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**East African Tourism Opportunities for the Finnish Market: Development of  
Joint Marketing Strategy for the Nordic Travel Fair 2013.**

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Degree Programme in Tourism  
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Abstract

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This study is a part of the final stages which are comprised in Tourism Management degree in Laurea University of Applied Sciences. As Kenyan students studying in Finland, we have noticed a potential market for East African tourism products in Finland and all of Scandinavian countries. Armed with this knowledge, we decided as part of our thesis to do a study addressing the opportunities for East African Hotels and Tour Operators to market their services and products in Finland through a joint marketing system.

This study is aimed at achieving two goals, which are, to explore the willingness and readiness of these companies to participate in the annual Nordic travel fair that is held every January in Helsinki and present their companies to the other participants. This event draws participants from all Scandinavian and other European countries. Taking part in this event is a great way of creating awareness of their existence and their services to this part of the world, and with the proper support and persistence, it can yield tremendously. Secondly, a development of a joint marketing strategy for the travel fair 2013. The strategy will mainly concentrate on building up a model stand for presenting participating East African companies.

This study was conducted by contacting most of the leading Tour Companies and Hotels and delivering to them an email with details on Nordic travel fair and a questionnaire.

Key words: Travel fair, Joint marketing system, Tourist Attractions, Destination marketing

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## 1. Introduction

This topic was proposed to us by the Managing Director of Missokia Company, Tony Missokia. The company specializes in organizing holiday trips to Tanzania and social cultural events in Finland. According to Mr. Missokia, this idea came from the fact that Missokia wants a platform that promotes East Africa as a holiday destination. East Africa is the easterly region of the African continent. According to UN, it constitutes 19 territories, but the term east Africa in most cases is used to refer to three countries Kenya, Tanzania and Uganda, which this study is going to concentrate on.

To build the platform, Mr. Missokia believes that having a joint marketing system will allow as many companies as possible to get visibility in Finland. For the past three years, the company has received many requests from East Africa hospitality companies to promote their services in the Finnish market. While exploring the many possible ways of doing this, we settled for marketing through a joint system and participation in the Nordic travel fair. This is cost effective and at the same time reaching a wide range of possible customers.

This project will concentrate on marketing East African tourism companies in Finland at the Nordic travel fair through a joint marketing system and developing the East African Stand for the Nordic Travel Fair. The participating companies will be marketed jointly through a Joint website and a brochure that will be presented in the East African stand.

The past three years, in which Missokia has been in operation, only a few East African companies have been participating in matka messut exhibition, due to a number of reasons, which will be addressed later on in this study.

Tourism in East African countries has been growing rapidly in the past years, and there is a lot to offer to tourists from the Nordic countries. To begin with, tourism in Kenya is the second largest source of foreign exchange revenue earner. The service sector contributes 63% of Kenya's gross domestic product, and it is dominated by tourism. According to the ministry of tourism in Kenya, the country recorded the highest number of tourists received ever, at 1,095,945 which was a 15% growth from the year 2009, which recorded 952,481 arrivals. During this time the sector earned Kenya shillings 73.68 billion, which was excellent considering that the country was not fully recovered from the post election violence in 2007. The industry is doing well and it is expected to do even better in the future. (Tourism performance overview 2010, KTB) The Kenyan government discovered the potential of tourism in the country early after independence and it undertook to develop the country's infrastructure, superstructure as well as other facilities that aid tourism. It went on to encourage local and foreign investors to invest in tourism thus paving way for the future development of the sector. Due to this reason, it is not surprising that in spite the increase in

competition from other destinations, Kenya is still one of the most foremost tourist destinations in Africa (Kenya Tourist Development Corporation 2011).

Although Tanzania and Uganda tourism sector is not as strong as in Kenya, it is growing and exhibiting a steady growth and is a main contributor to their economy. In Tanzania, tourism has been growing slowly compared to other African destinations, which is mostly due to past government a policy. The state had a major shareholding in the tourism sector and most foreign investors were reluctant to invest in the country. However, this changed in the 1990's when the government released the industry which rejuvenated the industry. The tourism industry generates a 25% of the country's foreign exchange. (Tanzania Tourism Board 2011)

In the earlier years, Uganda's tourism was steady and ranked the fourth largest earner of foreign exchange with the country getting approximately 100,000 tourists a year. However, due to political instability, this changed in the 1970's and the sector experienced a drop in tourism performance, which again changed in the 1980's and continued to grow steadily. In the year 2008, the Uganda tourism of board recorded 844,000 visitors in 2008, a 31.5% increase from the previous year. The tourism industry in Uganda contributes about 25% of export earnings annually. (Euromonitor international 2011)

As natives of East Africa, we are interested in the performance and growth of the tourism sector back in our countries, and especially in the international level. Having lived in Finland for a couple of years, we have noticed that there is a potential of East African tourism companies acquiring a good market share in Finland. With the aspiration of contributing to the tourism growth in our countries, and even a possibility of working in home companies, we are hoping the outcome of this thesis will go a long way in addressing the issue of marketing East Africa to Finland, through a joint marketing system. It is as well a great opportunity for us as students to participate in exhibiting East Africa as a holiday destination in the Nordic travel fair.

### **1.1 Statement of the Problem**

In East Africa, only few companies have the ability to cover the costs of exhibiting by themselves in big travel exhibitions like the Nordic travel fair in Finland. For the past three years, Mr.Missokia has received a bunch of requests from EA to promote their services to the Finnish market. From the statistics kept by the travel fair organizers, only few East African companies have been participating in this exhibition due to a number of reasons.

Consequently, Mr.Missokia wants to form a platform that promotes East Africa as a holiday destination. In achieving this, Mr.Missokia believes that having a joint marketing system will allow as many companies as possible to get better visibility in Finland. But this also means that it would be very practical to find out whether EA Hotels and Tour operators are willing to

be involved with such project. Therefore, the statement of our problem is: What is the willingness of East African hotels and tour companies to market their services in Finland and the Nordic countries through a joint marketing system in the Nordic travel fair?

## 1.2 Objective

The main objectives of this study are expressed below:

- To find out whether East Africa hotel and tour operators are aware of the Nordic travel exhibition
- To investigate their willingness to be in a joint marketing campaign at the Nordic travel fair in Finland by use of a questionnaire
- Their readiness to promote their companies in Finland
- How they wish to participate in promoting their companies in Finland, whether by a website, or in a joint travel magazine or in the exhibition.
- How much they are willing to pay to participate, in those different levels.
- To find out challenges facing hotel and tour operators in conducting joint marketing campaign and come up with possible solutions.

With the information obtained from the above queries posed to the companies in question, this study is going to focus on coming up with possible solutions and recommendations that will assist the east African tourism to penetrate the Finnish market and Nordic market as a whole.

## 1.3 Significance of the study

According to Mr. Missokia, several companies from East Africa have contacted him for assistance to market their services in Finland as they lack knowledge on how to reach destinations like Finland and also the necessary resources that they can use to market their services especially in Finland and other Scandinavian countries. This study would recommend various methods that can be applied including the use of magazines, internet, newspapers, and mainly using a joint marketing system in the Nordic Travel fair by the industry players. They will therefore benefit by understanding how they can pull their resources together and be able to compete in the global arena.

The Project will benefit Missokia in gaining the real picture of East Africa tourism as a whole and not only Tanzania. Laurea students will benefit by allowing them to participate in exhibiting East Africa as a holiday destination in the Nordic travel fair. The prospects of participating at the fair will expose the EA hotel and tour operators to other tourists' sources especially from northern Europe and the Baltic region. This will add to the number of tourists visiting EA region and reduce the dependence of traditional sources of tourists, and finally it will bring awareness of East Africa as a potential tourism destination to Nordic travelers.

## 2. Research Background

The East African Community (EAC) Partner States - Kenya, Uganda and Tanzania - pride themselves of rich and varied tourist attractions which are very unique to these three countries. These attractions range from fine clean beaches to unique wildlife sanctuaries. Tanzania is the home of attractions like the ngongoro crater which is a UNESCO world heritage site, the Serengeti game park and Mt Kilimanjaro, Africa's highest mountain. Kenya is famous for its wildlife in the Maasai mara reserve, which has 48 wildlife parks and game reserves. The tsavo and amboseli game reserves are the largest and most visited. Uganda attracts tourists with the bwindi impenetrable national park, home to some 300 mountain gorillas, the murchison falls and elizabeth park in Uganda.

Hotel and beach tourism in East Africa - at dar es salaam, mombasa, malindi and the islands of zanzibar, pemba, and lamu are thriving alongside ecotourism and cultural tourism. There is a great potential for development, expansion and promotion of East African tourism, taking into account ongoing development of tourism and other potential of the lake victoria basin. The world's second largest fresh water body, lake victoria bestrides in all these three East African countries. Under the lake victoria basin commission, the EAC countries have embarked on the joint and sustainable development of this vast and attractive natural resource for agricultural, communications, tourism and other development. With its rich biodiversity, recognized as a world heritage, lake victoria offers vast opportunities for ecotourism, fishing sports and cruise tourism.

