

Strategic Factors Influencing the Growth of Tourism Sector in Mombasa Country

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ABSTRACT

Generally, tourism is seen as an essential component to the growth and well-being of the economy of Mombasa County as whole. The main stakeholders of this industry are; the hotelier, and the Mombasa County local tour operators. Mombasa is the bedrock of the Kenyan tourism industry with a high annual influx of domestic and foreign tourists. There is also presence of wild life activity in Mombasa County with the presence of Bamburi nature trail. There has been a decline in recent years in the sector. Tourism and insecurity have contributed hugely to the dip. This has led to the decline in tourist numbers and thus led to the closure of majority of the hotels in the County which were a major source of employment and commerce for the locals. The presence of dilapidated infrastructure, mainly roads, has made Mombasa County not to be an attractive tourist destination that lives up to its tourist arrivals potential. An example is the Likoni ferry crossing channel which has made the south coast seem inaccessible thus stifling the potential that areas like Shelly beach have. Solutions must be sought to reverse this negative trend. There are strategic factors that will play a key role in ensuring the growth of the tourism sector in Mombasa County. Some examples of these strategic factors are; customer retention strategies, stakeholder participation and capacity building. Chapter one dealt with the introductory part, problem statement, objectives of the research, justification of the study, and scope of the study and limitation of the study. Chapter two of the study is the literature review which mainly deals with an introductory part, theoretical literature, empirical literature, conceptual framework, summary of literature, critique of existing literature and research gaps. Chapter three involved the study research design which used stratified random sampling technique to select the 30% of the target population whereby a random sample from each stratum was taken in a number proportional to the stratum's size when compared to the population. The subset was then be pooled to form a random sample. The target population of the study was 112 members of staff from tour operators and 280 members of staff from local tourist hotels. The sample size was thus 118 respondents. Semi-structured questionnaires were used in to collect primary data. Content analysis was used to analyze qualitative data and findings were presented in a prose form. Statistical package for social scientists (SPSS Version 20) was used to analyze quantitative data. The quantitative data was analyzed using inferential and descriptive statistics. Data was then presented in tables, bar-charts and pie-charts. The study showed that there was a clear cause and effect relationship between customer retention strategies and the growth of tourism in Mombasa County. Stakeholder participation played an essential role in ensuring that there is growth in the tourism sector in Mombasa County and capacity building positively affected financial growth of output in the tourism in the county of Mombasa. The study showed that there was an influencing relationship between strategic factors studied in the research and the growth of tourism industry in Mombasa County.

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1. Introduction

Tourism like any other business depends on the ability to acquire new customers and building a long term relationship need to maintain the customers' loyalty. Loyalty is influenced by several factors and strategies. Tourism industry players often invest in managing their relationships with customers and maintaining these factors to ensure that customers whose loyalty is in the short term will continue to be loyal in the long

term. Burns and Holden(2004) were among the early proponents of the idea where tourism is becoming one of the largest global export industries. Blattberg, Getz and Thomas (2008) state that customer retention occurs when customers continue purchasing a product or service over an extended period of time. For products with short purchase cycles, Citing from 'The Challenges of Tourism as a Development Strategy in an Era of Global Climate Change' by StefanG., Michael H.,

and Daniel S., ;According to the UNWTO (2005: 3) Tourism development, if properly developed and supported, can indeed be a "quick-win" in overcoming the economic and social conditions that prevail in many countries and in accelerating their integration into the world economy. Sustainable development of international tourism in emerging destinations is perceived by policy-makers as important for both developing economies and developed ones as it is regarded as representing an important new and growing avenue for competitive economic specialization (Komlev & Encontre, 2005) provides the opportunity to augment foreign exchange flows (Kasahara, 2007) in order to work towards poverty reduction UNCTAD (2001). UNWTO estimates that tourism is a primary source of foreign exchange earnings in 46 out of 50 of the world's LDCs UNWTO(2007). Gössling, Hall and Scott also discuss the substantial criticism of what are the perceived negative impacts of tourism as a development strategy (Hall & Lew, 2009; Telfer & Sharpley, 2008; Hall, 2007).

There are many countries globally which have only a limited opportunity to benefit from tourism. It is also important to note that while tourism has been promoted by some in the development community for over 40 years, the mid to long-term relative contribution of tourism projects to development strategies remains poorly evaluated. Tourism has also been associated with substantial environmental change and degradation (Weaver, 2007; Gössling & Hall, 2006) and cultural commodification (Mowforth & Munt, 2013; Hall & Brown, 2006), while economic benefits may not be as great as expected. The 'leakage effect', uneven distribution of earnings, relatively low revenues/wages in this sector, and/or lack of overall strategy and professionalization within the tourism sector are some of the more well-known and well documented factors that can take away from the overall yield from tourism.

Kenya is a multiparty democracy with four main political parties and several smaller ones. Since independence, the government has pursued economic policies that encourage and safeguard private enterprise. Such policies and a prolonged period of political stability laid the foundations for positive economic development. Tourism has played an important role in this economic development.

Kenya's success as a popular long-haul destination offering a combination of wildlife safaris and beach holidays has been well documented. Wild life attractions include big game as well as a high level of biodiversity, with, for example, over 309 known mammal species and 1067 bird species (Weaver, 2007). This biodiversity, a wide variety of landscapes and rich cultural heritage have combined to create Kenya's present image as a popular tourist destination. They also offer enormous potential for future development (Weaver, 2007).

Since independence, agriculture has remained the dominant economic activity in Kenya, accounting for 27-28 % of GDP. Reliance on the agricultural sector is a legacy of Kenya's colonial past. The country lacks heavy industry and minerals deposits. In recent years, the volatile demand for agricultural products and the susceptibility of agriculture to fluctuations in weather has elevated tourism's importance as an alternative vehicle for economic growth.

