



**METHODS USED BY THE KENYA TOURIST BOARD IN
MARKETING ADVENTURE TOURISM IN MOUNT
KENYA REGION**

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ABSTRACT

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The aim of this bachelor's thesis was to examine the methods used by the Kenya Tourism Board in marketing adventure tourism in Mount Kenya region. This study focused on the Mount Kenya region which was chosen because it has a wide range of sites for camping such as Minot's, Shipton's and Old Moses. The region also offers wide opportunities of other adventure tourism activities such as mountaineering, trout fishing, and white water rafting. Adventure tourism in the study region is not well developed and marketed making the area an ideal study site given that little or no research on adventure tourism has been carried out in the region.

The study used descriptive survey design in which data was collected by using both open and close-ended questionnaires. The questionnaires were delivered to 40 tourists selected within the region. The questionnaires were also delivered to 13 campsites to obtain information on the methods of marketing of adventure tourism in the study area.

It is widely acknowledged in the marketing field that knowing customers and then predicting and meeting their expectations is the key to success where adventure tourism is considered as a physical phenomenon, involving tourists taking physical activities in an unfamiliar and often an inhospitable environment. Therefore tourism practitioners need to recognize detailed characteristics of tourists and their patterns in consuming tourism products and services in order to effectively identify their target segments.

Key words: adventure tourism, marketing, segments, hard and soft adventure tourism

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1 INTRODUCTION

The principal marketing role of any National Tourism Organization (NTO) such as the Kenya Tourist Board (KTB) has been perceived to be the narrow promotional role of creating and communicating appealing destination images to various target markets. However, this perception is now changing as international travel and tourism industry is becoming more competitive and tourists have become increasingly sophisticated in their destination choice behavior (Youcheng & Abraham 2011). For any marketing strategies to succeed there is need for collaboration between the public and private sectors.

Adventure tourism is an increasingly widespread phenomenon and it has increased its popularity in the new millennium, and it appeals to an expanding proportion of the population who is seeking self-fulfillment and excitement through participating in physically and mentally stimulating activities, travelling to remote destinations or engaging in ``adrenaline-rush`` experiences as part of their tourist experience (Swarbrook et al. 2003, 55). Despite this popularity, researchers and adventure tourism practitioners have not been able to provide a precise and satisfactory definition of this important segment of the travel and tourism industry. This could be attributed to the multitude of adventure tourism activities such as camping, canoeing, white water rafting and mountaineering among others venturing to remote destinations and going on safari in some of the untouched, less visited wildlife in Africa. (Swarbrook et al. 2003, 64.)

Before the creation of Kenya Tourist Board in 1996, the government did not do serious marketing for tourism products of Kenya. The promotion of Kenya as a tourist destination was mainly done by word of mouth by people who had visited the country previously. It is indicated that television documentaries about Kenya's varied environments, wildlife and adventure activities such as bird watching continue to provide free publicity to the country's tourism industry. The private sector members such as tour operators and travel agents contributed about 60% of promotional costs of participating in international trade fairs, exhibitions, workshops and seminars with government covering the balance. At the end of the second year after its formation Kenya Tourist Board was able to place advertisements to over 35 travel magazines targeted to reach more than 45 million readers worldwide. Kenya Tourist Board has continued to market the country abroad with assistance of development partners such

as the European Union. In 2002 the European Union committed \$28.2 billion under a five year plan that enabled the Kenya Tourist Board to launch an aggressive marketing campaign in international locations such as the U.S.A, Germany, UK and Japan.

This study focused on the Mount Kenya region. The region was chosen because it has a wide range of sites for camping such as Minots, Sharpton's and Old Moses and it also offers opportunities for many other adventure tourism activities such as mountaineering, trout fishing and white water rafting. Adventure tourism in the study area is not well developed and marketed. This makes it an ideal study site given that little or no research on adventure tourism has been carried out in the region.

2 AIMS AND OBJECTIVES

The main objectives of the Kenya Tourist Board are to increase customers' awareness of the available adventure tourism activities in the Mount Kenya region by identifying suitable methods for marketing adventure tourism in the region such as internet, brochures and mass media, which are:

- To give more detailed information of geographic and demographic segmentations used to examine the region's products and to match them with target groups and their interests.
- To implement the segments to reach out the market for adventure tourism more intensively.
- The board also illustrates the outcomes of marketing, such as frequency of visits and length of stay by adventure tourists within the region.
- The other objective is to conduct regular marketing research in order to obtain feedback on the level of success of its marketing methods in the study area.

2.1 Background information

Mount Kenya region is a large area that comprises of seven districts, Nyeri, Embu, Laikipia, Kirinyaga, Meru South, Meru Central and Tharaka. In the study, four of these districts were purposefully selected as they were considered representatives of the whole region, because they have a larger concentration of campsites which tourists use as a base for their adventure activities. The selected districts were Meru South, Meru Central, Nyeri and Laikipia.

Mount Kenya region is a stratovolcano that arose over 3 million years ago. The last eruption was between 2.6 and 3 million years ago. The volcano rose as high as 19,700 feet (6,000 meters) before being eroded to its present height.

<http://climbing.about.com/od/mountainclimbing/a/Fast-Facts-About-Mount-Kenya.htm>

Read on 29.5.2013

2.2 Research problem and study purpose

The evolution of adventure tourism has been a spectacular one. This is in part due to the fact that adventure tourism only recently established itself as an academic line of inquiry but more significantly because it is a very complex field with great diversity with no clear, tidy boundaries and a dynamic tourism phenomenon. The level of novelty that adventure tourism offers both to the business and study of tourism emphasizes the consequential need to explore this phenomenon in greater depth. (Swarbrooke et al. 2003, 38.)

In addition, it is apparent from tourism literature that the contribution of adventure industry to tourism is often ignored. There is lack of information on adventure tourism and how best to market it in Kenya. Another area of concern is the fact that National Tourism Organization (NTO) is usually mandated to market the country as a whole, which can generate conflict within regions that perceive an imbalance in promotional campaigns. This is the situation in Kenya where Mount Kenya region, the Samburu Game Reserve and the Western Tourist Circuit (Western Kenya) are often ignored in overseas promotional campaigns thereby reinforcing the tendency of inbound tourism icons such as the Maasai Mara Game Reserve and the Coastal Beaches. This problem needs to be addressed to ensure equitable and sustainable tourism development in the country. However, to do so, requires rethinking in Kenya Tourist Board's marketing strategies.

It is widely acknowledged in the marketing field that acknowledging customers and then predicting and meeting their expectations are the key to success. Therefore tourism practitioners need to recognize detailed characteristics of buyers' expectations and if the products fall short of the customers' expectations, the buyers are dissatisfied (Kotler et al. 2006, 16).

The present study examines how Kenya Tourist Board could vary its marketing strategies to target less frequented tourist sites such as the Mount Kenya region with potential for adventure tourism activities such as camping, trout fishing and

mountaineering.

