of the banquet, and food and beverage managers indicated that about 2001 to 3000 conference delegates are hosted monthly in the 5 and 3-star hotels. It is only 4.2% of the managers who noted that they host more than 4001 delegates monthly.

Consequently, domestic delegates spend 5387.67 Kenya Shillings in each conference/ event they participate in. 71.8% managers reported many of the domestic conferences/ events last for less than a week. The more the attendance days shift below 7 days, the more tourism becomes unsustainable, and this seems to be the case. The standard deviation indicates that the price of the conference can go up by 1715.70 Kenya shillings. It, therefore, seems that the delegates have paid more than 5387.67 Kenya Shillings because; the length of the conference largely remained below a week but, the contribution of the income by the conference delegates remained steady or even increased. It therefore; implies that receiving large numbers of delegates is important to the sustainability of the business. However, the amount of money they are ready to pay for conference packages influence the sustainability of a facility. The charges should be good enough to allow the provision of a quality conference.

Invariably, delegates interviewed in the facilities reported having participated conferences in the same property, with 17.4% having a conference at least five times, 65.2% having a conference between 6-10 times, while a further 17.4% have a conference in the same facility eleven and more times. These findings show that hotels are getting high numbers of repeated guests. As Guilding (2009) found, repeated guests enhance sustainability of the conference business. Therefore, hotels need to establish a relationship marketing kind of strategy to know the feelings, extra needs, create special packages for their customers in an attempt to keep them.

The frequency of the conferences held seemingly varies largely with the time of the year. On average, a large proportion of the delegates interviewed, 46%, reported attending a conference once a month while 33% reported of attending a conference once a week. In addition, about 13% reported of attending a conference once in a year, as a further 9% rarely reported attending conferences. These results show that only few delegates attend the conferences, and their participation is recurrent. The hotels 20.8% receive below 1000 delegates, 37.5% receive between 2001 and 3000, and 4.2% receive above 4001 delegates monthly. The hotels need to reach many people to participate in their events, and the levels of repetition ought not to be high like in this case. This would imply that the market for events is readily available, but awareness has to be extended to the masses that can potentially attend the events. It is imperative to develop this segment of the tourism market as explored herein.

The results showed that 29.2% of managers reported that an average length of a conference involving domestic delegates lasts one week in their hotels. Figure 4.9 shows the results. Conversely, 71.8% reported that such conferences last for less than a week. The more day's conferences take place, the more sustainable its business becomes. However, longer stays do not necessarily generate substantial income that could lead to financial sustainability. Savagondha & Soparat (2009) conducted a research on the marketing strategies suitable for wedding events to a hotel. In this study, they found out that a one-day event such as a wedding generates more income than a seven day conference. They argue that the costs of accommodating, service, food and drinks for the delegates spending longer is high in the long run. The hotels need to give thought to the shorter events and try to acquire as many bookings as possible.

Hotels use a blend of promotional tools to reach the domestic conference tourists as shown in Table 1.1. The blend includes; hotel website, flyers, social media such as LinkedIn, Facebook, and twitter, word of mouth, travel agency, and print media. The commonly used were; hotel websites at 25%, and word of mouth at 29.2%. Social media attracted 12.5% of the delegates.

Promotional Tool	Frequency	Percent	Valid Percent	Cumulative Percent
Hotel website	6	25.0	25.0	25.0
Flyers	3	12.5	12.5	37.5
Social media such as LinkedIn, Facebook, and Twitter	3	12.5	12.5	50.0
Word of mouth	7	29.2	29.2	79.2
Travel Agency	4	16.7	16.7	95.8
Print media	1	4.2	4.2	100.0
Total	24	100.0	100.0	

Table 1: Promotional Tools used by Hotels

Currently, the internet based tools are common because of their recent gradual growth and the hype attached to them. These would complement the traditional tools of promotion to penetrate the domestic tourism market deeply. In addition, these tools will increase the awareness of conferences and events. Eventually, business will increase raising chances of sustainability of tourism. Odunga *et al.* (2011) agree with these findings, but they add that, marketing may not give the hotels the numbers they desire because of factors such as income levels of potential customers among others. The study of the delegates on the tool that made them aware of the present conference of event revealed that; the broadcast media, travel agencies, word of mouth, social media, and hotel website played key role, and this is illustrated in Figure 1.