As awareness of the size and potential of international tourism grown, so has competition from other destinations. In many destinations tourism is now regarded as a quick means of economic growth. Kenya's tourism industry is now confronted by increasing competition from "new" destinations

and no longer enjoys its previous monopoly, particularly in the nature based tourism market. Recent changes in the geopolitical and economic environment such as the end of the "cold war". The emergence of Asian 'tiger' economies, political changes in Eastern Europe and the emancipation of Latin American economies have created a very different context to which Kenya must be responsive. In addition to the "external threat", there is pressure on the tourism industry to make a tangible contribution to social development to counter act the economic and non-economic costs associated with tourism. These, among other introspections, have increased the search, within the industry and government, forays and means of improving Kenya's tourism performance.

Tourism in Mombasa

Mombasa is the leading tourist center in Eastern Africa, with the highest concentration of tourism and hospitality facilities and infrastructure. Mombasa and adjacent townships receive over one third of international tourist arrivals to Kenya. However, Mombasa in particular, and the Kenyan coastal region in general, is classified by the government as one of the regions with a high incidence of poverty and poor living conditions for local people (Kenya Government, 2008). It has been estimated that over 50% of the residents of Mombasa live below the poverty line, earning less than US\$ 1 per day. In the Kenyan context, the poverty line is the level at which an individual's income does not meet 'a minimum standard required to meet his or her basic needs such as food, shelter, sanitation and clean water supply' (Kenya Government, 2008: 195).

Since the 80s there is a growing awareness that alternative forms of tourism with a more equitable involvement and distribution amongst all stakeholders is required. Locals instead of standing on the periphery need to be involved in a form of tourism where less foreign capital, more local people, food and architecture are engaged (Mshenga and Owuor, 2009). The tourism sector on the Mombasa straddles a wide range of business opportunities and provides a fertile source of possibilities for local entrepreneurs (Mshenga and Owuor, 2009). However, due to external control and management of tourism establishments and the limited access of local entrepreneurs to resources, credit, training, education and cross cultural awareness, local entrepreneurs are uncompetitive in the 'knowledge based' tourism industry (Akama and Kieti, 2007, Morisson, 2006)

Mombasa County has a huge potential in gaining economically if tourism is taken seriously. The County's strategic location to the coastline of Kenya and hosting the largest seaport in East and Central Africa places huge expectation in the ability of the county to sustain itself economically through tourism. A large influx of tourists to the County of Mombasa with a high rate of bed occupancy levels and has been experienced in the County in the recent past making it one of the most sought after tourist destination in region. The hospitality of the citizens living in the County alongside a rich culture of the native community surrounding role played a pivotal role in making the County great tourist destination.

The tourism industry was thriving and with a huge potential to grow until recently when the coastline was hit with a wave of insecurity ranging from Kidnappings, random shootings, extremist Islam teachings, soaring drug menace and terrorist attacks. This led to a sharp decline in tourist arrivals with foreign tourists shunning the County due to travel advisories from their mother countries. Dilapidated

infrastructure and delay in reacting to prevailing challenges led to tourism declining tremendously with June receiving the lowest visitors in seven years. According to the KNBS (2014), earnings from tourism went down by 7.3 per cent last year,

Several hotels along the Indian Ocean coast have reported operating at capacities as low as 20 per cent. International arrivals at the Mombasa airport shrunk nearly 40 percent; about 4,000 jobs have already been lost in the "accommodation and food services activities" sector. The ripple effect from the loss of business is crucial to the County since the revenues collected from the tourism sector have declined. The decline in the sector has also been felt in individual households whose likely breadwinners are now out of work. The financial sector is shunning away from financing business related to tourism in Mombasa County due to the perceived or actual risk of loss in the business.

Lack of sufficiently trained personnel to deal with emerging challenges in the industry has also contributed to the decline with most staff still relying in the traditional ways of conducting tourism business. The scarcity trained personnel has even hampered policy making which has eventually become detrimental to strategy formulation that would have been used to effectively combat the current tourist slump in the County.

Growth of tourism in Mombasa County can be achieved through successful implementation of the some strategic factors. This study aims at identifying the impact of these strategic factors on the growth of tourism with a focus on Mombasa County. Extensive and thorough research is thus required so as to better acquaint the tourism industry stakeholders with the strategies that will lead to the revamping and eventual growth of the sector. The strategies should also assist stakeholders to retain their customers. Strategies like striving to ensure customer loyalty are essential as a foundation for the eventual growth of the industry, mainly focusing on how market players like hoteliers maintain relations with their customers (Khalifa, 2007; Battle, 2008). The County of Mombasa should also strive to ensure that credit is made accessible to tourism market players so that they may compete effectively with other tourist market players and that their tourism enterprises may remain going concerns.

Research hypothesis

1. H₁

Customer retention strategies affect the growth of tourism sector in Mombasa County.

H₀

Customer retention strategy does not affect the growth of tourism in Mombasa County

2. H₁

Stakeholder participation strategies affect the growth of tourism industry Mombasa County.

H₀

Stakeholder participation strategies do not affect the growth of tourism sector in Mombasa County.

3. H₁

Capacity building strategy affects growth of tourism sector in Mombasa Tourism.

H₀

Capacity building strategy does not affect the growth of tourism sector in the County of Mombasa

2. Related Literature

Theoretical Framework

a. Resource Dependency Theory

Resource dependency theory (RDT) posits that power is based on the control of resources that are considered strategic within the organization (Pfeffer & Salancik, 2008) and is often expressed in terms of budgets and resource allocations (Pfeffer & Moore, 2007; Mudambi & Navarra, 2006). RDT has its origins in open system theory as such organizations have varying degrees of dependence on the external environment, particularly for the resources they require to operate. This therefore poses a problem of organization facing uncertainty in resource acquisition (Aldrich, 2009) and raises the issue of firm's dependency on the environment for critical resources (Grewal and Dharwadkar, 2012; Pfeffer and Salancik, 2008). Often, the external control of these resources may reduce managerial discretion, interfere with the achievement of organizational goals, and ultimately threaten the existence of the focal organization (Scott, 2008). Confronted with the costly situation of this nature, management actively directs the organization to manage the external dependence to its advantage.

