

Report of the 2017 KAHC Symposium

THEME:
Sustainable Tourism for Development

Diani Reef Beach Resort and Spa
29th June – 1st July 2017



Making Kenya's hospitality globally competitive
KENYA ASSOCIATION OF HOTEL KEEPERS AND CATERERS



EQUITY Bank

Making Kenya a Hospitality Hub
KENYA ASSOCIATION OF HOTELS & RESTAURANTS

Safaricom Business

Sustainable Tourism For Development
KABC SYMPOSIUM 2017





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Executive Summary

The 15th Kenya Association of Hotel Keepers and Caterers (KAHC) Symposium whose Theme was *Sustainable Tourism for Development* took place in Mombasa from 29th June – 1st July 2017 at the Diani Reef Beach Resort and Spa. The Symposium sought to discuss issues that affect the Tourism Industry and map the way forward.

Opened by Hon. Najib Balala, Cabinet Secretary, Ministry of Tourism, the proceedings of the Symposium flowed from seven Sessions, which were followed by plenary discussions. The Sessions fell into the following broad themes: i) innovation and change using digital technology, ii) the youth tourism market iii) marketing, iv) the private sector and iv) conservation.

The following is a summary of each of the Sessions:

Introductory Remarks

In his remarks, *Mr. J.S. Vohra*, KAHC National Chairman lauded the government on sections of this year's budget pronouncement, which have had direct positive effects on tourism. He delineated the achievements made by KAHC over the last one year and recommended that the next KAHC Symposium be held in Lamu or before it have a tourism retreat for the industry and create a big hype about it.

On her part the Principal Secretary, Ministry of Tourism Mrs. Fatuma Hirsi recommended that the hospitality sector take up innovation and adopt technology a lot more than they currently are; the government, she said, will continue to provide support to the sector through various initiatives, while the National Tourism Strategy Blueprint will provide a way forward on the areas the sector needs to focus on.

Key Note Address

The Cabinet Secretary Ministry of Tourism, *Hon. Najib Balala*, officially opened the 15th KAHC Symposium. In his presentation, Hon. Balala outlined the Blueprint 2030, which is a Strategy that



is meant to move the tourism sector in Kenya. He comprehensively spoke on each of its Strategy components, which include, i) Product Strategy, ii) Infrastructure Strategy, iii) Investment Strategy, iv) Marketing Strategy.

This Strategy is meant to meet the needs of the modern day tourist who seeks to have a holistic experience at their destination, right from the point of entry, at the airport. In this regard, every aspects of this strategy will be reviewed, including the human capital development within the industry. To effectively market the tourism brand and grow the tourist numbers, the sector has to embrace technology and innovation, which then can bring about the necessary change needed to revamp the sector.

Towards this end, *Mr. Tonee Ndungu*, Nailab and Kitabu, who has been recognized world wide as a great innovator, spoke about the Tourism Innovation Hub which is in the process of being setup and whose overall objective will be to help identify the needs and gaps in the tourism sector and how they can be overcome by having in place strategies and workable solutions that are genuinely and completely data driven, which then would be used in targeting prospective tourists at the right time of the year, based on information received, from the data. The hub will act as a research and resource centre and will provide results by conceptualizing good ideas, turning them into business cases, prototyping and then executing them. Beneficiaries would be hoteliers, tour operators, and most importantly tour visitors.

The following are the innovative products currently being developed:

- The Tourism Innovation Hub.
- An interactive App that will automatically link with the phones of visitor's upon them entering Kenya and which provide information about the country including sights that can be visited.
- A loyalty card that provides discounts and privileges.

The Youth Tourism Market

Prof. Jeff Jarvis, from Monash University affirmed that Kenya is indeed a high prestigious and suitable destination for the youth tourism market. This market (backpacker's), he said, wants to have complete control of their trip in terms of what they want to experience in their destination of choice. They would prefer to save money on their accommodation, and spend more on localized experiences. The Youth Tourism Market in Australia is worth over \$4 billion a year with each backpacker being worth at least \$7000.

Prof. Jarvis provided several approaches on how Kenya can promote this segment, mainly through digital marketing.

Digital marketing in the tourism industry

Mr. Charles Murito, Country Manager Google Kenya stated that the world is moving away from asking the market what they would want to be done for them, as a way to attracting them to a destination and is moving towards knowing the worth of each one of them and how to solve their respective needs. This, he said, will require innovative approaches through the use of digital space including the use of data and facts.