Since Kenya is a developing country and majority of her people are poor, only a few have the resources and time to enjoy the limited leisure facilities such as adventure tourism. Besides, Kenya faces very stiff competition for tourism from South Africa and Egypt. To deal effectively with the competition from these top tourist destinations in Africa, the government through the Department of Tourism and Ministry of Tourism jointly with Kenya Tourist Board should market the country more aggressively overseas. Given the above scenario, there is need for research on adventure tourism to ensure successful marketing that maximizes adventure tourism benefits and minimizes negative impacts, thereby leading to sustainability of the industry. Therefore, the need for research on adventure tourism in the Mount Kenya region is apparent. Thus, this study examined the methods used by the Kenya Tourist Board in marketing adventure tourism in the Mount Kenya region. It also sought to enhance the literature and state of current thoughts in adventure tourism.

2.3 Objectives and methods

The objectives of the study were to:

1. Determine the relationship between the characteristics of tourists targeted by the Kenya Tourist Board and their buying behavior.
2. Establish the frequency of visits by adventure tourists who obtain information from Kenya Tourism Board (KTB) and other alternative sources.
3. Examine the methods used by Kenya Tourist Board and other organizations to market the region as adventure tourism destination.
4. Establish the potential for hard and soft adventure tourism activities which attract visitors to the study area.

Studies carried out on adventure tourism before 1960's were descriptive in nature and tended to employ various data collection devices to gather and present information.

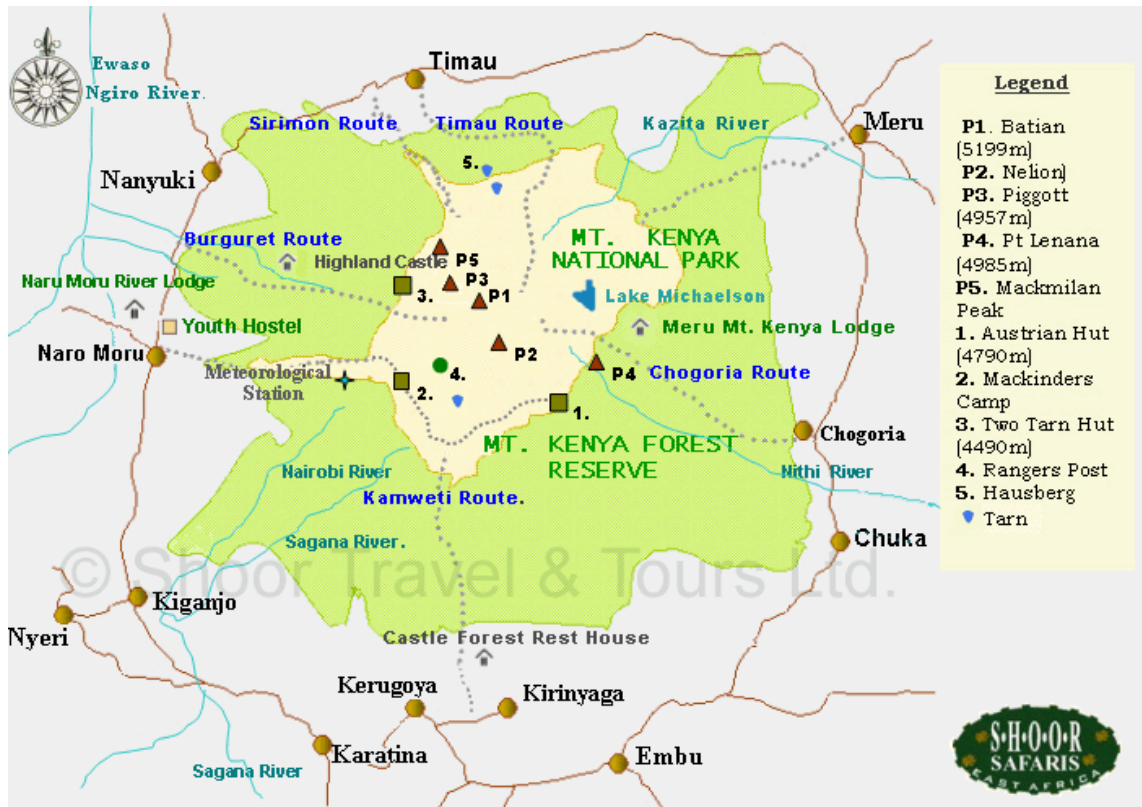
After this time there was a large increase in the number of studies that had a qualitative orientation. Present study involved both qualitative and quantitative methods of collecting data to yield more reliable and valid results on adventure tourism, which will assist Kenya Tourist Board in its promotional campaigns locally and abroad

3 MOUNT KENYA REGION

The region is named after Mount Kenya, the country's highest mountain and second highest in Africa after Mount Kilimanjaro which borders Kenya and Tanzania. The highest peaks of the mountain are Batian (5,199 meters -17,057 ft), Nelion (5,188 meters -17,021 ft) and Point Lenana (4,985 meters -16,355 ft). Mount Kenya is located in central Kenya, just south of the equator, around 150 kilometers north of the capital Nairobi. Mount Kenya is the source of the name of the Republic of Kenya. Within the region there is Mount Kenya National Park, this is designated as UNESCO World Heritage Site. Mount Kenya National Park is around 620 km² and receives up to 15,000 visitors every year.

The mountain offers easy and sometimes challenging ascents with super scenic beauty. Part of the mountain's fascination is the variation in flora and fauna. As the altitude changes, the lower slopes are covered with dry upland forest and the true mountain forest begins at 2000m and consists of mainly cedar and podo trees. At 2500m begins a dense belt of bamboo forest which merges into the upper forest of smaller trees interspersed with glades.

The incredible beauty of the Mount Kenya region with the grassy plateaus to the North and West, rivers, forests, national reserves and national parks, private ranches and tourist class hotels are a major tourist attraction. The mountain is a breathtaking site and its snowcapped peaks are visible more than 160km away in clear weather. Mount Kenya is ideal for mountaineers of all ages and nationalities and camping facilities are widespread.



PICTURE 1. Mount Kenya Region

http://www.shoortravel.com/image/Mount_KenyaMap1.gif

4 ADVENTURE TOURISM

Beyond the understanding of the essence of adventure, adventure pursuits are generally considered to be subsets of outdoor recreation. In this context, they are often placed along a continuum of ``soft and hard`` activities. Soft adventures activities are characterized by a perceived element of risk, a low element of real risk and do not necessarily require experience or extensive training for participation (camping, hiking, bird/animal watching and canoeing). Hard adventure activities on the other hand are subject to high levels of actual risk, require intense commitment on the part of the participant and require skills, knowledge and expertise for participation, such as white water rafting, scuba diving, off-road biking, rock/mountain climbing.

Thus, adventure tourism is more than the experience of an adventure based activity, although related services are required for the experience to take place. Swarbrooke et al. (2003) apply the theory of supply and demand to adventure tourism, wherein demand is represented by the adventure tourists and the adventure tourism market and supply is represented in the destination, the venues, and the adventure tourism industry. Therefore, adventure tourism may be considered as a composition of adventure with basic components of a tourism experience (the inner experience), environmental settings, core activities and travel and transportation, setting or location and the activity itself (the outer experience). (Swarbrooke et al. 2003, 27.)