Organization success is defined as organization maximizing their power (Allaire and Firsirotu, 2008; Ulrich and Barney, 2006). Within this perspective, an organization can manage increasing dependency by adapting to or avoiding external demands, by executing the following RDT strategies; 1) "altering organizational interdependence" through integration, merger and diversification, 2) establishing collective structures to form a "negotiated environment" and 3) using legal, political or social action to form a "created environment" (Pfeffer and Salancik, 2008). Much of RDT is fixed upon (Emerson, 2012)'s insight that power and dependency are intimately related as such, (Pfeffer and Salancik, 2008) suggested and argued for specific sets of strategies to manage the external environment and discuss the conditions under which they operate.

b. Transaction Cost Theory

People begin to organize their production in firms when the transaction cost of coordinating production through the market set out his transaction cost theory of the firm in 1937, making it one of the neo-classical attempts to define the firm theoretically in relation to the market. One aspect of its 'neoclassicism' is in presenting an explanation of the firm consistent with constant returns to scale, rather than relying on increasing returns to scale (Archibald, 2008). Coase, (2007) concludes by saying that the size of the firm is dependent on the costs of using the price mechanism and on the costs of organization of other entrepreneurs. These two factors together determine how many products a firm produces and how much of each.

Transaction cost theory has been developed to facilitate an analysis of the "comparative costs of planning, adapting and monitoring task completion under alternative governance structures" (Williamson, 2005). The unit of analysis in TCT is a transaction which "occurs when a good or service is transferred across a technologically separate interface" (Williamson, 2005). Transactions costs arise for ex ante reasons (drafting, negotiating and safeguarding agreements between the parties to a transaction) and ex post reasons (maladaptation, haggling, establishment, operational and bonding costs). (Williamson, 2005) argues that two human and three environmental factors lead to transactions cost arising. The two human factors are bounded rationality and

opportunism. The three environmental factors are uncertainty, small numbers trading and asset specificity.

c. Strategic Behavior Theory

Strategic behavior refers to actions which a firm takes to improve its competitive position relative to actual and potential rivals, in order to gain a permanent commercial advantage, thereby increasing its long-run profits. (Carlton and Perloff, 2009) refer to it as actions to influence the market environment and so increase profits, while (Martin, 2013) refers to it as the investment of resources for the purpose of limiting rivals choices. Strategic behavior thus refers to conduct which is not economically inevitable, but which is the outcome of a conscious attempt to shape the firm's market environment to its own lasting advantage and to the competitive disadvantage of rivals. It is primarily under oligopolistic market conditions that a firm has an incentive to alter its relative position through strategic behavior. The firm recognizes its interdependence and need to take into account other firms' reactions when making its own decisions; but it also recognizes that it is free to make decisions to alter its commercial environment. These strategies are revealed over time through investment and through tactical moves and countermoves.

Strategic behavior can be manifested in (Smith and Round, 2008): entry deterrence; advertising and brand proliferation; R and D and technology choice; tying consumers in various ways where switching costs are significant; and various long-term contracting devices. To engage in successful non-cooperative strategic behavior, a firm must have some market power or advantage; it must be able to act before its rivals; and it must demonstrate credibly that it will follow its strategy regardless of the actions of its rivals (that is, it should be able to deter potential rivals by changing their beliefs about how aggressively it will behave in future). Such conduct may not cause long-term damage to the competitive process if continual opportunities exist for all firms to initiate new bouts of strategic behavior, and if they have all equal opportunity to initiate such actions. There is nothing wrong with a firm seeking to get ahead of its rivals by developing a sustainable commercial superiority over them by, for example, developing better production techniques or introducing new and better products Smith and (Round, 2008).

d. Organizational Learning Theory

Organizational learning theory states that, in order to be competitive in a changing environment, organizations must change their goals and actions to reach those goals. In order for learning to occur, however, the firm must make a conscious decision to change actions in response to a change in circumstances, must consciously link action to outcome, and must remember the outcome. Organizational learning has many similarities to psychology and cognitive research because the initial learning takes place at the individual level: however, it does not become organizational learning until the information is shared, stored in organizational memory in such a way that it may be transmitted and accessed, and used for organizational goals (Cha, 2008). Organizational learning theory parallels models of individual learning grounded in cognitive and social psychology and defines learning as organizational change. Researchers agree that an organization learns through the individual learning of its members (Schein, 2006). From a cognitive perspective, individual learning involves storing, retrieving, transforming and applying information; such information processing relies on memory as “a storage device where everything we perceive and

experience is filed away” (Kim, 2013). Memory is not simply a static storage device but changes as it accommodates new information. Memories exist in individuals, and, when individuals have shared knowledge and experience, such as that evolving from participation in an organization, they may also have shared memories. Collections of memories that guide responses and are interconnected around specific experiences are called mental models.

Theories contribute some of the material necessary to construct a viable understanding of the drive to alliance formation, management and of alliance evolution. The Resource based view suggests that the rationale for alliances is the value creation potential of firm resources that are pooled together. Certain resource characteristics such as imperfect mobility and substitutability promise accentuated value creation and thus facilitate alliance formation. Knowledge creation often occurs in turbulent and discontinuous environments associated with the tension between alliance partners of different cultural origins. Learning can be seen as an efficient assimilation of knowledge a process in which a firm imitates its partner's skills and routines and replicates its technology. Strategic behavior theory proposes that firms form strategic alliances as a means of acting proactively and in so doing, altering their environment. Transaction cost theory suggests that companies form alliances in order to minimize their costs and risks. Thus forming an alliance represents one way a firm adapts to an uncertain world.