Each of these countries offers unique attractions of international standards to potential tourists. They possess strong tourism resources, which make up the basis for development of a wide spectrum of national tourism products. In 2005, the three tourism boards of Kenya, Uganda and Tanzania representatives met and their aim was to start a joint promotion campaign for the three destinations as one destination. Through combining their resources, they believed the tourist services and products will have a much stronger marketing power. A joint regional approach will increase the demand way above what is already the case if marketing and promotion would continue to be undertaken separately at individual national level.

The tourism board representatives agreed on a number of first steps in the realization of the EAC plan for tourism and wildlife development, in particular the strategy for joint marketing and promotion of the EAC as a single tourist destination. The steps agreed on were:

- a) Development of common promotional materials including common brochure and branding east Africa as a more interesting, exciting single tourist destination.
- b) Harmonization of mechanism for financial, logistical and operational co-operation for sustainable marketing and promotion of East African tourism



c) Development of Institutional and legal frameworks for co-operation among the tourism boards, tour operators and other tourist promotional agencies.

The first meeting for the three states is scheduled to happen in early 2012 to discuss the possibility of marketing East Africa as a single destination.

(Information and public relations office, EAC secretariat Arusha 2009)

Despite the efforts made by the EAC and even individual companies, it has been almost impenetrable for the hotels and tour operators from East African countries to attract many tourists from the Nordic region. The following table shows the numbers of African companies that have previously participated in the Nordic Travel Fair, and from the table it is clear that tourism companies from the countries in questions had a very low participation in the event.

Year	Country	Number
2003	Ethiopia	1
2004	Ethiopia	1
2005	Ethiopia, Kenya	1,1
2006	Tanzania, Zambia	1,1
2007	Ethiopia Tanzania, Zambia	1,1,1
2008	Ethiopia, Tanzania, Zambia	1,4,1
2009	Ethiopia, Tanzania, Zambia	1,3,1
2010	Ethiopia, Tanzania, Zambia	1,2,1
2011	Ethiopia, Kenya, Tanzania, Zambia	1,1,2,1

Table 1: Previous Companies in Nordic Travel Fair (Heta Finnexpo, 2011)

As stated earlier, these countries have the potential to attract and retain tourists from the Nordic countries, and we believe with the right measures in place, this can be achieved. A joint marketing in the Nordic travel fair is at the moment the best tool to be applied as the travel fair attracts participants from all the Nordic countries. The attendees of this fair who will visit the stand for East African companies will be provided with information on the different attractions, accommodation and activities to do in all the countries, contact information of all the willing companies and possibly the price range of touring different destinations. This kind of awareness will go into great lengths of exposing these destinations and create confidence to interested individuals and the results will be a greater number of Nordic tourists visiting East Africa.

### 3. Literature Review

#### 3.1 Joint Marketing System

Joint marketing is a way to effectively combine marketing efforts with another business in order to gain more visibility with the ultimate goal of attracting and retaining more customers and increase profits. Basically, a joint venture is a short-term partnership with another business. A company promotes its business and also the partner company promotes your business, and as sales increase for both companies, they can split the profits. On the other hand, companies can come together and put up resources towards common marketing materials.

In today's business environment, most tourism organizations will want to market their products and services individually. However, in other cases joint cooperative efforts are usually profitable. These efforts are launched through associations or government agencies. Joint marketing ventures enable those with limited resources and time to engage their partner's loyal customers in a setting that increases their business potential. Tourism promotion on a country or state basis is best accomplished by a cooperative effort of private industry and government. Joint promotion by private interests and official government tourist organizations is an effective and efficient procedure. (Steven Pike 2008, 215.)

Joint marketing efforts among official tourism organizations, public carriers, and providers of accommodations or even with nearby competing destination areas are strategically sound and successful. A destination and organization's marketing plan defines the approach by which prospective visitors are identified and selectively attracted through promotion and other marketing tools outlined in a destination or organization's marketing plan. Joint marketing accelerate the productivity of many organizations. However for this to really work, the involved partners must show a consistent amount of commitment to help each other reach out to their loyal base of clients so as to see a higher return on their marketing outreach investments with a minimal cost. (Todd 2010)

Joint venture marketing is especially effective when selling products or services online. With online marketing, the email list is an important part of marketing efforts. It is also an effective and valuable way to market a business without spending a lot of money. Therefore, it is important to pick a joint venture partner carefully to enhance profits. It is through Joint marketing that partners can easily build a business through brand recognition and relationships with a partner's current customers that can much more readily become your customers as well. The idea of Joint marketing partner may seem intimidating, but at the same time has its own benefits such as:

- Cheaper Advertising costs:

- Less Time for advertising
- More Credibility

(Christian 2006)

In this thesis, we are investigating the willingness of East African hospitality providers to market their products and services in Finland and other Nordic countries in the Nordic Travel Fair through a joint marketing system. The owner of Missokia Company, Mr. Missokia in collaboration with the authors will create a website in which all East African Hotels and Tour companies, who are willing, can present their services and products, some background information about their company and their contact information. This website will be shown in the East African stand at the event, and participants can scroll and get the details of the companies they pick interest in. There will also be a brochure with similar information, available in the stand for distribution to participants. These two options will give the companies a privilege to choose one way through which to be presented or both ways.

### **3.2 Advantages of joint marketing to East African Companies**

The backbone of the joint marketing consist of product and destination packaging, collaboration on events and trade shows as well as shared collateral and online campaigns aimed at the international and domestic markets. The joint marketing forum will look at improved product branding and how the unique offering of all three East African cities are being presented and packaged to Nordic travelers.

The hotel and tour operators can build lasting business relationships. They can increase their credibility by teaming up with other reputable, branded businesses. It is also possible to construct most joint venture deals with little or no money as well as gain new leads and customers. An organization can save money on business operating costs and therefore beat competition. Tour companies can gain referrals from other businesses. Consequently, they can save valuable time and also get low cost advertising. An organization can offer their customers new products and services by learning of other fast moving services from other companies to offer to their customers. They can also survive a depression, recession or a slow economy by having a wide pool of customers. They can save money by sharing advertising and marketing costs. In addition, they can target other potential markets. This can make them to expand and grow their business quickly. They can also gain valuable information or skills from other companies and customers. Joint marketing can make them afford to sell their products at a lower price. It can also enable them to create new business funding and credit lines. They can find and create new distribution channels for their products. Joint marketing can lead to increased sales and profits.

This is a powerful marketing tool which hotels and tour operators in East Africa should consider. This is because in EA only a few companies have the ability to cover the costs of exhibiting by themselves in big travel exhibition like the Nordic travel fair, but jointly they can do it, especially because they do not need to send representatives from their companies which is expensive, but they can be presented there by Tony Missokia and the authors, at a small fee. Joint marketing is not an all together new idea to the East African Community as their respective tourism ministries have realized the benefits therein.

In a recent speech given by the Kenyan minister of Tourism Mr. Najib Balala, lack of unity among member states has made the tourism sector to lag behind. The minister also noted that the issue of a single visa has also taken a long time to be implemented, a fact he said is a major letdown to achieving tourism goals together. He also said that the secretariat had only met four times compared to other sectors and if they would work jointly the international arrivals would be many and a single visa would bring diversity which would in turn make East Africa a better tourist destination. He attributed conflicts within EA states as a major draw back to the growth of the sector. He said he is ready to work towards seeing that the unity of these countries is restored. The minister noted that East African countries use very little funds in marketing their products. He challenged every member state to invest more in marketing to ensure that East Africa products are known all over.

In addition, Mr. Balala said there is need to have East Africa graders council which will be able to set equal standards in all hotels and tourist destinations in the East Africa region. He said that most hotels are dilapidated and there is an urgent need to refurbish to quality and high standard destination so that the sector will be the best in the world. The Uganda tourism minister Prof. Ephraim Kamuntu also said that it was a high time the East Africa community stopped just talking about single visa and challenged ministers to have a political will in pushing this matter so that every citizen in these countries should benefit from tourism. This is a good indication that the tourism ministry representatives in this area are gearing their efforts into jointly marketing it, which is very positive. (All Africa-2011)

### **3.3 Travel Fairs/ Exhibitions as a Marketing Tool**

Travel fairs and exhibitions are a major marketing tool in today's highly competitive market place. With the world changing so rapidly, Travel fairs and exhibitions are of significant importance when it comes to companies keeping pace with new innovation in products. Travels fairs is an effective way to for facilitating contacts, exchanging information and ideas and initiating sales in a wide range of businesses. Travel fairs are usually organized by group of manufacturers, association of manufacturers, governments or private individuals. (Prasanna 2010, 275-276.)