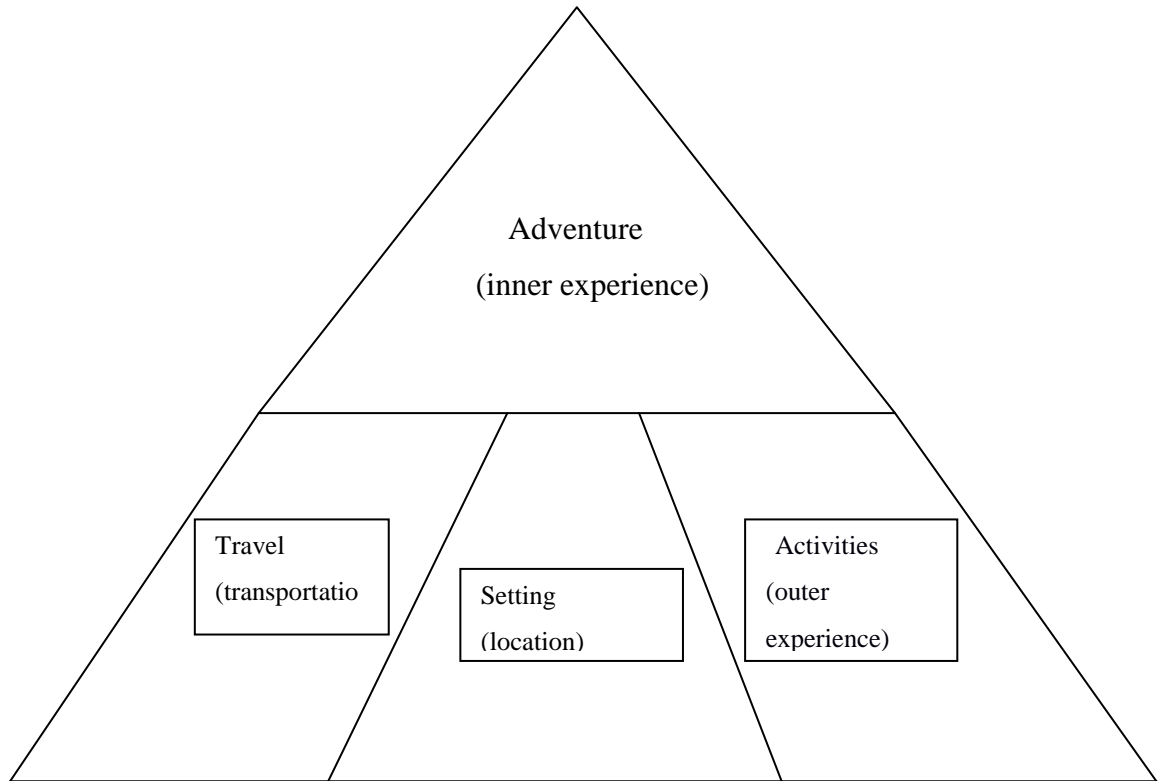


FIGURE 1. Components of adventure tourism (Swarbrooke 2003, 31)

4.1 Definitions of adventure tourism

Various authors have attempted to define adventure tourism. This was necessary in order to provide a standard tool for measuring and segmenting the adventure tourism market. The adventure tourism market has many components, such as camping, bird watching, canoeing, fishing and bungee jumping, among others. Standard definition was required because many regions of the world are promoting adventure travel. Some authors have defined adventure tourism as the sum of the phenomena and relationships arising from the interaction of adventure touristic activities with the natural environment away from the participants' usual place of residence and containing elements of risk in which the outcome is influenced by the participation, setting and the organizer of tourists' experience.

Adventure tourism is defined as "holiday and day visits that involve participation in active or adventurous outdoor activities, either as a primary or secondary purpose of visit". It includes three types of visits: adventure holidays in which adventure activity

is the primary purpose of the visit, holiday participation in adventure activities as secondary purpose of the visit and adventure day visits in which adventure activity is the primary purpose of visiting a destination. (Keeling 2003.)

Buckley (2006) defines adventure tourism as ``guided commercial tours where the principal attraction is an outdoor activity that relies on features of the natural terrain. It generally requires specialized sporting or similar equipment, and is exciting for the tour clients``.

Millington et al. (2001, 67) define adventure travel as a leisure activity that takes place in an unusual, exotic, and remote or wilderness destination. It tends to be associated with high levels of activity by the participant, most of it outdoors. Adventure travelers expect to experience various levels of risk, excitement and tranquility, and to be personally tested. In particular they are explorers of unspoilt exotic parts of the planet and also seek personal challenges.

Muller and Cleaver (2000, 156) define adventure tourism as characterized by its ability to provide the tourist with relative high level of sensory stimulation, usually achieved by including physical challenging experiential components with the typically short tourist experience.

4.2 Reasons for participating in adventure tourism

Researchers have investigated why people participate in recreational activities and theorized that participants have multiple motives based upon their individual goals and they have observed that motivations and satisfaction are fundamental concepts for understanding recreational behavior. Adventure recreation is a goal oriented behavior in which stimulation is sought for heightened importance and satisfaction of other desired outcomes, and is characterized by the presence of life threatening risk, danger and uncertainty. The primary focus of the research was on the motivations of rock climbers in their participation in natural environments. For example, a lot of research exists on motivations, environmental preferences, and specialization as they pertain to rock climbers.

For the Kenya Tourist Board and other marketing organizations to reach out to a larger number of adventure tourists in the study area, they need to understand the motivation for participating in various activities comparing anti-social, adventurous, and pro social risk takers.

Research of non-guided climbers include enjoying wilderness and nature, recreation and relaxation, viewing scenery, exercise and fitness, escaping routine, socializing and the potential sense of excitement.

The past experience of climbers may also influence motivations for climbing determined that beginners pursued mountaineering for extrinsic reasons such as recognition, escape and social opportunities while more experienced climbers deliberately sought intrinsic benefits such as ``flow`` and the ultimate ``peak`` experience. Environmental and physical settings such as wilderness and nature ranked as the most important motivations and self-image recognition as the least important. As already discussed, Mount Kenya offers a big challenge to climbers and offers spectacular view of the whole area. Its wilderness setting is also captivating.

This shift in motivations as participants become more specialized has also been found in paddlers and birders. Lee (2007) found out that motivations of challenge and competition increased with specialization among canoeists. Similarly, committed or advanced birdwatchers, those higher on the specialization continuum, reported significantly different average scores for all motivation items measured when compared with those of casual birdwatchers thought to be lower in their specialization. This is an important aspect but it is not examined in this study.

Gender has also been found to influence both specialization and motivations. In a study of canoeists, Lee (2007) found out that females were motivated by experiencing nature, relaxation and social contact. In reviewing numerous studies examining similarities and differences between genders, it was concluded that gender differences were more pronounced for some outdoor recreation activities than others and that similarities between genders were more striking than differences.

4.3 Impacts of adventure tourism

Like all forms of tourism, adventure tourism has three main impacts; economic, environmental and social. Most of the researchers have focused on the impacts tourism has on the destination and the host community. However, the economic and social impacts have also been considered, to lesser extent.