Conceptual Framework

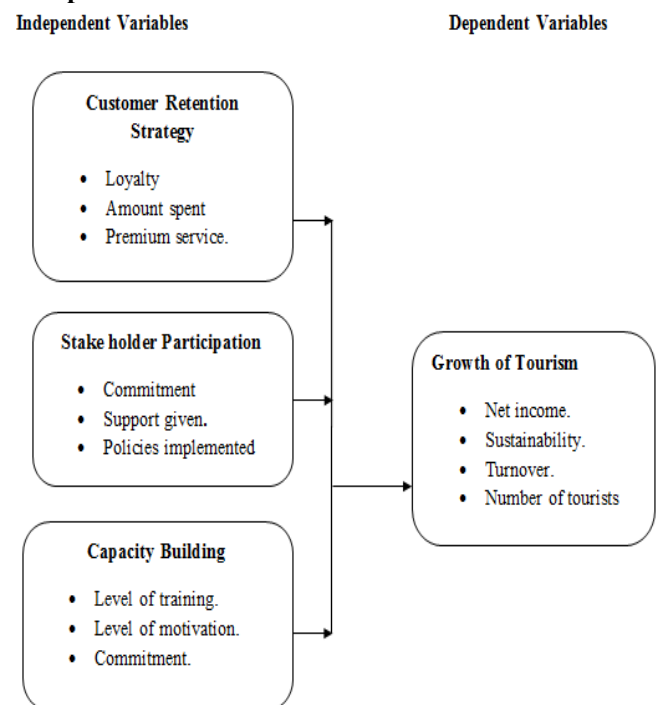


Figure 2.1. Conceptual Framework.
Customer Retention Strategy

It is difficult to exactly define customer retention as it is a variable process. In the past decade, companies and academics have become aware of the great benefits of maintaining a solid base of revisitors (Wang, 2012). A basic definition could be customer retention is the process when customers continue to buy products and services within a determine time period (Chen & Tsai, 2007). However this definition is not applicable for most of the high end and low purchase frequency products as each and every product is not purchased by the customer. For example in the stock brokerage industry, a customer may

not buy a particular scrip in the given period of time but is tended to buy the same when the conditions to buy the scrip becomes favorable and when the customer evaluates that now this scrip could be profitable to buy. In this case the definition of customer retention could be 'customer retention is the process when customer is intended to buy the product and services at next favorable buy occasion'. These products are called as long purchase cycle products.

In some scenarios customer's buying intentions cannot be determined with respect to financial aspects. For example, some magazines are available online for free and there are no intended charges to read these magazines. A reader who is frequently reading every edition of magazine online could be considered as retained customer as through his intentional behavior he shows the magazine company that he likes the magazine content and he tends to maintain a valuable relationship with the company. Hence this magnifies one more aspect in customer retention definition that revenue is not the deciding criteria that indicates that the customer is retained or not. (Deng, 2012) contended that tourists with higher degree of intention to revisit are more likely to make positive word-of-mouth recommendations to friends and/or relatives. Indeed, retaining customer represents a cost-effective approach to future market share growth.

Research into customer retention comes from studies of customer behavior in service settings, especially in the context of hospitality (Qu and Yan, 2013). Such customer retention is also important to other entities, such as tourist attractions (Castro, 2007). Customer retention highly depends on attrition and silent attrition rates. Attrition is the process when customers no longer want to use product and services provided by the supplier and breaks the relationship bond by informing the supplier that he will be no more a customer. Most of the defecting customers don't even intimate the supplier that they are defecting. This process is called silent attrition where the customer stops purchasing the product and services and divert to other suppliers without even informing them. During attrition, organization should prepare serious customer retaining strategies to save the customer to defect. It is often seen that if these corrective measures are implemented successfully to save defection then retention level increases to a much higher level as compared to a normal retention process. Silent attrition causes the real damage to the organizations because they do not even know when the customer defected. They find no time to implement the corrective measures to try retaining that particular customer or even determine if the customer can be retained or not.

Cultural attractions constitute the bases which appeals tourist in the context of urban leisure culture tourism (Zeppel and Hall 2012; Zhang, 2009; Chi & Qu 2008) contended that more favorable destination resources will lead to higher tourist intention to revisit. Customer retention does not make sure that the customer is loyal. For example, a brokerage firm has both traditional trading platform and online trading platform. A customer has his trading account in traditional platform but after some time he feels to switch to online trading platform. Now in this situation, the customer is not considered to be loyal to the given services, but the customer is said to be retained by the same organization.

Customer retention is a strategic process to keep or retain the existing customers and not letting them to diverge or defect to other suppliers or organization for business and this is only possible when there is a quality relationship between customer and supplier. Usually a customer is tended towards

sticking to a particular brand or product as far as his basic needs are continued to be properly fulfilled. He does not opt for taking a risk in going for a new product. More is the possibility to retain customers the more is the probability of net growth of business.

Loyalty is an ancient term, which describes the profound commitment to family and friends and enters the marketing terms as "trademark loyalty". Customer loyalty has been interpreted in terms of various aspects. Loyalty to trademark, goods etc. are among the interpretations. (Oliver, 2012) defines loyalty as having a profound commitment to repurchase or support an interested goods or services, which lead to repetition of purchasing a trademark or products of a trademark, despite of situational effects and the competitors' marketing attempts. Some loyalty researchers define it as a behavior or attitude and some others as a combination of them. The important point is the consensus in all definitions regardless of different approaches. Today, specifying and predicting the customers' needs is necessary for commercial agencies in order to achieve competition advantage and market sectoring. Customer is the primary factor in enhancing the organization agility, goal setting, strategies, and resources are around the axis of customer attraction and preservation and enhancement of the customer loyalty is a strategic challenge for the firms' concern about keeping their competitive position. (Oliver, 2012) defines the loyalty concept as preserving the profound commitment to repurchase a good or service in future, despite of the situational effects and marketing attempts which may potentially change the customers behavior.