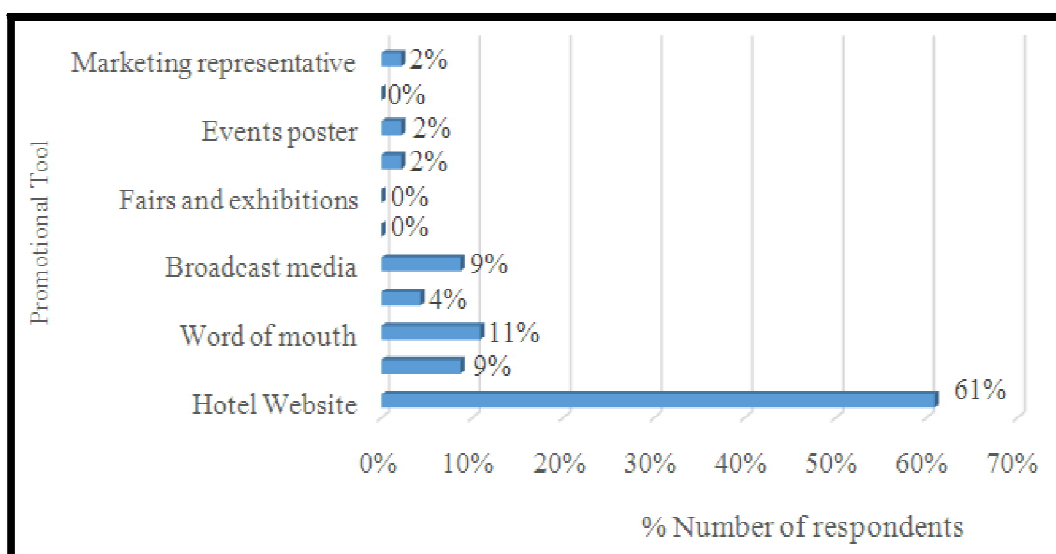


Figure 1: The Promotional Tool That Informed the Delegates about the Conference/ Event

As illustrated in Figure 1, a high majority of the delegates are dependent on hotels' website to get information on the events held in the hotels. Respondents using hotels' website as a promotional tool stood at 61% while social media was 9%. None of the respondents reported using flyers, fairs, and exhibitions, or print media to get information on conferences or events. According to the research done by Graham (2005) on the marketing of events in the hospitality in England, the hotel website emerged as the key informant. Its popularity is because the internet infrastructure is advanced, and it is accessed by all citizens.

Dinçer et al. (2014) found that Internet marketing informs about 70% of all the event guests in Turkey. Internet marketing compared to the conventional marketing strategies, offer additional benefits including customer relations management (CRM), direct marketing, and electronic transactions. As a result, they reduce the social costs and the costs of the organization. Hotels in that study indicated that the social media has significantly reduced their marketing costs. The media also offers them other advantages such as; direct communication with target audience, rapid feedback, up to data, attractive, accessible day and night, huge community, and ability to interact with customers and potential customers effectively (Dinçer et al., 2014).

In Kenya, only, 3.2 million people access internet (International Telecommunication Union, 2013). The internet based marketing tools bring more delegates than any other tool despite the fact that internet access is limited to a small portion of the population. The other portion of the population that does not access internet can also become delegates. Therefore; event marketers should explore suitable noninternet marketing based media, and pump significant resources into them. In order for the hotels' conference facilities to sustain and improve their business, they ought to identify a particular tool and invest in it considerably. Managers highly rated; hotel website, social media, word of mouth, fairs and exhibitions, and the hotels' marketing representatives as shown in Figure 2.