In simple terms, fairs or exhibitions can be defined as an event at which products and services are displayed. The primary activity of attendees is visiting exhibitions on the show floor. Exhibitions can also be defined as display of products or promotional material for the purposes of public relations, sales and/or marketing. (Steven 2008). Trade shows and exhibitions are specialist market places that play an important role in the travel industry, providing opportunities for buyers and sellers of travel products to promote their products and services, reach new customers, generate new sales and meet and do business. They also give visitors the opportunity to find out about the products and services on display. Trade shows and exhibitions can also provide business people with the opportunity to network and make useful contacts with other people working in their industry. (Steven 2008, 243.) Exhibitions can be defined in three ways:

- Those aimed at the public
- Those aimed at the trade
- Those that are private and the entrance is gained by invitation only.

Events such as the Nordic travel fair feature prominently in the travel trade calendar and its function is as much social as commercial, giving members of the industry an opportunity to see and be seen. At their most effective, trade fairs can be an important promotional tool for a business.

Rapid innovations in the different fields of industry make it increasingly difficult for any company or country to keep up, unless there is a common system in place for sharing knowledge and experiences. It is no surprise that almost all countries hold travel fairs of different kinds and sizes, large, medium or small. Some countries have even gone to the great lengths of putting up permanent exhibition places, equipped with technologically advanced equipments and facilities to accommodate as many as possible exhibitors as well as participants. The level of participation is constantly on the rise especially with the well known Travel fairs. (Arjun 2001, 274.)

### **3.4 Advantages of Travel Fairs and Exhibitions**

With travel fairs, a number of advantages emerge to the exhibitors as well as the participants. They present an opportunity to exhibitors to meet a large number of other exhibitors and participants, from different places at one place. This usually serves as a great opportunity to study market trends, compare prices and quality of similar products. It also opens up avenues for locating new markets. Trade fairs provide a common platform for exhibitors and participants to come together and share and exchange technical know how and personnel as well as promote joint ventures between themselves. They also provide a perfect opportunity for companies to evaluate their own progress vis a vis that of other exhibitors and the necessary steps to take in order to achieve a better performance.

Trade fairs enable exhibitors to transfer and exchange technology and know how between countries, create better conditions for a two way communications among international businesses and they create a conducive environment, encounters and discussions between suppliers and consumers (Arjun 2001, 276.). Exhibitions and trade fairs opens chances to business people to:

- Demonstrate their products or services to customers face to face
- Provides a direct way to test new markets or launch new products and services
- Find out what customers want
- Provide good opportunities for networking
- Meet many potential customers and suppliers concentrated in one place

Apart from having all these benefits, however, exhibitions are costly to stage and participate in. In addition to rental costs based on the floor area occupied by stands; there are stand design and construction costs, set-up costs for equipment, hospitality and printing costs. Due to this fact, companies need adequate time to prepare and plan their exhibitions. (Goeldner, Ritchie 2003, 154.)

### **3.5 The Nordic Travel Fair**

Nordic Travel Fair is the biggest travel industry event in Northern Europe and the Baltic region which is held on January of every year in Finland. It attracts both Finnish and international travel trade professionals like travel agents and tour operators as well as the general public interested in traveling. Visitors of this fair can get information on new destinations and travel services, make reservations for a journey, update their know-how and meet with business associates and make deals or contracts.

The Nordic Travel Fair is universally recognized as a leading travel industry event. This travel fair is dedicated to both worldwide buyers and suppliers of luxury travel, offering the luxury travel industry a highly targeted, time-saving and energy-efficient event. Professional involved in booking business travel, planning and organizing meetings, managing the business travel budget, Setting the business travel budget and policy, managing business travel policy compliance, managing the company budgets/expenses generally. Exhibitors include airlines, hotels, serviced apartments, rail operators, car rental, online booking companies, credit / company cards, business travel agents, air charter, airports and many more. (Suomen Messut, 2011)

### **3.6 Challenges facing joint marketing strategy in East Africa**

EA region is one of the leading tourism hotspots in Africa alongside with North Africa and Southern Africa and receives close to four million tourists from abroad a year. Major source markets for tourists coming to EA include United States, United Kingdom, Germany, France, Canada, Australia, Japan, Italy, Netherlands, and South Africa.

Efforts to launch a joint marketing strategy aimed at promoting the East African Community (EAC) as a single travel package for tourists are dragging as the region's council of ministers differ over a common tourist visa. According to the plan, a tourist would apply for a visa in any of the five states - Burundi, Rwanda, Kenya, Uganda and Tanzania - and this visa would be applicable for travel to all the countries in the region. Tourist boards from Kenya, Uganda and Tanzania are the joint inventors of the plan, a cross-cutting measure which aims to standardize all tourism facilities in the region, including the visas, the hotels and other tourism facilities in region. The East African common visa would be an initiative geared at marketing East Africa as a single tourism destination because most tour operators have been marketing and planning their visitors' itineraries under a regional package.

The joint marketing drive has been continuing informally since the launching by the region's state-run tourism agencies of a common marketing strategy designed to showcase the East African region as a single destination with unique attractions. However, the region's tourism planners have been betting on the ultimate prize of the joint marketing gimmick, which is the introduction of the tourist visas, allowing tourists to travel through a series of endless borders to sample unique attractions. The EAC Secretariat has listed the single tourist visa among its foremost future plans and had initially hoped that it would have been agreed upon by the five states, Burundi, Kenya, Rwanda, Uganda and Tanzania by November 2006. However, the EAC Council of Ministers, which is the designated decision-making authority on all matters that touch on the sovereignty, revenue, policy and immigration matters, is yet to agree on the joint visa for tourists. (Information and public relations office, EAC secretariat Arusha 2009)

### **3.7 Challenges facing east African Tourism**

The tourism industry in East Africa has been a remarkable contributor to the gross domestic product. The sector in all three countries has been growing unsteadily due to the numerous challenges that face the industry as a whole. It is not a surprise to see the industry do extremely well in a given year, only to experience a sudden dip the following year. Following are some of the challenges facing the sector in East Africa:

#### **a) Political Instability**

For a long time, these African countries have been rocked with political instability, which has resulted to low tourist appeal. The crime rates and insecurity of these countries is very high and it is almost impossible to be certain how long a period of peace will remain. This can be noted for example in the post election violence that erupted in Kenya in the year 2007. This caused the tourism sector to take a dip to very dangerous level. Most hotels were closed, infrastructure facilitating tourism destroyed, many people lost their jobs and the tourism revenue went down. The country has since then recovered but then again recently, there

erupted conflicts with Somali and the country is again unsafe in some parts. Riots in Uganda have seen tourists get warning not to visit specific places at specific times. The rebel movement also makes it hard for the country to be totally peaceful. Of all three countries, Tanzania is the most peaceful with minimal insecurity incidences.

#### b) Corruption

Corruption is another major issue being fought in these countries. Most of the top leaders in these countries are corrupt and confiscating government's money meant for development of different sectors. This has resulted into crippling of development of infrastructure, superstructure and other facilities that facilitate the smooth running of tourism activities.

#### c) Lack of framework and structures

The Ministry of Tourism in the East African region is responsible for tourism policy formulation and strategy setting as well as monitoring the implementation of tourism plans. However, in several cases, these functions are hampered by lack of adequate resources such as human and financial resources. Having the right resources and well formulated structures is a key to the successful development of the tourism sector and must be influenced by the vision and objectives set for the sector. It is important that there is proper coordination and collaboration with other sectors such public-private partnerships and collaboration between government, private sector and local communities in the tourism sector.

A separate tourism development authority may be set up as a statutory body for product development, marketing and promotion functions, particularly in mass tourism development. Educating the population at large helps to understand the ways in which tourism can help improve the economy and welfare. The Government must play an important role to help the local communities in the tourism destination that is those who depend on tourism for income and job creation, to protect their way of life while simultaneously encouraging tourism. It is therefore important to create a shared vision of the sector and promote high standards of ethics.

#### d) Inadequate funding for tourism development

Lack of sufficient funds is critical for most tour operators and for the development and promotion of the tourism industry which is considered critically important for the industries for further growth and development. Finance is major problem limiting tourism development due to the unavailability of finance on favorable terms over a long period of time to invest in tourism development. Most of the governments have not always focused on the potential of the industry and, as a result marginal resources have been devoted to developing and promoting the Tourism sector. The tourism industry is still seen as a thing for the privileged class in most East African Countries mainly because of the gap between the poor and the rich.



The potential of the tourism sector has not been fully grasped, and if the necessary plans, policies, actions and financial and human resources to support this initiative are not put in place, the tourism industry will continue deteriorating.

e) A weak local private sector

Generally a large part of the tourism industry in most East African countries is foreign owned. Local entrepreneurs dominate both small and medium-size tourism enterprises (SMEs). Although SMEs' functions in tourism industry are well recognized, most of them lack the experience to run tourism business along with latest trends of management and also lack of marketing skills for example E-marketing. The specific nature of tourism demand renders them uncompetitive as they are unable to capitalize on the advantages that accrue from economies of scale.