It is of great importance to know that why customers leave us. Although loyal customers are generally satisfied, their satisfaction domain does not necessarily lead to loyalty behaviors. According to (Oliver, 2012) the first required step in loyalty formation is satisfaction; however there are other effective factors in customer-organization relationships including: personal decision and social bonds. (Johns and Farquhar, 2013) suggest that a little customer-centrism increases the possibility of customer preservation (Trasorras, 2009).

Stake holder Participation

Tourism can deliver short and long term economic, environmental and socio-cultural effects on a destination. Careful consideration needs to be given to the decisions made throughout the planning process, and there are many advantages, and disadvantages, of involving a broad range of stakeholders during the decision-making process. These decisions can lead to both positive and negative effects, determined largely by the effectiveness of research, and the level of efficiency employed in the implementation, management and ongoing monitoring of tourism-based projects. Engaging with the general community during the research process, and reporting back to them, even in part, with the initial findings, prompts people to "begin thinking about issues before the active participation stage of the project".

(Macbeth, 2007) demonstrates that one of the advantages of community consultation for the researchers and planners is that it can stimulate interest, encourage debate and create enthusiasm for a project. It can also "identify more clearly the values and beliefs that underpin a community, to question them and then to suggest how to protect the values and beliefs that are worth protecting" (Macbeth, 2007). Research in to whether collaboration in local tourism policy-making is

inclusionary, has highlighted that "resource allocations, policy ideas and institutional practices embedded within society may often restrict the influence of particular stakeholders" (Bramwell, 2009).

Certain stakeholders may simply not have the time, or the inclination, to be involved in any collaborative efforts based around tourism in their community. That is not to say that tourism will not affect them, but that they will intentionally remain detached from the decision-making process and quite probably, more accepting of any negative resulting effects. (Bramwell, 2009) also suggests that the power of stakeholders is often unequal, and points out that "power governs the interaction of individuals, organizations and agencies influencing, or trying to influence, the formulation of tourism policy and the manner in which it is implemented" (Hall, 1994) cited in (Bramwell, 2009).

Specific stakeholders may have the financial or political basis to exercise more power over certain planning stages of a project, and provide more input when certain decisions are being made. "Carefully planned developments are likely to experience a high rate of success in terms of tourist satisfaction levels, economic benefits, and minimal negative impacts on the local social, economic, and physical environments" (Yigitcanlar, 2009), though planners need to remain mindful that collaboration between stakeholders is handled in an egalitarian manner during the decision-making processes. "In many parts the world, residents of tourism destinations have little, if any, voice in the developmental process of the tourism functions, as a result they cannot do much in preventing unpleasant consequences" (Yigitcanlar, 2009).

Many stakeholders might not initially identify themselves, or be identified by planners, as stakeholders whatsoever. Macbeth (1997) differentiates between "obvious" and "less obvious" stakeholders, including the following in the latter; farmers, women, the unwaged, the unemployed, the retired, school teachers, shire employees and contractors, employees and owners of non-tourist businesses. The benefits of community participation in tourism development can include greater project sustainability and social acceptability, greater resource mobilization, and more equitable distribution of project benefits. A level of transparency exists around projects that become a part of the local community, and this will help to mitigate any negative effects by increasing awareness of the risks of development from the outset. Milne lists delays in project start-up, staff increases, and pressure to raise the level or range of services, and community frustration, suspicion, & opposition as the disadvantages of community participation. The process of identifying who the stakeholders are in a project is an important one, as it will also help to identify who may be directly or indirectly affected by a project.

Capacity Building

Training and development is a key strategy used to build capacity in modern competitive industries of a broader field of human resource development and theories on learning have emphasized the need for strategic leadership that communicates the organization vision and mission clearly to enable employees understand the organization objectives for optimum performance (Cole, 2006). Opportunities for training and development are major factors in regards to people's career. Training factors are evaluated in recruitment process. (Bartlett, 2011) found a positive relationship between workplace training and organizational commitment. From an employee stand point, a training received is related to a

significant portion of satisfaction experienced on the job, employee's value training and job.

Examined on another level, employees view training as an aspect that allow them to be better able to offer customer satisfaction since they are already satisfied them and will increase their performance levels. Training employees shows a strong commitment that an employer has with employees and demonstrate the value that an employer has on the employees. (Schmidt, 2007) in his study on the relationship between workplace training and overall job performance found out that components of job training and time spent in training determined a significant relationship to employee performance on the job.

The quality of training has maximum impact on performance since work output of an employee would be dependent on the experience level that employee would have acquired (Sahu, 2011). The training impacts on performance in that it determines whether one will keep the job at hand or loose it altogether if not well done. A common cause of job dissatisfaction is that the staffs do not have the basic skills required for their job. The struggle to finish or accomplish an assigned work is seen and as a result the gap between their skill level and the expected performance keep them away from job satisfaction. (Armstrong, 2006) points out that a needs analysis that is fully involving and inclusive of all employees must be carried out before any training is done. In particular, (Mullins, 2007) notes that employees need to be trained and developed inclusively to avoid talent loss that affects performance of other employees and the whole organization. Teaching and training programs provided by tertiary education systems concerning lifelong adult learning is one of the trends in most organizations (Foley, 2013). In today's rapidly changing socio-economic environment, where the importance of competencies and skills acquired and refined has been widely recognized (Gove, 2012).

Over the past decade, new dynamics have emerged in the domain of education that focuses on training and development of employees as well as accelerating the rate of knowledge economic growth (Powell & Snellman, 2014). The optimization of human resources, by reforming and upgrading their knowledge is the key to staff development, thus the achievement of organizational goals (Manente, 2008). However, the coexistence of intrinsically heterogeneous human capital requires the development of specific programs, especially for adult and other non-traditional learners in order to be consistent with the current trends of education and innovation (Walsh, 2009).