Economic impacts

Overall it appears that the economic impact in adventure tourism is positive in most destinations, although there is always a potential of ``leakages``, particularly in developing countries. However, the economic impact of adventure tourism is not limited to the destination. The equipment suppliers, who are not usually based in the destination, represent a valuable economic sector. Globally those who supply the adventure tourism industry must generate a profound income for their national economies.

Environmental impacts

Adventure tourism involves with direct contact with the physical environment, which is the main attraction for the adventure tourist, having a positive impact on environmental conservation, because it has given the environment value and the destination financial incentives for conservation. However, there are several negative impacts on the environment around the world.

- Leaving of waste products which is not biodegradable is a big phenomenon for the environment conservation.
- High volume of safari tourism can disrupt both the feeding and breeding patterns of the animals.
- Diving can irretrievably damage coral reefs.

It is difficult to argue that the environmental impact of adventure tourism outside cities is not overwhelmingly negative. A prime motivator in adventure tourism is often the desire to get away from other tourists and this means it is a negative impact over a relatively wide geographical area. On the other hand urban based adventure tourism has relatively low impact as the urban environment is much more resilient and less fragile.

Social impacts

Adventure tourism can have a positive social impact on the destination where some tourists in developing countries take volunteer holidays, where they work free of charge on conservation or aid projects. The growth of tourism can also lead to the need to improve education for local people and at the same time to create job opportunities,

particularly for women and young people. It also provides a relatively low cost way to develop small, locally owned businesses, such as guiding.

However, adventure tourists from developed countries visit places where populations are from much less privileged background and very different cultures causing all sorts of problems and negative impacts, like:

- Introducing bad habits to the local population such as drugs taking.
- Adventure tourists with greater wealth than the locals may stimulate an increase in crime.
- Sex tourism causes, or at least perpetuates health problems and individual suffering within destinations.

It is clear that the social impacts of adventure tourism are both positive and negative, and they affect both urban and non urban areas. (Swarbrooke et al. 2003, 193-196.)

4.4 Potential for adventure tourism

Adventure tourism is still an emerging product group around the world. But, the individual components have been around for quite some time and with lifestyle changes that promote more physically challenging vacation activities, adventure tourism appears to be holding a firm market trend with tremendous growth potential. Adventure travelers tend to indulge in outdoor activities that are hands on, challenging and participatory (Dodd's 2005). Adventure activities are generally outdoor activities involving risk and excitement and are taken in conjunction with nature. Moreover, the unpredictability of nature adds to the thrill of adventure activities. Adventure tourism covers a range of outdoor activities that fall into two broad categories. At one end are the extreme, physically challenging and adrenaline pumping activities such as bungee jumping, off-road mountain biking, white water rafting, rock climbing and hang gliding, which are classified as hard adventure. At the other end soft adventure includes horseback riding, bird and wildlife watching, hill walking and trekking, flat water (river) canoeing and kayaking, photo safaris, camping, hiking, sailing, skiing, diving, and cycling. (Swarbrooke et al. 2003.) Both forms of adventure activities were examined in this study.

4.4.1 Hard adventure tourism

These are activities with high levels of risk, requiring intense commitments and advanced skills. Mountaineering requires specialized skills which can only be acquired by training. Rock climbing is a part of mountaineering but often it is performed as a separate sport. Skiing is a popular activity on the Alps, Himalayas and the Rockies. Currently, however, hard adventure interests by Europeans are focused on Africa and Asia, as this is where world class hard adventure attractions are located, such as Mt. Kenya, Kilimanjaro, trekking in Nepal and cycling in Vietnam.

4.4.2 Soft adventure tourism

Soft adventure tourism refers to activities with perceived risk but low levels of real risks, requiring minimal commitment and beginner skills; most of these activities are led by experienced guides.

Demand from European travelers for soft adventure pursuits is growing, and will continue to grow for the foreseeable future, outstripping growth in other overseas travel and domestic activity holidays. Soft adventure tourists from Europe are of different age, gender and demographic characteristics. Tour operators are diversifying their products to offer soft adventure type activities to their clients. Tour operators are becoming more aware of social and environmental responsibility and are looking for offering more ethically responsible excursions within destinations. (Swarbrooke et al. 2003.)

The Mt. Kenya region has potential for soft adventure tourism, too. Hotels and lodges have been established all around the mountain in the last 50 years, providing base accommodation for tourists wanting to make scenic and photographic safaris and game viewing in the National Parks and reserves when sighting the Big Five, which refers to the African animals: lion, leopard, rhino, elephant and buffalo. The term ``Big Five`` was invented by big game hunters and refers to the five most difficult animals in Africa to hunt on foot. Subsequently the term was adopted by safari tour operators for marketing purposes. It is an area rich in flora with the added advantage of bird watching in the

forests and the plains. Trout fishing is an attraction for other tourists in the fern banked, fast flowing rivers and streams tumbling down from Mount Kenya.

The region offers camping facilities that range from luxury to budget camping. The surroundings of the mountain offer good camping environment with natural vegetation cover ranging from savannah grasslands to rain forest. Due to wide range of tourist attractions, the region forms a good base for adventure tourism. Value added services that enrich adventure tourism experience in the region are also provided by tour operators. Some of these services include interpretation, tour guiding, and transport with pre trip information.

Luxury campsites

Luxury and budget camps differ in the quality of services provided. Luxury campsites offer comfort and elaborate meals, consisting of starters, main dish and dessert similar to those served in a Five Star Hotel. Accommodation includes a luxurious tent with a bed and all the necessary beddings. Flush toilet and hot shower facilities are provided. Some of the luxury camps such as Lewa Safari and Sweetwater have swimming pools and golf courses. They also organize for live entertainment. The tent windows have wire mesh to ward off mosquitoes. Luxury campsites are located in privately owned conservancies and ranches, where campers can watch game from their verandahs or go for night game drives.



PICTURE 2. Luxury camp site

(<http://www.spurwingkenya.com/lib/images/photos/severin.png>)

Budget campsites

Budget campsites offer affordable accommodation for individuals and groups (e.g. students, boy scouts and girl guides). They consist of small dome tents which are pitched in open areas and shared by campers. Some campsites offer a bed and a mattress and campers bring their own bedding. In other campsites, campers bring their own bedding or sleeping bag. The campsites also provide communal bathrooms with cold showers. Some campsites offer basic meals for campers while others offer self-catering facilities such as kitchen and dining. Minimum amount of on-site staff is also available. An example of a budget campsite is Muiga ranch in Rumuruti area in Laikipia district.



PICTURE 3. Budget camp site

(<http://www.adventureholidays.co.ke/assets/images/Accommodation%20Camping.jpg>)

5 MARKETING ADVENTURE TOURISM

5.1 Introduction

The complexity of adventure tourism as a phenomenon is reflected in the nature of marketing within the sector (Swarbrooke et al. 2003). Some products are highly tangible while others are intangible. Tangible products include mountains for mountaineering and rivers for white water rafting. An example of intangible products is religious pilgrimage. Some of these tangible attractions are highly seasonal or inaccessible during bad weather leaving the marketers at a loss. On the other hand, the adventure tourist who is looking for spiritual enlightenment is concerned with gaining an intangible benefit from experiences that are large based on intangibles such as the atmosphere in pilgrimage destinations or religious practices. Marketing such intangible experiences is difficult, because you cannot easily communicate the nature of the product and its benefits to potential customers.