The main challenge for them is to develop marketing strategies that would enable them to tackle some difficulties that they face such as marketing themselves both locally and internationally so as to sell their products. Due to limited resources such as financial and human resources makes this objective hard to achieve. Low rates of return in some sectors of the tourism industry have also deterred investment due to lack of information on existing opportunities for potential investors and has been a major problem, which should be addressed if governments are to attract investment in the tourism sector.

f) Lack of involvement by local communities

Lack of involvement by local communities in the industry has been a major problem facing the tourism industry, and is perhaps one of the sectors that provide a number of unique opportunities for involving local communities.

g) Poor infrastructure

Poor infrastructure very important and is a major issue facing the tourism in East Africa since it is more dependent on infrastructure than other sectors. Unlike other sectors, poor infrastructure can seriously harm the marketability of the tourism product and services. Access to the country and specifically to the destination, are as important to the client as the availability of other services in their destination. Increasingly, E-marketing plays a vital role in the marketing, promotion and sale of the tourist accommodation and to meet the demands of visitors.

In cases where the destination is in a deserted area, air transport deserves special attention that is an airstrip. The success of any tourism destination is dependent on reliable and, in many cases, affordable and accessible air transportation. However, there is limited air networks that deliver tourists to and from making competition low, few routes, connections

are cumbersome and costs are prohibitive. Until there is greater competition between airlines and more flexibility in the types of air packages offered, this will restrict the flow of tourists to the various destinations.

In addition poor infrastructure in the rural areas severely limits the participation of rural communities who act as some of the potential suppliers of products and services and as tourists themselves.

#### h) Lack of knowledge

Tourism industry in East Africa has tremendously created job opportunities for many people both locally and internationally, therefore proper skills and experience are necessary to ensure employment growth as well as international competitiveness. However, one of the greatest challenges facing the tourism industry in East African community is the lack of adequate education, training and opportunities. In remote areas, the quality of service in related sectors is generally poor. There is little or no motivation in delivering service or to go the extra mile to satisfy the customer.

While many establishments are performing well as a result of the unexpected new demand, many owners and managers believe that the product they offer is acceptable. Local firms still need to learn how to manage tourism if they are to be more successful. In addition, local entrepreneurs and selected staff may require specialized training and is of vital importance for managers to find ways to beat their competitors.

A wide range of basic skills is required among persons who are the first line of contact with the customer through regular training, so as to deliver quality services for tourists, as well as enhance general skills of the local workforce.

#### i) Narrow choice of tourism products

There are very limited choices of tourism products in several destinations in Eastern Africa. Attractions such as beach tourism has been developed whereas mountain tourism as well as ecotourism are still been development. There are still areas such as cultural heritage, local gastronomy, art and culture scenes that have been fully developed or have been partially developed and are not properly marketed yet but are still a major attraction and could generate revenue. Due to poor Infrastructure many tourist are still not able to access these areas that can boost the economy of tourism.

#### j) Market marginalization

Effective marketing and promotion of a country's tourism plays an important role in the development of tourism. Through the use of various marketing tools such as E-marketing influences tour operators and potential tourists. National organizations such as Tourism Board of a country have wide opportunities to reach new tourists via the Internet without

abandoning other promotional and marketing techniques. In many countries, the public and private sector join forces to undertake such programmes for example through Joint Marketing ventures. The Government allocates funds for the promotion of the country and its main tourist areas in order to create an overall image of the country and its tourism assets. The private sector also promotes specific tourist accommodation and services within the country. This can be done through joint websites or brochures. Promotion and marketing programmes for major tourist destinations are undertaken by specialized firms for example Kenya Tourism Board that have come up with strategic ways to target their customers.

#### k) Foreign-based tourism

In many Eastern African countries the large-scale hotel industry is foreign owned and has very few links with the local economy, particularly for the procurement of local goods and services. The tourism industry is always geared to capture foreign tourism where they benefit from tax incentives and widely reduce the taxable income.

Most top managerial positions are occupied by expatriates that get some of the full-board tourism packages from abroad therefore weakening the tourism sector.

#### l) Weak ICT penetration

A strong and up to date information and communication technology (ICT) has over the last few years played an important role in the growth, promotion, marketing and sales of the tourism industry. ICT has helped destination management organizations and tourism suppliers in Eastern African countries promote their products and services worldwide through the use of e-marketing tools. Majority of tourism actors use the Internet through a growing variety of devices such as laptops, mobile phones, interactive TV etc. Tourism suppliers also use emails to communicate with their customers and other companies abroad to promote their services.

They also use the internet to search for information and promote their business image and the services/products they offer. Many countries in East Africa have taken steps to bridge the digital divide and promote the use of ICT systems and tools for emerging tourism economies to improve their product quality, competitiveness and support skills. For example with e-tourism websites, tourists interested in traveling to East Africa will be able to find information that will help them plan their trip and find the services and products offered and this will help them make online reservation, bookings and receive an immediate confirmation, this in return reduces the challenges that are often faced by tourists.

Other challenges facing tourism in East Africa includes lack of unity among member states which has made the tourism sector lag behind. Also lack of a single visa which has taken a long time to be implemented is a major letdown in achieving tourism goals together amongst the countries, conflicts within the East African states is a major draw back to the growth of

the sector. Many hotels too in the EA have been dilapidated and there is need to refurbish for quality and high standard destinations. (UN-Sub Regional Office for Eastern Africa)

### **3.8 Tourism Destination Marketing**

Destinations are places with a form of a real or a supposed boundary. These boundaries can either be physical, political or market created boundaries. (Kotler 2006, 365.) In other words, a tourism destination is a specific place where people want to visit. These destinations usually have a variety of attractions and activities that attract tourists to visit them and contain features like tourist resources, infrastructures, equipments, service providers, other support sectors and administrative organizations whose incorporated and coordinated activities provide customers with the perceived experiences from the specific destination they choose to visit. A destination can either be a single entity/ product, many products consisting of all forms of tourism organization and operation, a social cultural entity, its history, people, traditions or a concept, in the minds of tourists and potential tourists.

Destination marketing is an integral part of developing and retaining a particular location's popularity. Most of the time however, tourism planners concentrate only on developing a destination and forget about retaining and conserving the characteristics that attracted the tourists. (Kotler et al. 2006) According to Pike, destination marketing is a management process through which the national tourist organizations and/or tourist enterprises identify their selected tourists, actual and potential, communicate with them to ascertain and influence their wishes, needs, motivations, likes and dislikes, on local, regional, national and international levels, and to formulate and adapt their tourist products accordingly in view of achieving optimal tourist satisfaction thereby fulfilling their objectives.

The success of a destination depends on several factors which include; amenities (infrastructure and superstructure), attractions, activities, accessibility, ancillary services (banks, hospitals, council etc) and available packages. As much as the success lies on these factors, perception of a place counts when it comes to its success. Perception can be favorable or not favorable, and unfavorable includes also ignorance of the destination. A destination that is short of favorable image will have a hard time being equally competitive in an intensely competitive marketplace. This is why it is important for tourist's operators in destinations to know how to concisely position themselves in a way that will penetrate the ever heterogeneous marketplace, and this is where image building comes in.

Bearing this in mind, service providers need to put huge efforts on marketing themselves and creating a unique and drawing aspect about themselves to their customers. The first step towards this is to identify a target group of customers, find out their needs and make products that they are looking for. It is also important to identify a marketing tool or tools

that will be most suited to effectively reach the targeted group and pass the message as intended. (Lesley, Richard 2005. pike 2008)

## **4. East Africa Tourism Potential**

### **4.1 Introduction**

According to figures shown in a previous chapter, tourism in East Africa is a major contributor to the economy of these countries, and the governments have realized the importance of promoting the sector. Despite the many challenges facing this sector it has been growing steadily and there is a great potential for more growth in the future. Immediately after independence, the government of Kenya already noticed this potential from previous visits and started to develop the infrastructure, superstructure and other facilities that facilitate the smooth running of tourism activities, as well as encouraging local and foreign entrepreneurs to invest in the sector to pave way for future development.

Tanzanian government did not realize this earlier, but in the 1980's it recognized the potential of tourism in the country and liberated the sector, a move that attracted more investors and saw the sector continue to grow. Uganda's government has also been actively playing a huge role to promote the country's tourism. All these countries have in place the necessary infrastructure and superstructure that enable ease in tourism flow. East Africa countries have also a wide variety of natural attractions which are a major pull to tourists. In a later chapter, we are going to describe attractions for each country individually, which will show in details the potential of each country as a tourist destination. (Kenya Tourism Development Corporation, 2008)

### **4.2. Selling East Africa destination**

The Initiative of this study is to attract visitors from outside the East Africa Community, and the main focus area is Finland and the other Nordic countries. We seek to encourage East Africa Hotels and Tour operators to participate in the oncoming Nordic Travel Fair jointly by providing incentives for them which are the joint website and a common brochure which will be presented at the Nordic Travel Fair 2013.