Growth of Tourism

Kenya is one of the world's most popular tourism destinations attracting millions of tourists over the past years. The country is endowed with attractive tourist sites, rich culture, striking geographical diversity and landscapes ranging from beautiful beaches, to animal parks and archeological sites. The tourist destinations are well distributed all over the country. Currently, Kenya has six properties inscribed on the World Heritage List. These include cultural properties which are: Fort Jesus Mombasa, Lamu Old Town, Sacred Mijikenda Kaya Forest and Natural Properties which are Kenya Lake System in the Great Rift Valley, Lake Turkana National Parks and Mount Kenya Natural Forest.

The Government is working towards fulfilling the 2012 vision of receiving 2 million tourists in Kenya annually. Kenya has experienced a 15% tourist growth since 2009. The country recorded a total of 1,095,945 tourist arrivals in 2010,

hitting the highest figure ever. The numbers have since went up during the first six months of 2011, from 549, 083 compared to 483,468 in the same period in 2010. These figures exclude cross border tourist arrivals which total to 700,000.

Contrary to the past years when Kenyans perceived tourism and holidays as an International affair, domestic tourism has increased considerably over the years. This has also contributed to the increase of tourism revenues and the impressive performance as well as aggressive marketing in non-traditional markets and efficient utilization of available resources.

The tremendous growth is posing new opportunities for new investors and for businesses already in the tourism industry that are willing to step up their services to meet current international needs. Kenya Tourist Development Corporation is mandated to develop and diversify the Kenya's Tourism industry by financing and offering advisory services to new investors and businesses in the tourism industry.

3. Methodology

Research design is the plan and structure of investigation so conceived so as to obtain answers to research questions. Cooper and Schindler (2006) summarized the essentials of research design as an activity and time based plan; always based on the research question; guides the selection of sources and types of information; a framework for specifying the relationship among the study variables and outlines the procedures for every research activity. The design the study was descriptive. Descriptive research portrays an accurate profile of persons, events, or situations (Robson, 2012). A cross-sectional survey approach was chosen due to associated advantage of time efficiencies, expenses and the amount of quality information yielded is valid. From the target population of 392, a sample size of 30% was taken giving a sample base of consisting of hotel and tour operator's staff totaling to 118 respondents (Kerlinger, 2006, Trochim, 2005) Structured questionnaire was the key instrument for collecting data for the study. The researcher administered questionnaires containing mainly closed and open ended questions to the sample respondents. According to (Polit & Beck, 2007), this allowed for intensity and richness of individual perceptions in respondent responses. Each respondent received the same set of questions in exactly the same way.

Quantitative data, was collected using structured questionnaires, was analyzed using the Statistical Package for Social Scientists (SPSS) version 20, which offers extensive data handling capability and numerous statistical analysis routines that can analyze small to very large data statistics and can generate descriptive statistics (Muijs, 2004).

The qualitative data was organized according to answers to open ended questions in the questionnaire and analyzed through content analysis. According to Munro, (2005) content analysis is the process of analyzing verbal or written communications in a systematic way to measure variables qualitatively. Presentation of data was in form of Tables, Pie-charts and Bar graphs only where it provides successful interpretation of the findings. Descriptive data was provided in form of explanatory notes.

To test whether there is a relationship between strategic factors and growth of tourism in Mombasa County, regression analysis was used in the data analysis process using the regression model. Regression applications in which there are several independent variables, x_1, x_2, \dots, x_k .

The multiple regression models were used to determine the importance of each variables with respect to the growth of tourism.

$$\text{Growth of tourism} = \beta_0 + \beta_1 CR_1 + \beta_2 SP_2 + \beta_3 CB_3 + \epsilon$$

Where

$\beta_1 CR_1$ = Customer retention strategies

$\beta_2 SP_2$ = Stakeholder participation strategies

$\beta_3 CB_3$ = Capacity building strategies

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Y = the dependent variable; growth of tourism

β_0 = constant term.

$\beta_1 X_1 - \beta_3 X_3$ = independent variables; strategic factors

ϵ = error term.

4. Research Findings

Effects of Customer retention on growth of Mombasa tourism

Table 4.7. Customer retention mean and standard deviation.

	Mean	Standard Deviation
High utilization of customer retention to enhance good strategic governance in Mombasa County represents the strong financial strategies for tourism enhancement.	4.10	1.185
Good strategic governance through customer retention provides assurances that the County remains a strong tourist going concern.	4.10	1.185
The County of Mombasa can enhance long-term and short-term tourist revenue stream goals through inculcating customer retention techniques into the it's work processes as it good financial governance.	4.10	1.185
Periodic evaluation of customer retention strategies in Mombasa County performed with appropriate scope and frequency can strengthen the overall financial governance thus financial health and a vibrant tourism industry in the County.	4.10	1.185

From the above table, respondents were required to respond to customer retention related question items. In relation to the statement stating that high utilization of customer retention to enhance good strategic governance in Mombasa County respondents were in agreement as indicated by a mean of 4.10. In relation to the statement stating that good strategic governance through customer retention provides assurances that the County remains a strong tourist going concern, respondents were in agreement as indicated by a mean of 4.10.

In relation to the statement stating that the County of Mombasa can enhance long-term and short-term tourist revenue stream goals through inculcating customer retention techniques into the it's work processes as it is good financial governance, respondents were in agreement as indicated by a mean of 4.10. In relation to the statement stating that Periodic evaluation of customer retention strategies in Mombasa County performed with appropriate scope and frequency can strengthen the overall financial governance thus financial health and a vibrant tourism industry in the county, respondents were in agreement as indicated by a mean of 4.10. The standard deviation of Customer retention items was the same indicating equal dispersion of opinions.

Table 4.8. Level of influence of customer retention on the growth of Mombasa County tourism.

		Frequency	Percent	Cumulative Percent
Valid	High	90	72.6	76.3
	Moderate	28	22.6	100.0
	Total	118	95.2	
Missing	System	6	4.8	
Total		124	100.0	

From the table above, there is a general agreement that customer retention has influence on the growth of Mombasa tourism sector. Out of 118 respondents, 90 of them thought that customer retention highly influences the growth of tourism in Mombasa County while 28 of the respondents saw the influence as being moderate. The percentage representation for high was 76.3% and moderate was 23.7%. This implied that customer retention strategies played a key role in the growth of tourism in the county.