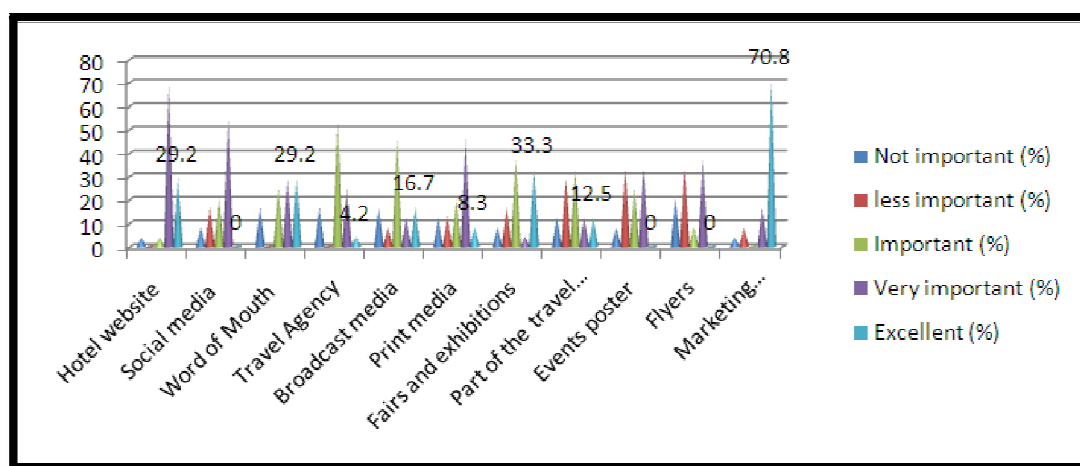


Figure 2: Rating By Managers on Promotional Tools

The findings indicated that all conference facilities are promoted to the domestic tourists. However, the frequency of promotion varies across the facilities. Properties promote 33% of themselves to the domestic tourists 12 times a year. Similarly, other facilities promote themselves 48 times year round. Table 2 illustrates the frequencies of promotion.

Number of Times Yearly	Frequency	Percent	Valid Percent	Cumulative Percent
10	3	12.5	12.5	12.5
12	8	33.3	33.3	45.8
24	3	12.5	12.5	58.3
3	2	8.3	8.3	66.7
48	8	33.3	33.3	100.0
Total	24	100.0	100.0	

Table 2: Frequency of Promoting a Conference Facility to the Delegates

The managers indicated that after promotion, an average of extra 504 domestic conference tourists is obtained. The standard deviation of 254.489 was calculated meaning that the extra delegates could be more or short of the number. The current trend in marketing is that, facilities are not regularly promoted in the broadcast and other sold media to the potential delegates. Instead, internet marketing is done because it is accessible day and night all year round at a low cost (Dinçer et al., 2014). 62.5% of the hotels in this study were found to attract domestic conference tourists with the use of incentives. Some of the incentives used include; discounts, complementary rewards, and offers. These practices seem to attract a domestic conference business, and these can lead to a sound sustainable tourism business.

Levels of agreement on the amount of money spent on promotion were varied significantly with 33.3% of the managers disagreeing that the amount allocated for promotion was enough. 50% of the managers said that the budget was enough. Managers revealed that the use incentive increased conference bookings by 10% to 15%. They have also noted repeated clientele in their properties. Therefore, the effect of incentives positively influences the sustainability of tourism.

According Graham (2005) marketing of events in the hospitality, through various media does not necessarily lead to sustainable business. Organizations have to diversify their marketing into branding. Branding would be a blend of attributes relating to the physical environment, such as the overall attractiveness of the destination, its pace of life and feeling of security are relevant attributes of both leisure and business tourism images. Similarly, the role of people, the culture of the resident population, the character of the visitor market and accessibility are also brand image attributes commonly to both. Other attributes such as suitability for children and suitability for different types of vacation are relevant to event tourism, while the quality and choice of conference and hotel facilities are relevant to business tourism (Graham, 2005).

Perhaps the reasons, why hotels' conference facilities are struggling with budgets for the domestic conference tourists, are because of the determination methods used. Various methods used by hotels' conference facilities in Nairobi include; percentage of revenue earning method, based on the previous year's expense, objective and task method, and fixed amount method. Objective and task method allows for the budget that can get the possible maximum results. However, only 29.2% of the 5 and 3-star hotels' conference facilities use it as revealed in Table 1.3.