Google's Digital Training Skills programme will enable one fully utilize information to guide on how best to market their product online. In this regard, Google Kenya will provide free training for 50 people from the tourism sector on the effective use of its digital assets to help maximize on the full marketing opportunities.

Tourism and Conservation

Prof. John D. Liu, Ecologist, from Tsavo Heritage Foundation in his presentation focused on the possibilities and what other nations have done in the aspect and space of climate change and desertification. Through a documentary video, he highlighted the case of a remote village in China that took up the challenge of restoring their already degraded ecosystem and the steps taken towards having it fully restored. A good ecosystem, he said leads to the growth of the economy, e.g. the case of Rwanda and its forest restoration programme. Tourism growth, he said, is therefore dependent on the ecosystem; *“humanity therefore needs to react to this by playing their part in restoring the natural ecosystem, so we can have a direct impact, because this is where the value is.*

Contributions by the Private Sector

1. *American Express Card*: Ms. Linet gave an overview of the benefits of the card, delineating on the key aspects of it and how its partnership with Equity Bank would help profit hotels such as running strategic and tailored campaigns for the customer.
2. *Equity Bank*: Ms. Rebecca Kariuki, Head of Merchant Services spoke on the targeted products that would help hotels seamlessly carry out their financial transactions; these solutions, she said include EazyNet, EazzyBiz and Eazzy App all of which are mobile solutions. Ms. Kariuki further discussed the benefits of the American Express and Equity Bank partnership to the hotel industry such as a new and improved PDQ, access to PayPal funds locally, as well as the mobile payments services it offers.
3. *Coca Cola*: Ms. Angela Luchivia's presentation focused on what Coca Cola is doing across the world to meet the changing consumer tastes with the introduction of new products and giving the consumer a portfolio of options to choose from that include water (different options), sports drinks, juices, dairy, ready to drink teas and coffee, as well as value added plant based drinks. With these inclusions to its list of products the company is changing its logo as it now moves from a Beverage Company to Beverages for Life; this is about offering consumers options all day long.

Contributions by the Tourism Sector

1. The Kenya Tourism Board Managing Director, *Dr. Betty Radier* discussion focused on marketing for business and sustainable tourism. Three videos were shown, highlighting the 10 most beautiful places to visit, and how the travel market is changing. Kenya, she said, is no exception to these places, the destination needs to be showcased in its entirety by bringing out unique, authentic and believable experiences; it is however critical to:
 - Ensure that people that are in the buying space see the destination in a way that you want them to see.

- Identify what the diversity is and package it well.
- Be aware and sensitive to the buying process of the person being targeted.
- Engage in experiences in marketing Kenya.
- Create a perception of the destination which then creates the possibility of repeat customers.

The experience of the traveller, she said, is not when they get to the location; the experience should start when they board the plane. This experience needs to be well managed by all stakeholders.

2. “*Why I Love Kenya*” is a magazine which is a public private partnership arrangement between Kenya Tourist Board (KTB) and Kenya Tourist Federation (KTF) that showcases the best of Kenya, its unique destinations, as well as its rich history and culture. Mr. David Stogdale outlined that magazines objectives as follows:

- To spread positive news about Kenya and counter the negatives.
- To talk directly to source markets using inspiring imagery.
- To stimulate and drive inquiries.
- To embrace digital and social media in its distribution.

He urged the players in the tourism sector to support the publication by advertising in it and inspire people to discover magical Kenya through it.

Power Talks

Dr. Wale Akinyemi, a Consultant, Power Talks Limited in his message titled “*The Kenyan Experience: How do we get people to move to a place to do what we need them to do?*” said that that human beings naturally tend to gravitate to where they are celebrated not to where they are tolerated. What determines one’s memory is basically the experience they have had at a destination; when one you have great service or a good product, you produce great customers, but when you have great experiences you produce ambassadors. Towards this end, he delineated the three levels of experience as i) The Expected, ii) The Impressive, iii) The Unexpectedly Impressive.

The following are the key outcomes of his talk:

- Human beings tend to gravitate to where they are celebrated not to where they are tolerated.
- When you have an unexpectedly impressive experience, you will talk about it. An ambassador talks and defends his brand.
- Kenya needs to define what its experience is as a tourist attraction. And its needs to be defined, right from the beginning.