5.2 Role of the Kenya Tourist Board (KTB) in marketing adventure tourism

The marketing of Kenya's tourism in the traditional tourist generating countries of Germany, Great Britain and the USA was mainly under the control of tour operators and travel agents who have over the years marketed the country as the home of the 'Big Five Tourism'. The Government of Kenya established a state body known as the Kenya Tourist Board (KTB) to take leading responsibility in the marketing of the country's tourism. The body was formed because the government found the Ministry of Tourism highly to be inadequate in personnel and enthusiasm to effectively market Kenya's tourism. The Kenya Tourist Board is a government institution but it is private sector driven as its 13 members of the board are composed of eight private sector directors and five public sector directors.

The mandate of Kenya Tourist Board is to use all the available resources to popularize Kenya's domestic and international tourism.

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

The mandate therefore carries specific provisions to market the country, sensitize the industry players and monitor the standards of the facilities accommodating tourists in Kenya.

Consequently, the Kenya Tourist Board upholds physical presence and holds offices in the USA and Continental Europe. The body manages the national marketing programme and budget intended to popularize Kenya in the target tourism markets. However, the Kenya Tourist board does not have direct control of the tourist products on offer.

Kenya Tourist Board's marketing plans are designed to complement and capitalize on the substantial investment in the European source markets funded by the Tourist Marketing Recovery Programme. The marketing strategy sets out the best prospect marketing and segments for the future development of tourism in Kenya. In carrying out its role of marketing Kenya as a tourist destination in the overseas and domestic market place, Kenya Tourist Board does a lot of the market research and surveys, and plans and delivers international and domestic tourism marketing programs.

It also publishes and disseminates information on Kenya as a tourist destination with

implementation of series of marketing and promotional programmes in association with the industry and travel trade in selected markets, such as advertising, support, sales calls by sales representatives and publicity coverage in the trade press.

KTB is able to provide information services to the customers at an appropriate point according to demand, this enables Kenya Tourist Board to maintain a promotional presence through contracted travel representative firms.

Kenya Tourist Board establishes public relations services to address issues concerning the image of the tourism industry in Kenya and facilitates the resolutions of conflicts within the tourism industry. This enables it to work in partnership with local authorities, national, regional and international organizations in order to improve the tourism environment. It also tries to promote and market Kenya as a tourist destination both locally and internationally

Kenya Tourist Board promotes Kenya's image in the tourism industry and initiates education and awareness programs on tourism locally and abroad through conservation of the environment, generating awareness of Kenya's diverse offerings, creating a more competitive appeal of Kenya as a unique experience driven tourism through revitalization of beach and wildlife as competitive products. Kenya is now marketing itself to a much wider audience worldwide. The country has so much more than simply wildlife and beaches to offer. The concept that has gained wide acceptance is that of ``niche`` tourism. Niche tourism has access in the global markets, specialized adventure tourism, incentive and business tourism and many more specialized areas have all become thriving industries. Kenya is marketed as the ultimate adventure destination offering diving, rock climbing, trekking, camping, camel and horseback safaris, skydiving and walking safaris.

Kenya Tourist Board recognizes the importance of attracting foreign investment in order to achieve the growth and development objectives of the tourism sector. Foreign investment has increased competition, improved standards as well as created employment and facilitated economic growth. The economic and trade liberalization as well as the privatization measures undertaken in recent years are now further opening up attractive investment opportunities in the tourism sector, such as lodges, hotels, resorts, film production, recreation, entertainment; conference tourism, cultural tourism, cruise ship tourism, tour travel tourism and eco-tourism. These investments are undertaken by potential overseas investors including tour operators, either on their own or in

partnership with local investors/entrepreneurs.

Kenya Tourist Board should collaborate with regional and international tourism organizations for the development of tourism in the region and beyond. Appropriate bilateral relations need to be established with neighboring countries, particularly with East African Community members. The areas which are actively encouraged include ecotourism, adventure tourism, heritage, environmental preservations, conservation enhancement and development of products such as trans-border protected areas.

Kenya Tourist Board is trying to exploit the new opportunities being offered by technology. The expansion of the Internet, its accessibility, applications and functionality together with the further liberalization of the telecommunication sector has led to a major change in how travel destinations and business interface with the customers. The results continue to be an increasing choice and flexibility for the customer creating a more understanding, price and value aware customer. Information technology is already transforming the travel industry and further applications are forecasted. Bookings of the hotels and camp sites are done on-line and they are now marketed through the Internet with all the facilities offered. The information technology has become a reversible tool for travel agencies. It provides immediate information and complete facilities.

5.3 Market segmentation

The marketers responsible for promoting a destination, such as the Kenya Tourism Board, need to acknowledge that every tourist is unique and that the tourism industry cannot possibly cater for all individuals separately. Every tourist feels attracted by different tourist destinations, likes to engage in different activities while on vacation, makes use of different entertainment facilities and complains about different aspects of the vacation. Managers need a tool to help frame their thinking in order to meet the needs of the diverse market efficiently and effectively. Small business owners need to conserve limited financial resources and large organizations should not waste unnecessary finances on unprofitable markets (Kotler, Bowen & Makens 2006, 263).

Market segmentation has been extensively used in the tourism marketing literature to develop a better understanding of tourist characteristics and for creating marketing strategies. It offers businesses a tool to break large heterogeneous markets into smaller homogeneous segments which allows marketers to define customer needs and wants more precisely. The utilization of market segmentation can also ensure that the appropriate tourists are correctly targeted by having the marketer applying the correct message to the relevant media. These tourists that experience what the destination has to offer are likely to be satisfied with the stay and could revisit, and further they could promote the destination among like-minded friends.

Market segmentation can be applied to any unit operating in the tourism industry. This includes hotels, travel agencies, tourist attractions, restaurants or a tourism destination. The usefulness of market segmentation at a destination is evident with more than 100 studies in the last five years being conducted in many different countries at a variety of destinations such as a resort, village, town, city, region, province, state and country. Segmentation research has assisted tourism academics and practitioners worldwide to understand the ways that tourism destinations can effectively segment tourist markets with a range of different segmentation bases available to practicing marketers.

For segmentation to be purposeful, Kotler et al. (2003) argue that each segment needs to be measurable, accessible, substantial and actionable. These authors refer to a measurable segment as one where the size of the segment and the related purchasing power can be quantified, they also suggest that for a segment to be accessible, it needs to be able to be reached and served effectively by the organization or entity. To be substantial, the authors suggest that the segment needs to be large and profitable enough to warrant the marketing entity to design marketing mix strategies such as product, price, promotion and placement that are differentiated from strategies that target other segments. Therefore, these markets must be sufficiently different from one another to ensure distribution of resources to be worthwhile. (Kotler, Bowen & Makens 2006.)

Market segmentation can be done in many ways. Two of the most common types are:

- (1) Geographic segmentation is based on location such as home addresses.
- (2) Demographic segmentation is based on measurable statistics such as age or income.

Geographic segmentation

According to Kotler, Bowen & Makens (2006, 263) geographic segmentation involves segmenting tourists based on their place of residence. This can include nations, regions, states, municipalities, cities or neighborhoods. The assumption for geographic segmentation is that people living in similar areas share similar motivations and behavioral characteristics. Geographic segmentation also provides proximity or ease of access to certain destinations.