### **4.3 East African Tourist Attractions**

East Africa's reputation as the classic safari holiday destination is well earned and is the easternmost area of the African continent that is defined by geography and comprises of Kenya, Tanzania, and Uganda - members of the East African Community (EAC). As a holiday destination, East African countries, more specifically Kenya, Tanzania and Uganda have been renowned for their concentrations of wild animals, such as the "big five" of Elephant, Water

Buffalo, Lion, Leopard and Rhinoceros and other plains game making it the ideal holiday destination for holiday makers from all over the world.

An African Safari is an ideal and remarkable travel experience. The diverse wildlife and dramatic landscapes make Kenya and East Africa your deal safari destination. The East African safaris focus on private reserves, sanctuaries and national parks where wildlife is on display in landscapes of great beauty and variety. Owing to its well preserved attractions, East Africa is an enormously rewarding place to travel to and visitors are able to enjoy the wildlife, vegetation, landscapes, white sandy beaches and vibrant cultures. The natural features of East Africa are often stunning and picturesque. Shaped by global plate tectonic forces that have created the Great Rift Valley, East Africa is often described as the land of Kilimanjaro and Mount Kenya, the two tallest peaks in Africa. It also includes the world's second largest freshwater lake, Lake Victoria, and the world's second deepest lake, Lake Tanganyika. Below are some of the most popular safari attractions of Kenya, Tanzania, and Uganda. (EAC Secretariat 2005)

#### 4.3.1 Tourist attractions in Kenya

Kenya is located in the East Africa and is bordered by Ethiopia to the north, Somalia to the east, Tanzania to the south, Uganda to the west, and Sudan to the northwest, with the Indian Ocean running along the southeast border.



Figure 1: A map of Kenya (Lonelyplanet, 2011)

Nairobi is the capital city of Kenya and the most important city in the country. It is a cosmopolitan, multicultural and religious city, with many immigrants from former British

colonies, including India, Somalia and Sudan. This is highlighted in the number of churches, mosques and temples within the city. As a reflection of the city's multicultural composition, the night life offers a diverse range of entertainment spots.

Nairobi has the informal title "The Green City in the Sun". It is not a prime tourist destination, but it does have several tourist attractions such as the famous Nairobi National Park. The national park is unique, in being the only game-reserve of this nature to border a capital city. The park contains many animals including Lions and Giraffes. The park is home to over 400 species of bird. Located just 10 minutes from the city centre, it is ideal to get your first feel of what Kenya has to offer, or for those quick visits without the time to see the Maasai Mara, Serengeti, Amboseli etc. Nairobi has several museums such as the Nairobi Railway Museum and the National Museum of Kenya, which houses many artifacts including the full remains of a Homo erectus boy.

Nairobi is also home to the largest ice rink in Africa, the Panari Sky Centre. The rink covers 15,000 square meters and can accommodate 200 people. Langata is a suburb of Nairobi, lying south west of the city centre and south of Karen. It is home to a large European population, and to a giraffe centre. The center was established in order to protect the endangered Rothschild's Giraffe that is found only in the grasslands of East Africa. The main attraction for visitors is feeding giraffes from a raised observation platform. A tourist village Bomas of Kenya is in Langata. Bomas (homesteads) displays traditional villages belonging to the several Kenyan tribes. Langata also has the famous Carnivore restaurant and Carnivore grounds, where many concerts are hosted.

The Karen Blixen Museum situated in the suburb "Karen" was the home of the author Karen Blixen between 1917 and 1931. She spent much of her life in Africa, Kenya in particular, and wrote the book *Out of Africa*. The museum includes many books from Karen Blixen's library and also a number of her African portrait paintings. Kenya has for a long time been regarded as the "Home of African Wildlife Safari", and offers most stylish tourism infrastructure in East Africa. Thousands of guests from across the world travel to Kenya every year to learn its exceptional and varied tourist attractions. Among most admired traveler attractions in Kenya include its national parks, wildlife safaris, beaches and mountain ranges.

Kenya is home to over 50 national parks and reserves, including six marine parks in the Indian Ocean. For flora and fauna enthusiasts, we recommend safari tours to the world-famous Masai Mara National Reserve, Amboseli National Park, Tsavo National Park, Aberdare National Park, Mount Kenya National Park, and Samburu Game Reserve. The sight of annual migration of millions of wildebeests and zebras into the Masai Mara from Tanzania's Serengeti National Park can be a lifetime experience for you. On safari in Kenya, you will find spectacular

mountain sceneries, fabulous beaches and coral reefs, magnificent lakes and deserts, and widespread savannah grassland. Kenya also has remarkable multi-ethnic cities, known for their rich and charming culture and architecture. Below are the main attractions you can expect to find on your Kenya Travel

#### **Kenya Leading Holiday Attractions**

- ❖ Nairobi - The capital city of Kenya
- ❖ Mombasa - the coastal city
- ❖ Maasai mara game reserve
- ❖ Mt. Kenya & Mt. Kenya national park
- ❖ Lake nakuru national park
- ❖ Amboseli national park
- ❖ Aberrdares national park& tree hotels
- ❖ Samburu & shaba game reserves
- ❖ Tsavo west & east national parks
- ❖ The great rift valley sceneries & lakes
- ❖ Kenya vibrant tribes & cultural attractions
- ❖ Kenya business / investment attractions
- ❖ International conference & meetings
- ❖ Kenya athletics & sports attractions
- ❖ Kenya bird watching safaris
- ❖ Indian ocean beach holidays

(Africhoice, 2011)

#### **4.3.2 Tourism in Tanzania**

Tanzania is one of the largest countries in Africa and lies on the East Coast of Africa. It is bordered to the north by Kenya and Uganda and to the west are Zaire, Rwanda, Burundi and Zambia, to the south are Malawi and Mozambique. It was formed in 1964 between the mainland of Tanganyika and Zanzibar.





Figure 2: A map of Tanzania (Lonelyplanet, 2011)

Tanzania is a land of spectacular beauty and is a breathtaking destination for a first-time safari or for experienced safari enthusiasts alike. Tanzania safari offers abundant wildlife in the famous Ngorongoro crater, the Serengeti and Lake Manyara; huge areas of virgin wilderness and the breathtaking beaches of Zanzibar and Pemba. Over 25% of Tanzania is either a game reserve, national park or a controlled area. The quality of Tanzanian lodges and the general infrastructure has improved in recent years. Tanzanian safari can be luxurious, wildly, adventurous or suitable for a more modest budget.

#### Tanzania Leading Safari & Holiday Attractions

- ❖ Serengeti National park
- ❖ Ngorongoro crater conservation area
- ❖ Mount kilimanjaro national park
- ❖ Lake manyara national park
- ❖ Olduvai george- the cradle of mankind
- ❖ Tarangire national park
- ❖ Ruaha national park (southern Tanzania)
- ❖ Silos game reserve (southern Tanzania)
- ❖ Gombe stream chimpanzee reserve
- ❖ Tanzania bird watching safaris
- ❖ Tanzania cultural attractions
- ❖ Dar es salaam city
- ❖ Zanzibar islands

(Africhoice, 2011)

#### 4.3.3 Tourism in Uganda

Uganda is bordered by Kenya in the east, Tanzania and Rwanda in the south, Democratic Republic of Congo in the west and Sudan in the North. It is the only in Africa with high altitude despite being right on Equator. It is a landlocked country bordered by Sudan on the North, Kenya on the east, Tanzania on the South, Rwanda on the southwest and Zaire on the northwest. It is located in east-central Africa, situated north and northwest of Lake Victoria. Uganda has a pleasant climate year round with minor temperature variations.



Figure 3: A map of Uganda (Lonelyplanet-2011)

Popularly known as the 'Pearl of Africa', Uganda's most famous attraction is the Bwindi Forest home to the elusive and treasured mountain Gorilla. Uganda is famed for Mountain Gorillas and this is one of the reasons why many people travel to Uganda. Half of world's remaining population of mountain gorillas can be found in Uganda and live in the Virunga Mountains in Uganda where the Zaire, Rwanda and Burundi borders meet. The other half is found in the Bwindi Forest in Uganda. Amongst other Uganda attractions are the Murchison's Falls, Queen Elizabeth and the world's largest freshwater lake - Lake Victoria. The diverse cultures as well as the hospitable people of Uganda are a major attraction to many. From the moment you land at Entebbe's modern and efficient international airport, with its breathtaking equatorial location on the forested shore of island-strewn Lake Victoria, it is clear that Uganda is no ordinary safari destination. There is more to see than one can imagine but the most popular locations include:

### **Uganda's Leading Travel Attractions**

- ❖ Uganda mountain gorilla tracking safari's
- ❖ Bwindi impenetrable national park
- ❖ Queen Elizabeth national park
- ❖ Murchison fall's national park
- ❖ White water rafting in Uganda
- ❖ Chimpanzee tracking safaris
- ❖ Ruwenzori mountains climbing
- ❖ Uganda wildlife safaris adventures
- ❖ Uganda bird watching safaris
- ❖ Kampala - The vibrant capital city.