Method	Frequency	Percent	Valid Percent	Cumulative Percent
Percentage of revenue earning method	10	41.7	41.7	41.7
Based on the previous year's expense	2	8.3	8.3	50.0
Objective and task method	7	29.2	29.2	79.2
Fixed amount method	5	20.8	20.8	100.0
Total	24	100.0	100.0	

Table 3: Method of Determining the Promotional Budget

The opinions on how facilities can attract a domestic conference business guests were sought. Managers cited that, increase marketing and use a blend of tools suitable for reaching the local market is key. Strategies such as; offering competitive packages, incentives, discounts, focusing on groups such as churches, and business, use locally produced foods, nontraditional events such as golfing, and indoor games should be applied. Managers also indicated that hotels need to find cost reduction measures to be able to offer competitive packages. The modernization of the conference facilities was cited as crucial.

4.1. Model Summary on Regression Method through Least Square Method for Frequency of Domestic Events and Average Expenditure Per Domestic Delegate Variables

Using regression method through least square method, the value of correlation (0.93), confirms that there exists a very strong link between the increase in frequency of domestic events and the average expenditure per domestic delegate in the conference.

4.2. Management Strategies for Promoting Sustainable Tourism and the Increase in Domestic Events for the Hotels' Facilities

ANOVA					
	Sum of Squares	df	Mean Square	F	Sig.
Regression	89937074 45632.469	1	89937074456 32.469	129.483	.0001
Residual	15280942 92035.519	22	69458831456 .160		
Total	1052180173 7667.988	23			

Table 4

The result using Fisher test: $F = 129.48$ (Significance $F = 0.0001 < 0.05$), the study shows that linear regression model used expresses a strong correlation in management strategies for promoting sustainable tourism and the increase in domestic events for the hotels' facilities in the 5 and 3 star hotels in Nairobi. This implies that many strategies lead to the increase and sustainable tourism business. The management factors considered in this study included; managing the frequency of domestic events, cost management, promotional, and managing green standards.

5. Conclusions and Recommendations

5.1. Conclusions

Hotels use a blend of promotional tools to reach the domestic conference tourists. The blend includes; hotel website, flyers, social media, word of mouth, travel agency, print medium among others. The commonly used were; hotel websites, word of mouth, and social media. The delegates revealed that broadcast media, travel agencies, word of mouth, social media, and hotel website played a key role in providing them with information. Technology is gaining momentum, and technology-based tools such as websites and social media should be given priority.

Managers also indicated that after promotion, an average of extra 504 domestic conference tourists was obtained. Therefore the promotion needs to be done all year round, and it may be complimented with incentives such as; discounts, complementary rewards, and offers. Managers revealed that the use incentive increased conference bookings by 10% to 15%. They have also noted repeated clientele in their properties. Therefore, the effect of incentives positively influences the sustainability of tourism.

The results established that most events are hosted in the month of November and lowest between January and June. It was reported that 71.8 percent of the conferences held, last for less than a week. Despite the length, most managers reported that the income had remained the same or went up over the last 12 months before the study had been taken. The delegates spend approximately 5387.67 Kenya Shillings in each conference/ event they participate in. In some periods, the price would go up by 1715.70 Kenya shillings. The results also revealed that, 65.2 percent of the guests are repeat delegates. These results show that only few delegates attend the conferences, and their participation is recurrent. The results also indicated that about 58 percent of the hotels receive less than 3000 delegates per month. The managers indicated that after promotion, an average of extra domestic conference tourists is obtained. It was established that 50 percent of the facilities do not have a sufficient budget for promotional activities. This has led to low frequencies of marketing. Further, many hotel facilities have resorted to internet based marketing. 61% of the delegates indicated that they learn and choose conference facilities over the internet.