Geographic segmentation is simple in terms of statistical analysis. Once the tourists are segmented based on their place of origin, simple frequency and means it is sufficient to describe the target market. Several authors also claim that geographic segmentation is popular because of its ease of use in the creation of media promotional campaigns. (Kotler et al. 2006, 263.)

Demographic segmentation

According to Kotler, Bowen & Makens (2006) demographic segmentation classifies customer segments in terms of basic descriptions of age, gender, occupation, income, grouping and place of residence. Kotler et al. (2006) argue that the key reason for its popularity is that consumer needs, wants and usage rates usually vary closely in accordance with demographic variables. Another reason is that demographic characteristics are generally accessible and easy to measure. (Kotler et al. 2006, 266.)

Tourist managers need information in order to introduce products and services that create value in the mind of the tourist. However, the perception of value is a subjective one and what tourists value this year may be quite different from what they value next year. Thus, tourist managers ought to carry out a lot of marketing research. The goal of marketing research is to provide the facts and direction on which managers need to make their more important marketing decisions. To maximize the benefit of marketing

research, those who use it need to understand the research process and its limitations. Hence, tourists to be attracted can be identified through the process of segmentation, which is a method, used by destination marketers to divide the total market demand into relatively homogenous sectors that are identified by certain characteristics. A segment may be selected as a target market to be reached with a distinct marketing mix. Segmentation is only useful if it serves some tactical or strategic purposes that assist an organization to better match its products with its target markets.

Marketing strategies are needed that would make for example camping adventure activities more attractive to tourists in the Mount Kenya Region. One of the most important functions of Kenya Tourist Board is to ascertain what activities visitors would enjoy. Therefore Kenya Tourist Board gets into the market research and does an analysis of what they have to market based on the survey and research.

Socio-demographic profiles of adventure tourists

Ibrahim & Gill (2005) have observed that an important way of classifying tourists is by using socio-demographic factors such as age, gender, origin, level of education and marital status. Several studies reviewed in this section have also used one socio-demographic factor or more to classify the tourists. For example, according to a study carried out by the Netherlands Development Organization (2009), it was established that about 32% of the US adventure travelers were aged between 41-60 years and about 52% of them were married. In addition, it was found out that about 52% of the American baby boomer adventure travelers spent about one week at a destination each. The findings were important in the identification of the key market segmentation variables to be included in the present study.

5.4 Marketing methods

Having segmented the market, the marketing managers go ahead to reach the market. Like in other sectors of tourism, adventure tourism marketers use promotion as one of the strategies to reach potential customers for various reasons, including providing information, stimulating demand and differentiating products. The methods of marketing discussed in the literature reviewed are described as follows.

Advertising

Advertising is creating awareness and strengthening a company's position or image. Thus, it is advertising that makes the company's products known and this generates sales. Middleton & Clarke (2001) define advertising within tourism industry as one classic communication tool used by marketing managers as part of marketing campaigns to create awareness, understanding, interest and motivation to the targeted audience. It also includes the use of television, press, radio, travel guides and brochures.

The Internet

The internet provides an important source of information for tourists inquiring on destinations during the buying process. The use of the Internet for marketing communications is perceived as important to keep existing clients and secure new ones. Results show a correlation between levels of website expenses and levels of responsiveness from prospective clients. This implies that investing more money and time in a website can improve customer base diversification. Selling directly to the customers through the internet is regarded as e-marketing. The website should be linked to the overall marketing strategy and not just be there for appearance sake. Internet marketing has many benefits, among them lower costs for the distribution of information to a global audience and the interactive nature that provides instant response or elicits response. Internet is fundamentally changing the way companies operate and offers the most profound development in travel and tourism.

The internet has revolutionized the marketing of adventure tourism. It probably plays a greater role in adventure tourism marketing than it does in other sectors (Swarbrooke et al. 2003). This is because it suits small and medium sized enterprises that do not have

the budget to produce glossy brochures. It also allows producers to update their selling messages regularly, reflecting daily changes. In a market that is truly global, the internet means that destinations can take bookings from clients anywhere in the world: day and night. (Kotler et al. 2003.) It is also relatively an inexpensive form of promotion and it is very effective in targeting niche markets, like adventure tourism markets.

The Kenya Tourist Board has designed an official Kenya destination website aimed at reaching the market. However, queries as to whether this website is effective have been raised, considering that the website in terms of graphics is heavy, thus it takes a long time to download the images. The present study established whether or not KTB used internet in its promotional campaigns in the study area.

Word of Mouth

The major source of information is via word of mouth through family, friends and opinion leaders. This finding reveals that people talk about the destinations they have visited, quality of services received and the staff who served them. When compared to other methods of marketing, previous research has shown that word of mouth is more effective in attracting tourists to Kenya. Tourists intending to visit a destination have to consider the pre-trip time available for planning a holiday, frequency of repeat visits, the distance to travel and the number of vacation alternatives to be considered. Therefore, tourists intending to visit a destination require assurances from credible sources such as family members or relatives. Members of wildlife, Young Women Christian Association (YWCA) and Young Men Christian Association (YMCA) rely on word of mouth.

Direct marketing

While there has always been direct contact between sellers and buyers, direct marketing represents the development of a recent marketing practice and direct marketing includes letters, catalogues, price lists, booklets, circulars, newsletters and samples. The audience is highly selective and the message can be personalized and a direct response given. The advantages of direct marketing include the ability to identify preferences of potential tourists, first-time visitors and repeat visitors. It was expected in the present study that direct marketing is widely used by tour operators and other private operators.

Personal selling

Personal selling is the most effective of the communication tools available for the marketer, although its costs per contact are high. Personal selling is defined as direct contact between the buyer and the seller, face to face, by telephone or through video-conferencing. Personal selling is one of the core marketing communications tools.

Traditionally personal selling focused on securing targeted sales transactions in doing the business. Today it is more about securing not only the transactions in hand but also the potential future stream of the transactions that sales may create. The focus is on customer's retention, building relationship and solution-driven selling, rather than one-off sales transactions.

Public relations

The purpose of public relations is to maintain a positive image of a city, region or country as a tourist destination by communicating indirectly through the media. The other purpose is to refute negative media reports about a destination. Negative media stories about a destination may arise from bad weather, strike by hotel workers and dissatisfied tourists. Several tools such as product publicity, press relations, corporate communications, lobbying and counseling are used in today's public relations. News conferences, company sponsored events, and planned tours are other examples of public relations.

Sales promotion

Sales promotion includes tangible incentives such as coupons or discounted prices. These give a sense of closeness and tend to encourage buying behavior. In addition, sales promotion indicates techniques primarily designed to stimulate consumer purchasing. Middleton and Clarke (2001) define sales promotion as short-term incentives offered as inducements to purchase, including temporary product augmentation, which include distribution network as well as consumers.

Trade shows and exhibitions

Trade shows are regarded as periodic gatherings where suppliers and distributors in a tourism industry display their products and provide information to potential buyers. Trade shows are cost effective by bringing many buyers together with sales staff. The Kenya Tourist Board and tour operators often participate in overseas tourism trade fairs and exhibitions to market the country.