(Africhoice, 2011)

Uganda is known as one of the friendliest countries and a land of infinite variety due to its sheer physical beauty. Visitors are able to discover ancestry and at the same time discover its diverse natural heritage.

## **5. Research Methodology**

### **5.1 Study Design**

Research design facilitates the smooth running of the various research operations thus by making research as efficient as possible yielding maximal information with minimal expenditure of effort, time and money (Kothari 2005, 167). This study is a pilot survey and the research development was as follows;

#### **Stage 1: Questionnaires**

Questionnaires were the main tools applied to collect data. Emailing and telephone calls were the major way of contact between authors and respondents as it was more convenient and cost effective. The goal of this pilot study was to identify the need and interest of East African Hospitality companies to market their services in Nordic travel fair through a joint marketing system.

#### **Stage 2: Stand Design**

Stage 2 is focused on designing the East African stand in the Nordic travel fair. The stand design is based on visualization of the service concept. To achieve this multisensory will be used the major element of design.

### East Africa Stand in the Nordic Travel Fair

Here we identify an insight into the future of the service and product industry and furthermore, into developing the East African stand in the Nordic travel fair: multimodality. In tourism destinations, products and services generally consist of multiple service touch points which customers perceive prior, during and after their holidays. The matching or even exceeding of customers expectations is crucial for generating customer satisfaction and needs to be constantly designed and measured. To gain customer insights various service design tools such as shadowing, mapping, interviews, user journals, or observation techniques exist.

A respective analysis needs to include not only touch points during the actual service period for example at the travel fair, but also within the pre- and post-service period. Pre-service touch points evoke certain expectations about a particular service product, including all related marketing communications, or indirectly through reviews, such as word-of-mouth or customer evaluations on web platforms. During the service period, customers experience the product with all their senses and compare these subconsciously with their expectations towards them. The matching or even exceeding of their expectations is crucial for generating customer satisfaction (confirmation), while inequality leads to dissatisfaction.

The initial point of service design is the customer and thus it is essential to gather adequate knowledge about their travel motivation, and to learn more about which service products are key factors for success or failure of the relevant tourism product bundles. A customer journey includes not only direct touch points between customers and a respective service provider, but also indirect ones, such as review websites

When it comes to multisensory measurement methods we are talking about the different senses that help us to perceive a product or service. These senses include sight, hearing, taste, smell and touch. All of these aspects are important in creating and displaying a successful product or service. For many years marketers have been operated in two-dimensional world where the emphasis is mainly based on sight and hearing. Currently, we are talking about moving on from 2D to 5D where all the senses are concentrated. (Lindström 2005, 36-37)

One interesting way to measure services or products or the effectiveness of the brand is to “smash” the brand i.e. the developing the East Africa brand. Brands consist of many elements such as picture, colour, shape, name, language, icon, sound, behaviour, service, tradition, ritual and navigation. We use our senses to perceive these components. Smashing means that all the components are able to work independently although one of them would be separated from the product. The synergies between different components are essential in the brand’s success. For example, a typical sound for Nokia is its Nokia ringing tune. Even though you

would only hear the sound, you would know the question is about Nokia. That is, Nokia brand can be smashed. Another example is colour. Red is really tightly connected to Coca-Cola worldwide. Then again, Pepsi seems to be the “owner” of blue colour. (Lindström 2005, 42)

According to the BRAND sense study that was conducted within the book “Brand Sense - Build Powerful Brands through touch, Taste, Smell, Sight and Sound” and where consumers around Japan, the UK and the US were interviewed, creating a six-step process is vital in building a powerful brand. These steps include sensory audit, brand staging, brand drama, brand signature, implementation and evaluation. Sensory audit consists of leveraging existing sensory touch points (how many sensory bonding components does the brand include), synergy across sensory touch points, innovative sensory thinking ahead of competitors, sensory consistency, sensory authenticity, positive sensory ownership (McDonalds own negative sensory attributes such as the smell of oil) and constant progress across sensory touch points. (Lindström 2005, 109-137)

Step two, brand staging, means that there is an optimized brand synergy between the senses so that the synergy can possibly double the effect of the brand communication. Brand dramatization in the third step means the personality of the brand. What feelings and emotions does your brand reflect? Brand signature emphasize that like people own their individual personality so should the brand. It should be adaptive to different situations and have many moods. Brand implementation is the step after planning. Now the brand is seen in action. All the other activities in the company like development, sales and operations have to be in accordance with branding. Finally, in the sixth step, it is time to evaluate the brand. For example, how did the revised sensory brand managed to achieve the hoped effects? (Lindström 2005, 109-137)

Also multimodality, a marketing tool that involves all five human senses and users while using modern technology, is a phenomenon that focuses on the awareness of companies as a possible way to market themselves in the travel fair. It has been proved to be a very effective way to market. This is why we chose to propose the use of multimodality in the stand and joint web pages of the East African Hotel and Tour Operators. Another idea is to add a picture gallery to the web pages and also to the stand where potential visitors could go in see and what the Hotel and Tour operators have to offer. The colour scheme of the stand as well as the joint web pages should match to the colours of the East African Hotel and Tour operators brand at the Travel fair for example colours that relate to safari, wildlife and forestry.

When it comes to the multimodal perspective the by adding moving pictures, videos and perhaps background music the overall view of the travel stand would be more eye catching. The videos could be of the wildlife and the whole safari experience and the overall

atmosphere of the travel experience to East Africa. Music could be something fun that makes the travellers feel what Africa is like and also moving pictures at the would activate the users' senses and make them want to find more information about East Africa Hotel and Tour Operators. They would feel more involved and interested in experiencing what East Africa has to offer and its atmosphere on the spot and not just in the internet.

This being the first time for the east African companies to participate in this event jointly, the expectation is just a few companies will be able to take part in the event, an approximate of 15 companies or even fewer. For this reason, we are taking the smallest stand, a 9m<sup>2</sup>. There will be three people working on the stand, who will be welcoming, answering visitors questions and providing them with any information they might need. On display will be the joint brochure with all the necessary information from each participating company, which will be free for visitors to take with them. A lap top computer connected to the internet will be available for visitors who want to browse through the joint marketing website. There will also be giveaways as souvenirs from Africa for our visitors. These will be in the form of small animal carvings, bracelets, necklaces etc. On top of the stand wall, under the lamps will be the words "East African Tourism" in red yellow and green, visible from a considerable distance. Mounted on the walls will be picture frames of the three countries containing the respective maps, flags of the countries and some famous tourism pictures unique to each country. The main colors for decorating will be yellow, red, green, black and white.