5.2. Recommendations

- The results indicated that most events are hosted in the month of November and lowest in January to June. This study recommends that hotels develop products and services that could attract domestic tourists during the low season, between January and June. Consequently, they need to incorporate appealing activities and packages that would motivate the delegates to plan long conferences / events in their facilities.
- Kenya is a middle level country whose citizens do not have much disposable income, yet they can strengthen the conference tourism. The results of the study shows that not many domestic tourists go for conferences, and there are few new delegates reported. Majority of the delegates at a given point are repeat customers. It is possible to give them comprehensive packages at lower prices.
- It was established that hotels have resorted to marketing their conference facilities via the internet platforms. This study recommends that hotels invest more funds towards radio, television, and newspaper marketing. This is because, internet connectivity in Kenya is still low, and many people especially the middle aged who have money to spend are still inclined to the traditional media.

5.3. Implications for Further Research

This study recommends studies in the following areas:-

- A comparative study on events management strategies towards promoting domestic tourism in some selected African countries.
- An investigation into the attitudes of Kenyans towards conference/ and events tourism.
- Factors motivating domestic tourists to utilize conferencing facilities in Nairobi County.

6. References

- i. Dincer, F. I., Dincer, M. Z., & Avunduk, Z. B. (2014). Marketing Strategies of Boutique Hotels: A Model Proposal and An Evaluation of Boutique Hotels in Instabul. GIBA Conference 2014 (p. 44). Instabul: Istanbul University Press.
- ii. GOK. (2007). Vision 2030. Nairobi: Government Press.
- iii. GOK. (2013). National Tourism Strategy 2013-2018. Government Press.
- iv. GOK. (2013). National Tourism Strategy 2013-2018. Ministry of East Africa, Commerce and Tourism. Nairobi: Government Press.
- v. GOK- Ministry of Devolution and Planning. (2014). 2014 Economic Survey Report Highlights. Nairobi: Government .
- vi. Graham, H. (2005). Destination brand images: a business tourism perspective. *The Journal of Services Marketing*, 19(1), 24-32.
- vii. Guilding, C. (2009). *Financial Management for Hospitality Decision Makers*. Oxford: Butterworth-Heinemann.
- viii. Hong, S. W.-C. (2008). *Competitiveness in the Tourism Sector: A Comprehensive Approach from Economic and Management Points*. Sichuan: Physica-Verlag Heidelberg.
- ix. Houdré, H. (2008). *Sustainable Development in the Hospitality Industry*. The Centre for Hospitality Research.
- x. ICCA. (2012). *Country and City Rankings 2012 Report*. ICCA.
- xi. ICCA. (2012). *Statistics Report 2002-2011*. ICCA.
- xii. ICCA. (2014). *2013 Country & City Rankings*. ICCA.
- xiii. Mocherie, C., & Sherwood, B. (2014). *The Best Hotel Conference Room Marketing Strategies*. Retrieved from Azcentral: <http://yourbusiness.azcentral.com/hotel-conference-room-marketing-strategies-13945.html>
- xiv. Mungai, G. (2011). *Tourism Marketing in Masai Mara National Reserve Thesis*. Oulu University of Applied Sciences Press.
- xv. Odunga, P. O., Belsoy, J. S., Nthinga, W. R., & Maingi, W. S. (2011). *Conference Tourism in Kenya: Towards Tourism Product development, Diversification and Extension*. Moi and Kenyatta Universities.
- xvi. Savagondha, A., & Soparat, P. (2009). *Creating Marketing Strategies for Wedding Business Unit of Amari Atrium Hotel Thesis*. Maladarlen University.

- xvii. Thome, W. H. (2012, May 21). ICCA Ratings See no Africa. Retrieved from ETN Global Travel Industry News: <http://www.eturbonews.com/29351/icca-ratings-see-no-africa>
- xviii. World Bank. (2010). Kenya's Tourism: Polishing the Jewel. World Bank.
- xix. World Travel & Tourism Council. (2012). Travel & Tourism Economic Impact World. London,: World Travel & Tourism Council Press.
- xx. Zamzuri, N. H., Awang, K. W., & Samdin, Z. (2011). Environmental Issues in Meeting, Incentive, Convention and Exhibition (MICE) Tourism Sector. 2nd International Conference on Business, Economics and Tourism Management IPEDR (pp. 98-101). Singapore: IACSIT Press.