Effects of stakeholder participation on growth of Mombasa County tourism.

Table 4.9. Effects of stakeholder participation on growth of Mombasa County tourism.

	Mean	Standard Deviation
Stakeholders' participation plays a major role in financial controls enhancement technique choice decision by Mombasa County thus positively influencing tourism growth.	4.27	0.828
Strategic managers acknowledge the usage of stakeholders' participation so as to make informed, accurate and precise evaluation of strategic controls in the County.	4.33	0.922
The methodology through which Mombasa County carries out its strategy appraisal affects it's future tourism revenue stream.	4.33	0.844
Successful undertaking of stakeholders' participation reduces wastage of financial resources in Mombasa County through laying emphasis on essential and prospective organizational processes (controls) to aid in obtaining the County's tourism objectives.	4.30	0.837

From the table above, respondents were in agreement with the statements; Stakeholders' participation plays a major role in financial controls enhancement technique choice decision by Mombasa County thus positively influencing tourism growth, Strategic managers acknowledge the usage of stakeholders' participation so as to make informed, accurate and precise evaluation of strategic controls in the County, The methodology through which Mombasa County carries out its strategy appraisal affects it's future tourism revenue stream, Successful undertaking of stakeholders' participation reduces wastage of financial resources in Mombasa County through laying emphasis on essential and prospective organizational processes (controls) to aid in obtaining the County's tourism objectives. This is supported by their respective means of 4.27, 4.33, 4.33 and 4.30. The statements in the table also exhibit a high dispersion of 0.828, 0.922, 0.844 and 0.837.

Table 4.10. Level of influence of Stakeholder participation.

		Frequency	Percent	Cumulative Percent
Valid	High	94	75.8	79.7
	Low	24	19.4	100.0
	Total	118	95.2	
Missing	System	6	4.8	
Total		124	100.0	

From the table above, there is a general agreement that stakeholder participation has influence on the growth of Mombasa tourism sector. Out of 118 respondents, 94 of them

thought that customer retention highly influences the growth of tourism in Mombasa County while 24 of the respondents saw the influence as being low. The percentage representation for high was 79.7% and moderate was 20.3%.

Effects Capacity building on the growth of Mombasa County tourism

Table 4.11. Effects of capacity building on the growth of tourism.

	Mean	Standard Deviation
A dynamic capacity building process {flexible plan} in Mombasa County positively affects financial output.	3.70	1.253
Knowledge sharing among departmental professionals from Mombasa County is essential for the smooth implementation of capacity building in the County.	3.80	1.215
The capacity building processes in rural Mombasa fundamentally differ from ones utilized in urban Mombasa.	4.30	0.837
Knowledge deficiency is a major impediment towards implementation of capacity building effective processes in Mombasa County.	4.07	1.015

Dynamic capacity building played a major role in a positive financial outlay in Mombasa County tourism sector, information sharing among departmental professionals from Mombasa County was essential for smooth implementation of training and development in the County, capacity building processes in rural Mombasa fundamentally differ from ones utilized in urban Mombasa, knowledge deficiency was a major impediment towards implementation of training and development processes in Mombasa County effectively. This was supported by their respective means of 3.70, 3.80, 4.30 and 4.07. Respondents opinion in relation to statements; dynamic capacity building plays a major role in a positive financial outlay in Mombasa County tourism sector, knowledge sharing among departmental professionals from Mombasa County is essential for the smooth implementation of capacity building in the County and knowledge deficiency was a major impediment towards implementation of training and development processes in Mombasa County effectively were highly dispersed as indicated by standard deviations of 1.253, 1.215 and 1.015. The statement; the capacity building processes in rural Mombasa fundamentally differ from ones utilized in urban Mombasa wasn't as highly dispersed as indicated by a standard deviation of 0.837.

Table 4.12. Level of influence of Capacity Building.

		Frequency	Percent	Cumulative Percent
Valid	High	47	32.0	39.8
	Moderate	71	48.3	100.0
	Total	118	80.3	
Missing	System	29	19.7	
Total		147	100.0	

From the table above, there is a general agreement that capacity building has influence on the growth of tourism in Mombasa County. Out of 118 respondents, 47 of them thought that capacity building highly influenced tourism growth in Mombasa County while 71 of the respondents saw the influence as being moderate. None of the respondents saw capacity influence as being low. The percentage representation for high was 39.8%, moderate was 60.2% and low was 0%.

Growth of tourism

From the table above, respondents were in agreement with the statements; Good investment choice is an indicator of efficient growth of tourism in Mombasa County, Increased

strategic efficiency during the financial year using tourism growth as an indicator for efficiency in organizational processes in Mombasa County is essential, Tourism growth in Mombasa County is highly dependent on effective execution of essential strategies. Early returns on investment through efficient strategy implementation are an effective catalyst to the acquiring of finances for implementation of growth in Mombasa County tourism. This was supported by their respective means of 4.30, 4.30, 4.93 and 4.20. Statements in the table also exhibit a high dispersion of 0.837, 0.952, 0.907 and 0.961.

Table 4.13. Growth of tourism as affected by strategic factors.

	Mean	Standard Deviation
Good investment choice is an indicator of efficient growth of tourism in Mombasa County.	4.30	0.837
Increased strategic efficiency during the financial year using tourism growth as an indicator for efficiency in organizational processes in Mombasa County is essential.	4.30	0.952
Tourism growth in Mombasa County is highly dependent on effective execution of essential strategies.	4.93	0.907
Early returns on investment through efficient strategy implementation are an effective catalyst to the acquiring of finances for implementation of growth in Mombasa County tourism.	4.20	0.961

Correlation analysis

Table 4.14. Correlations.