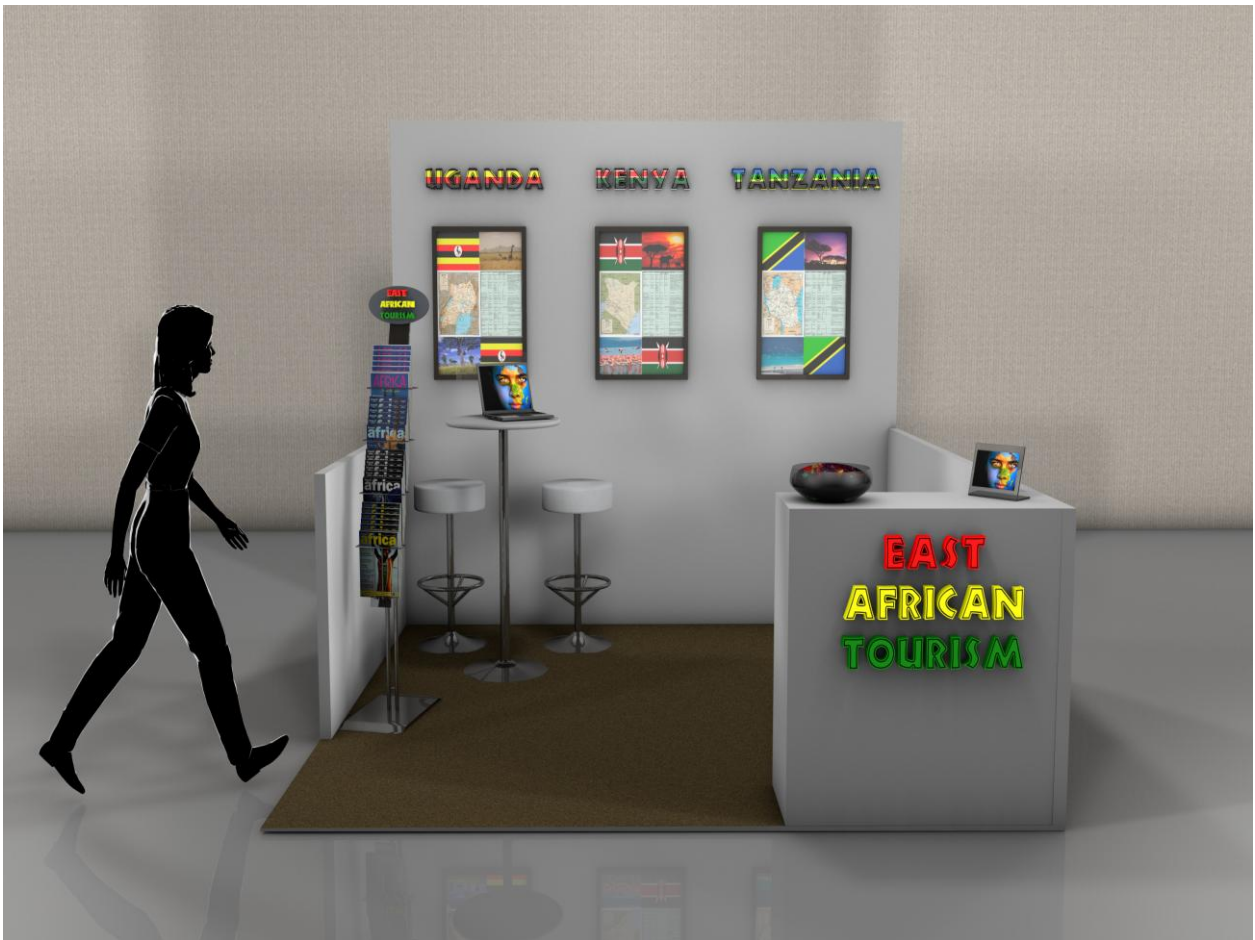


Figure 4: The East Africa stand in the Nordic travel fair

## 5.2 Target Population

“Target population refers to the whole group of individuals or objects to which researchers are interested in generalizing the conclusions. The target population usually has varying characteristics and it is also known as the theoretical population.”(Experiment resources)

The study was conducted on 100 hotels and tour operators in all three East African countries, by sending out questionnaires and follow up e-mails and calls to the ministries of tourism in Kenya, Uganda and Tanzania. The criterion used to choose the companies to be contacted was mostly random. The ministries of tourism in all three countries have contact information of tour operators, travel agents and hotels in each country. The authors first chose the widely known companies first and the rest were chosen randomly. It is worthy noting that the authors are from Kenya and chose more companies from Kenya due to the familiarity.

The following table shows the number of companies chosen from each country.

Types of Tourism	Kenya	Uganda	Tanzania
Business			
Hotels	10	10	10
Tour operators	20	15	15
Travel agents	10	5	5
<b>Total</b>	<b>40</b>	<b>30</b>	<b>30</b>

Table 2: Number of companies contacted

From each country, more tour operators were contacted because they had more to offer to customers than the travel agents and hotels.

## 5.3 Data Collection Instruments and Procedures

Data was collected by the use of questionnaires. Self administered questionnaire were used. The questionnaire included both open ended and closed ended questions. Questionnaires were used because they are less expensive and are easier to administer to a large population. Emailing will be used to contact East African Hotels and Tour operators because this is the most convenient and reliable way to reach them as most of them are using emails for communicating and selling their products, especially in the international market.

## 5.4 Data Analysis and Findings

As stated above, 100 companies were contacted and 5 replies were received, two from Kenya, two from Uganda and one from Tanzania From the pilot study there was a clear indication that the older and experienced companies are willing to participate in the venture.



According to Mr. Missokia, for East African companies to be marketed in the Nordic travel fair jointly, at least 10 companies should be willing to participate in the event fully.

Based on the feedbacks received, all the companies highlighted financial difficulties as the main challenge they are facing in marketing abroad especially in the Nordic countries. Other challenges mentioned are logistical problems and competition among themselves. The smaller companies are the most affected by competition because the bigger and more recognized companies are more popular to the customers. Though not pointed in the questionnaire, these companies are also faced with tough competition from India and other Asian countries as we have noticed that most Nordic travelers prefer these places.

From the 5 companies, only two had previously participated in The Nordic Travel Fair and the rest did not have knowledge of the existence of this event. However, all the companies were willing to participate in this event and two companies were even willing to send representatives from home companies. All five companies approved the idea of joint marketing and were willing to participate in the venture, both in the joint website and brochure. Financially, one company was willing to pay \$500- \$699, the others chose the least amount which was \$300 - \$499 and one company was not willing to pay anything yet, because it is a small company and newly established.

## **6. Development Suggestions.**

This chapter is going to deal with a description of the development part of our thesis. We have three items developed for the Nordic Travel Fair, which are, the East Africa stand which has been described in a previous chapter, a brochure and a webpage which are the main marketing tools to be used to display East African companies that will participate in the fair.

### **6.1 East Africa Joint Brochure**

The East African Tourism brochure showcases hotel and tour operators marketing their products and services in Kenya Tanzania and Uganda. The brochure features one-stop shop for all the customer's safari needs, ranging from information about East Africa tourism products to details of tour operators who can cater for the guests needs that suit different travel styles and preferences. It will also have the address to the joint marketing website for all participating companies. This brochure is aimed to provide customers with a deeper understanding of East Africa tourism with each Travel destination featuring its information and a wide range of selection of preferred and recommended hotels and tour operator in the country.

Our main aim is to inspire travelers to explore more in the East Africa that still has plenty of potential. There are many travel products to feature in the brochure and at the Nordic Travel Fair. The content in the brochure will be presented in an easy to read format and attractive layout that will be a 4-page colored brochure filled with information about the East Africa Hotel and Tour Operators and captivating pictures of the three destinations. Each Hotel and Tour Operator will have features on packages it offers, location, prices, hotel names, website, and contact information.

The participating companies have the choice of providing us with their information which will be put on the brochure or they can choose to design how they want it presented in the brochure. For this choice, the company will submit their desired design which will be put in the brochure. Otherwise, they will be provided with a standard design, if they like it then it's what will be put on the joint brochure. Each company will have a half page of the brochure to fill it with their information. On the left is the name of the company and logo, right corner a picture of their choice and on the bottom background information and contact information. The next company presents its information the same way but alternate the information on the left and right sides. The companies will be arranged in the brochure in the basis of first come first served, so the first company will be presented on the first page and so on. The space in the brochure will be allocated according to the amount each company contributes. The following is a layout of the standard space for each company in the joint brochure.

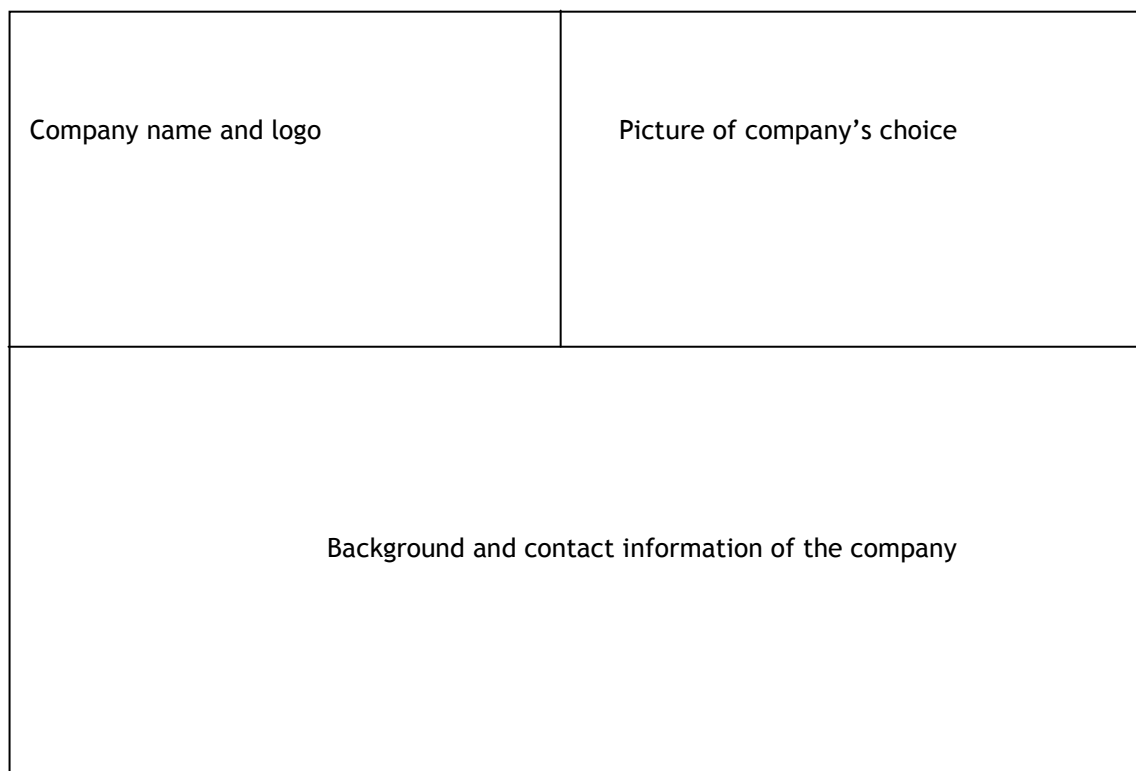


Figure 5: Brochure page layout, space for each company



**KATO**

**KENYA ASSOCIATION OF TOUR OPERATORS**

The Kenya Association of Tour Operators (KATO) is one of Kenya's leading tourism trade associations and represents the interests of over 350 of the most experienced and professional tour operators in Kenya. Our members offer a wide range of services, which can be broadly divided into the following categories:

- Special interest safaris
- Air safaris
- Incentive travel group safaris
- Custom safaris for individual travellers
- Camping safaris (luxury & budget)
- Indian Ocean & Coast holidays
- Golf Safaris
- Agro Safaris

Figure 6: Sample page in the joint brochure

### East African Tour companies & Hotels

Abercrombie & Kent Ltd <http://www.akdmc.com>

African Horizons Travel & Safaris Ltd <http://www.african-horizons.com>

African Quest Safaris Ltd <http://www.africanquest.co.ke>

Balloon Safaris Ltd <http://www.balloonsafaris.hypermart.net>

Cheli & Peacock Ltd <http://www.chelipeacock.com>

Game watchers Safaris Ltd <http://www.porini.com>

Liberty Africa Safaris <http://www.libertyafrica.com>

HTT Holidays & Incentives Ltd <http://www.travelhtt.com>

Somak Travel Ltd <http://www.somaksafaris.co.ke>

Southern Cross Safaris (NBI) Ltd <http://www.southerncrosskenya.com>




Figure 7: Sample back page of the joint brochure

Figure 6 above shows a sample of a real company which was chosen randomly, presented in the joint brochure. The Kenya Association of tour operators is a body that looks into the interests of all registered tour companies and is well recognized by the government. All tour operators and agents in the country have registered with the association, and on their website there is contact information for all companies and a redirect link to each company's web pages. Each company has the freedom to choose the colors, font, pictures and information to be put in their space.

As shown in figure 7, the back page will have a list of all companies featured in the brochure with their website addresses alongside and logos of all sponsor companies.

### 6.2 East Africa Joint website

The joint website will be shown during the travel fair, and visitors can access it on a computer in the stand. This website will contain the same information as the brochure, with the difference of a redirect link to each company's own website. Mr. Missokia and the authors are responsible for construction of the website.

### 6.3 Budget

The budget will show a tabulation of all the costs to be incurred during the travel fair.

Item	Amount (€)
Registration fee	350.00
Stand (9m <sup>2</sup> )	1,696.00
Salary( 3 persons)	900.00
Stand decorations	100.00
Souvenirs	500.00
Printing costs (brochure)	2000.00
Website construction costs	2,500.00
<b>Total</b>	<b>8046,00</b>

Table 3: Budget

Mr. Missokia will be in charge of putting together and finalizing the last details of the event. He will maintain further contact with the companies a process through which they will agree on contractual obligations and other practicalities like how much a company pays and the mode of payment. The companies participating will be responsible for paying for all the costs incurred during the Travel Fair. Mr. Missokia will come up with a standard amount that each company should pay. Bigger companies who are willing to pay more will get more visibility for example the company information will be shown with more frequency in the website and in the East African Stand. (Mr. Missokia)

## 7. Conclusions and Recommendations

This chapter presents a summary of the findings of the study, conclusions and recommendations arrived at. 100 companies were contacted, and only 5 companies replied. The summary, conclusion and recommendations will be made according to only those answers.

### 7.1 Conclusion

According to the feedback most companies are experiencing similar challenges in marketing their services in the Nordic countries jointly in the Nordic Travel Fair. Their willingness to participate in this project is one way that will effectively reduce the problem of financial inability as they will share the costs. We feel that given more time, more companies would actively participate in this venture and it is due to this fact that the authors and collaborator Mr. Missokia have agreed to keep working on this project and launch it in the year 2013. During the time before January 2013, more companies will be contacted, and this will include a physical contact by the people working on this project to these companies and interest them in the venture. Coming from Africa, we already know that most companies respond more positively when there is a physical contact made, and when this is done, more participants will come into play and the venture will be successful.

#### Benefits

The project will benefit Missokia in gaining the real picture of East Africa tourism. Laurea students will benefit by allowing them to participate in exhibiting East Africa as a holiday destination in the Nordic Travel Fair. The prospects of participating at the fair will expose the EA hotel and tour operators to other tourists' sources especially from northern Europe and the Baltic region. This will add to the number of tourists visiting EA region and reduce the dependence of traditional sources of tourists. The project will also create awareness about East African countries as a potential tourism destination to Nordic travelers.

#### Downfalls

During this project, we encountered some challenges, the main challenge being that most companies contacted did not respond. Time was also a major issue, and we feel that given more time more companies would have responded. The major mode of communication used was emailing and phone calls whereas physical contact would have resulted to more quicker and positive feedback.

### 7.2 Recommendations

Based on the feedback got, the researchers recommend to the East African hospitality companies to participate in the Nordic travel fair 2013. This is a cost effective way of

creating awareness about their services and the potential they have of providing memorable holidays to Nordic tourists. Marketing East Africa as a single destination and the introduction of the single entry visa for all these countries will make the destination more attractive to travelers. The governments of these countries should already put into practice the discussed project of marketing East Africa as a single destination. Although this is not aimed directly to the Nordic countries, when the idea is up and running, it is easier to introduce it to other regions. It is worth noting that the Kenyan tourism board was very interested when we contacted them, and this is a good sign that the government will be willing to promote the destination in the Nordic countries.

We are even more motivated to see the outcome of this venture come year 2013, especially at the wake of a steady tourism growth experienced in the EAC. In recent news, the Kenya tourism board projects a 10% growth in the industry this year alone and for the first time in history, the country is expecting charter planes to bring in tourists from Scandinavian countries of Sweden and Finland in December. More tourists from Czech Republic and Hungary are also expected to land in the country between December and early next year (Kenya Daily Nation, 2011). This is already a good indicator that there is a bit of penetration in the Scandinavian countries, so when the idea of marketing in Finland through the Nordic Travel Fair is brought to the tour companies, they will be motivated to embrace it.

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## 9. Appendices

### Survey questionnaire

Kindly you are requested to provide answers to these questions as honestly and as precisely as possible. Please put a cross where appropriate or briefly fill in the required information on the spaces provided.

1. Name of Hotel/tour operator (optional).....
2. How long have you been operating as a hotel/Tour Operator
  - a. 1-5 years
  - b. 6-10years
  - c. 11-15years
  - d. 16-20 years
  - e. 21-25 years
3. What foreign countries have you been targeting or dealing with during the period of your business operation?
  - a. USA
  - b. West Europe
  - c. East Europe
  - d. Northern Europe
  - e. Southern Africa
  - f. Other
4. What challenges have you faced in the cause of reaching your potential customers abroad?
  - a. Language barriers

- b. Logistical problems
- c. Competition
- d. Marketing Challenges
- e. Others (specify).....

5. Have you ever participated in any travel exhibition abroad?

- a. Yes
- b. No

If no, why ?

.....  
.....

If yes, when? .....

6. Are you aware of the biggest Nordic travel exhibition called the Nordic travel fair which takes place in Finland?

- a. Yes
- b. No

7. Are you aware of a joint marketing campaign in Finland for EA Hotels & Tour Operators

- a. Yes
- b. No

8. Would you be interested to participate in joint marketing campaign at Nordic travel fair in Finland for EA Hotels & Tour Operators?

- a. Yes
- b. No

9. How would you wish to participate in the travel fair

- a. Through joint website
- b. Finnish travel magazine
- c. Physical appearance/Direct Marketing at Nordic travel fair
- ( ) Others (please specify)

10. In your opinion what do you think are the challenges affecting joint marketing by the EA Hotels and tour operators.....  
.....?

11. How much would your company be willing to pay for participation at Nordic travel fair as a member of a joint marketing campaign for EA Hotels and Tour Operators?

- a. \$300 - \$499
- b. \$500 - \$699
- c. \$700 - 899
- d. \$900 - 1099
- e. Other, please specify