6 RESULTS OF THE SURVEY

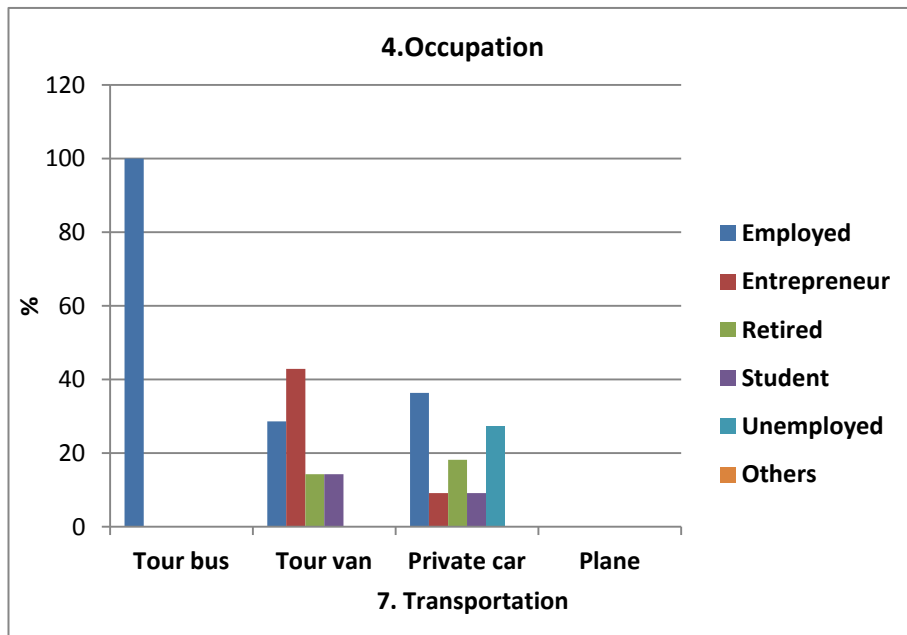


FIGURE 2. Transportation graph

The mode of travel to the campsite shows that the customers who are employed used tour bus to travel to the destination as is shown in figure 2. This was the cheapest mode of transport and the explanation is that people traveled in groups. 43% of the customers who are entrepreneurs used tour van to the destination, 29% of the employed used the tour van with only one assumption coming from rich background, since it is a bit expensive to hire a van, which is especially modified to access rough terrains. About 14% of the retired and the students used the tour van as well.

The other mode of transportation was the use of private cars and 36% of the employed used it to the destination, 27% of the unemployed also used the private car to the destination, 18% of the retired also used the private cars to the destination and 9% of entrepreneurs and the students used private cars to the destination. No customers used plane as the mode of transport to the campsite, this may be because of the expensive charges.

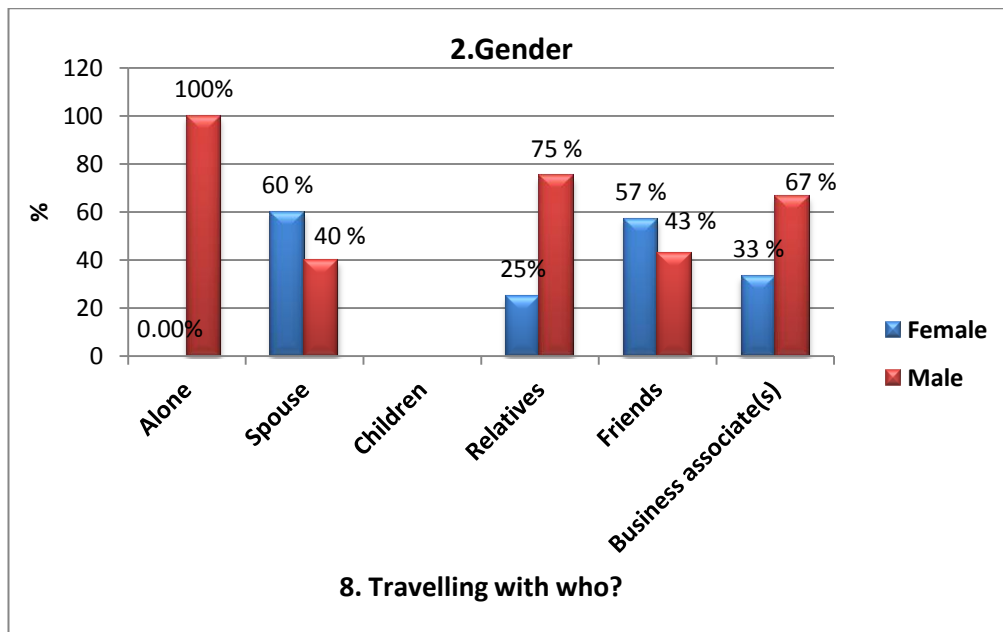


FIGURE 3. Travelling with whom graph

The gender graph shown in figure 3 shows that 60% of the females traveled to the destination with their spouses compared to the males with 40% travelling with their spouses. There is a clear indication that no gender involved travel with children recording 0%. The other set of gender shows that 25% females traveled to the destination with their relatives compared to the males with 75% travelling with their relatives. About 57% of the females traveled with their friends to the destination, while 43% of the males traveled with friends respectively. 67% of the males travelled to the destination with a company of business associate(s) and 33% of the females also travelled to the destination with business associate(s).

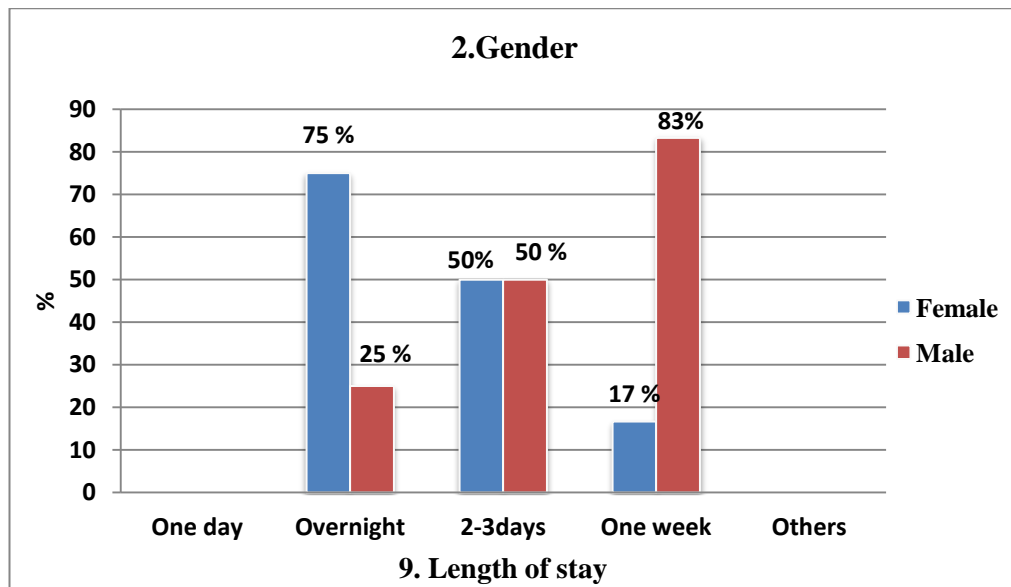


FIGURE 4. Length of stay graph

Figure 4 shows that 75% of the females who travelled to the destination spent an overnight at the destination, with 25% of males spending an overnight at the destination. 50% of males and females spent 2-3 days at the campsite and 83% of the males stayed at the campsite one week, compared to females of which 17% spent one week at the destination.