		Tourism Growth	Customer retention	Stakeholder Participation	Capacity Building
Pearson Correlation	Tourism Growth	1.000	.820	.823	.896
	CR	.820	1.000	.067	.151
	SP	.823	.067	1.000	.835
	CB	.896	.151	.835	1.000

There was a strong positive coefficient of correlation of 0.820 between growth of tourism (dependent variable) and customer retention strategies (independent variable) indicating that customer retention has a strong influence on the growth of tourism in Mombasa County.

There was a strong positive correlation of 0.823 between growth of tourism (dependent variable) and stake holder participation as a strategy (independent variable) indicating that stakeholder participation has a strong influence on the growth of tourism in Mombasa County.

There is a strong positive correlation of 0.896 between growth of tourism (dependent variable) and capacity building as a strategy (independent variable) indicating that capacity building had a strong influence on the growth of tourism in Mombasa County

Table 4.15. ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	13.796	4	3.449	65.294	.000 ^b
Residual	1.321	25	.053		
Total	15.117	29			

a. Dependent Variable: Growth of tourism

b. Predictors: (Constant), Customer retention, Stakeholder participation, capacity building.

The test of ANOVA was also carried out (Table 4.15) to test whether strategic factors influence the growth of tourism in Mombasa County. When the test was run at α 0.05 significance level, the p value was 0.000. In the ANOVA test

if p value is less than the confidence level then there is significant correlation. In this study the p value was 0.000 which was less than α (0.05), the significance level implying that the result was significant.

Regression Analysis

From the table above, 91.3% of the relationship between the growth of tourism in Mombasa County is explained by the independent variables namely; Customer retention, Stakeholder participation and capacity building. This implied that there was a clear and strong cause and effect relationship between the strategic factors in the study and growth of tourism. The remaining 8.7% is the relationship by other variables which were not the scope of this study. The regression modules agreed with the study postulations.

Regression coefficient analysis

The researcher carried out multiple regressions to ascertain the relationship between dependent variable (growth of tourism in Mombasa County) and independent variable (customer retention strategies, stakeholder participation strategy, capacity building strategy on tourism sector growth). The multiple regression equation was that: $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon_i$ and the multiple regression equation from the table above where $Y = -0.57 + 0.738X_1 + 0.067X_2 + 0.152X_3 + \varepsilon_i$, there was a positive and significant effect of customer retention strategies on organization growth ($\beta = 0.738$; $t = 4.807$; $p < 0.05$). There was positive and significant effect of stakeholder participation strategy on growth of tourism ($\beta = 0.067$; $t = 0.421$; $p < 0.05$). There was also a positive and significant effect of capacity building strategy on organization growth ($\beta = 0.152$; $t = 0.159$; $p < 0.05$). From the findings the research indicated that the three variable, customer retention strategies, stakeholder participation strategy and capacity building strategy have positive and significant effect on the growth of tourism in Mombasa County.

5. Conclusions and Recommendations

Conclusion

The importance of the usage of strategic factors so as to ensure the growth of tourism in Mombasa County cannot be understated. This is because the lack of engaging in these techniques may eventually be detrimental to the Mombasa County tourism sector. If these micro-finance enterprises are financially impeded, there would be a "trickle down" effect whereby the economy of the County would be severely hampered and dilapidated as there would be a slump in tourism because of a lack of investment.

From the study we can thus conclude that the strategic factors have a huge effect on the growth of tourism in Mombasa County. Not implementing any or all of the strategies is a huge blow to the growth of tourism and would lead to a decline in tourism in Mombasa County and the country as a whole. Through ensuring customer retention strategies, stakeholder participation in the development of new products and building capacity like infrastructure, training and development the county of Mombasa will hugely impact growth in the tourism sector thereby spurring economic growth of herself and the country in general.

Recommendation

Strategic managers in the County of Mombasa must be well versed and acquainted with the mentioned strategic

Table 4.16. Regression Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df 1	df 2	Sig. F Change	
1	.955 ^a	.913	.899	.22983	.913	65.294	4	25	.000	2.298

a. Predictors: (Constant), Customer retention, Stakeholder participation, Capacity building.

b. Dependent Variable: Growth of tourism.

Table 4.17. Coefficient of regression.

Coefficients ^a												
Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta				Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	-.057	.282			-.203	.841					
	CR	.738	.153	.743		4.807	.000	.948	.693	.284	.146	6.836
	SP	.067	.160	.069		.421	.678	.896	.084	.025	.130	7.703
	CB	.152	.106	.159		1.444	.161	.823	.277	.085	.286	3.492

a. Dependent Variable: Tourism Growth

factors so as to shield the County from economic turbulence resulting from loss of revenue occurring because of a slump in the County tourism sector.

The County tourism sector should strive to build capacity of its employees by ensuring they are properly trained on emergent managerial, product diversification, customer retention strategies and global tourism policy trends. Building capacity through infrastructure development like roads, ferry and airport would equally make tourism of the sector rapidly improve. This would make Mombasa County tourism industries thrive which will lead to a positive influence the economy both the informal sector and formal.

Strategic factors like customer retention, stakeholder participation and capacity building should be taught at technical, business and hospitality colleges to prepare graduates to a more innovative, dynamic and competitive tourism industry. Eventually, it will have “trickledown” effect to how even informal market players in the sector can make gains.

Mombasa County tourism market players or stakeholders should ensure that they have a platform through which they share information regarding the latest occurrence in the sector. This would help Mombasa County tourism sector players operate in a more tranquil environment and thus help each other mitigate future against losses.

6. Suggestion for Further Research

Future research could build on the results of this study to enrich the existing knowledge of determinants on international tourism demand. Further research could be done to develop demand functions for various tourists markets which can be used to forecast international tourism demand in Kenya. The study used a dynamic panel regression model but other studies involving co integration models can be done. A study focusing the modern tourism trends and adaptability to local products can be pursued.

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