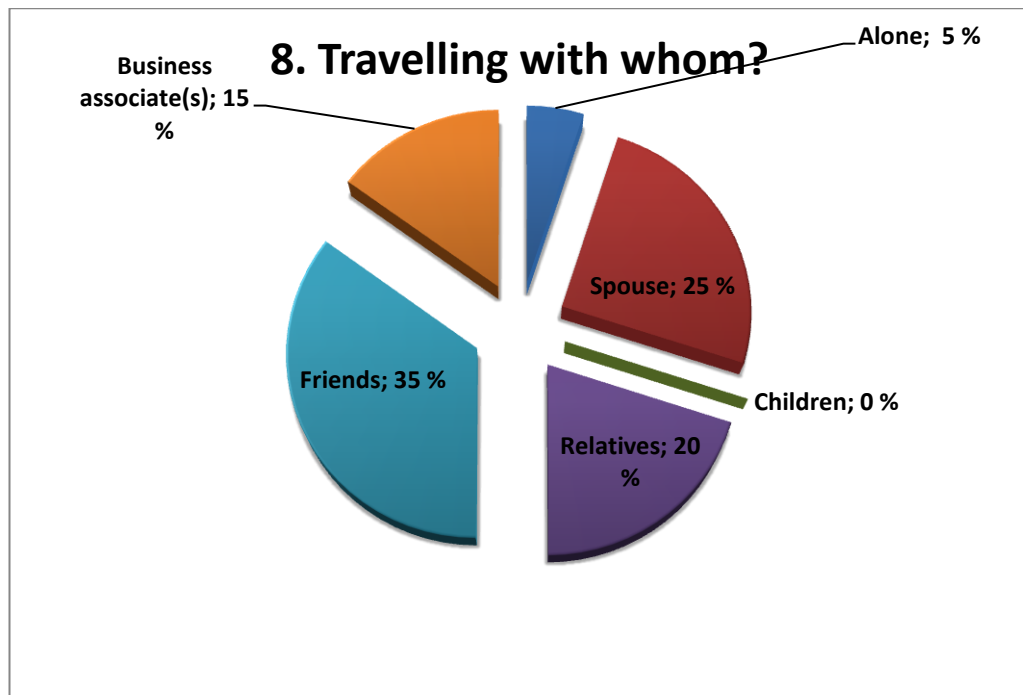


FIGURE 5. Travelling with whom pie chart

The pie chart in figure 5 shows that 35% who travelled to the destination, travelled with friends. 25% chose to travel to the destination accompanied with their spouses, followed by 20% travelling to the destination with a company of their relatives, 15 % travelled to the destination with a company of business associate(s), 5% chose to travel to the destination alone, with clear indication from the research analysis opting not to travel with children, reason being age limits due to the adventure activities involved at the destination.

7 CONCLUSIONS

The research study found out that the Mount Kenya region has potential for adventure tourism. It needs to be well marketed. Most tourists learned about the potential of Mount Kenya region for adventure tourism from tour operators and travel agents. These two bodies appear to be very aggressive in marketing the region. The outcome of the study shows that the Kenya Tourist Board started marketing adventure tourism in the Mount Kenya region recently by using market segmentation based on age, level of education and nationality. It targeted mainly tourists aged between 25-45 years from all over the world.

It was also found out that Kenya Tourist Board uses similar marketing methods employed by other marketing organizations, such as tour operators and travel agents operating in the study area. Brochures, newspapers, travel magazines, internet and mass media are used. In addition, the Kenya Tourist Board uses local and international trade fairs and exhibitions in its marketing.

The study further concluded that there is a significant relationship between the level of education of tourists targeted by Kenya Tourist Board and their frequency of visits. It was also concluded that tourists who visited Mount Kenya region came from different continents of the world such as Europe and North America.

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Budget campsite: Read on 20.3.2013

<http://www.adventureholidays.co.ke/assets/images/Accommodation%20Camping.jpg>

Kenya Tourist Board (KTB). Magical Kenya © Copyright 2013 Read on 20.3.2013

<http://www.ktb.go.ke/index.php/mandate>

Luxury campsite: Read on 20.3.2013

<http://www.spurwingkenya.com/lib/images/photos/severin.png>

Mount Kenya Map. Visited on 30.5.2013

http://www.shoortravel.com/image/Mount_KenyaMap1.gif

Appendix 1. Survey conducted in a camping site in Mount Kenya region

A bachelor's degree student of Hospitality Management specializing in Tourism from Tampere University of Applied Sciences Finland is currently carrying out a research on the campsite in this Mt. Kenya region. Your participation in this research is highly valuable because your opinions are very beneficial to the evaluation of the current situation of tourism industry in Mt. Kenya region and its development. The results of this study will help to determine the quality of services provided to the visitors visiting Mt. Kenya region.

Answers and opinions expressed in this questionnaire will be treated with high confidentiality.

Please indicate your e-mail address should you wish to be furnished with a copy of this research.

Circle the appropriate alternative/alternatives.

1. Gender

1. Male
2. Female

2. Age

1. 18-25
2. 26-35
3. 36-45
4. 46-55
5. 56 and above

3. Marital status

1. Married
2. Single
3. Other, what? _____

4. Occupation
 1. Employed
 2. Entrepreneur
 3. Retired
 4. Student
 5. Unemployed
 6. Other, what? _____

5. Place of origin
 1. Africa
 2. Asia
 3. America
 4. Europe
 5. Middle East

6. How do you rate Kenya Tourism Board (KTB) in promoting Mt. Kenya adventure tourism?
 1. Excellent
 2. Good
 3. Fair
 4. Poor

7. Mode of travel to the campsite
 1. Tour bus
 2. Tour van
 3. Private car
 4. Plane

8. Whom are you traveling with?
 1. Alone
 2. Spouse
 3. Children

4. Relatives
5. Friends
6. Business associate(s)

9. Length of stay at the destination

1. One day
2. Overnight
3. 2-3 days
4. One week
5. Other, for how long _____

10. What is your favorite activity at this campsite? More than one alternative can be given.

1. Adventure
2. Cultural tour
3. Nature
4. Sightseeing
5. Wild drive safari
6. Local customs/traditions
7. Cuisine

11. Number of visits per year

1. one
2. two
3. three
4. Other, how many visits? _____

12. Do you visit other campsites?

1. No
2. Yes
3. If yes, which campsite? _____

13. How did you find out about this campsite?

1. Through a tour operator
2. Through a travel agency
3. internet
4. Other source, what? _____

14. Why camping over hotel stay?

1. Adventure
2. Cheapest

15. What is your image about this campsite?

1. Excellent
2. Good
3. Average
4. Poor
5. Very poor