Summary of Key Outputs of the 15th KAHC Symposium

1. The tourism sector should embrace technology as well as data and facts to effectively market the Kenya brand by capitalizing on the available innovative space in Kenya.
2. The tourism sector should be in full control of the country's online narrative.
3. To empower the county governments to play a more proactive role in tourism through their regional boards as well as in product development.
4. Kenya needs to develop innovative approaches to tap into the youth tourism market.
5. On the need for the sector to take cognizance of the importance of the ecosystem and the importance of properly managing it.
6. The experience of the traveller is not when they get to the location; the experience should start when they board the plane. This experience needs developed and well managed by all stakeholders.



Introductory Remarks

By Mr. J.S. Vohra, KAHC National Chairman

Mr. Vohra welcomed all participants to the 15th KAHC Symposium under the theme “Sustainable Tourism for Development”. This theme, he stated, is in line with the UN WTO Theme of Sustainability in 2017.

He thanked Cabinet Secretary Hon. Najib Balala and the County Governors as well as all government officials at central and county level for the support they have given to the Association. “KAHC achieves its targets because of this valued cooperation; this cordial interaction will lead to KAHC becoming Africa’s leading hospitality Association,” he remarked.

He appreciated the government on sections of this year’s budget pronouncement, which have had direct positive effects on tourism. He further congratulated the Cabinet Secretary for holding the successful Tourism and Innovation Conference that took place in Nairobi.

He highlighted the following as the big wins that KAHC has had over the last one year:

- Collective Bargaining Agreement (CBA): This was finalised with the Union in which a deal of 19% for two years was signed off.
- Supported marketing initiatives by Kenya Tourist Board (KTB) and partners in various promotions for the domestic market as well as offering rooms for KTB’s hosted buyers during the Magical Trade Exhibition.
- Positioning its members well within the trade as well as the consumer market.



Mr. J.S. Vohra, KAHC National Chairman



In closing he made the following recommendations:

- That the next symposium be held in Lamu or create something, before the next symposium, like a tourism weekend, retreat or holiday for the tourism industry and create a big hype about it.¹
- For Kenyans and the political fraternity to maintain peace and order during and after the election period

He wished all an exciting and fruitful 15th KAHC Symposium.

By Mrs Fatuma Hirsi, Principal Secretary Ministry of Tourism

Mrs. Hirsi recommended that the hospitality sector take up innovation and adopt technology a lot more than they currently are towards improving and diversifying their tourism products. The government, she said, will continue to support the sector through various initiatives, while the National Tourism Strategy Blueprint will provide a way forward on the areas the sector needs to focus on.

She then welcomed the Tourism Cabinet Secretary to make his Opening Remarks.



Mrs Fatuma Hirsi, Principal Secretary Ministry of Tourism

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¹ This was a request made by the Cabinet Secretary through Mr. J.S. Vohra.



Official Opening/Key Note Address

By Hon. Najib Balala, Cabinet Secretary, Ministry of Tourism

Below are key excerpts of Hon. Balala's presentation that focused on the Blueprint 2030.

Introduction

In opening, Hon Balala stated that in 2016 the number of tourists into the country increased by 17.8%. In the first three months the British market, which is Kenya's biggest market, gained by 18% more.

The tourism sector, he said, is driven by the private sector hence the need for a collective effort, together with government to move it forward since for every 11th tourist who arrive in Kenya, two jobs are created. Towards this end, the mandate of the taskforce formed and led by the private sector is to ensure the right institutions are in place to manage these results. Progress must be made, in spite of the challenges, he stated.

Hon. Balala turned his focus on the new BLUEPRINT 2030, which is a strategy model that is meant to move the tourism industry in Kenya forward. It is based on, i) innovation and change and ii) research and knowledge. It focuses on the following four Strategies:

1. Product Strategy
2. Infrastructure Strategy
3. Investment Strategy
4. Marketing Strategy



Hon. Najib Balala, Cabinet Secretary,
Ministry of Tourism

The following is a breakdown of each Strategy as presented by the Cabinet Secretary.

PRODUCT STRATEGY

There is need to strategically value add on the product apart from the existing beach and safaris and ensure that they are sustainable. The products should be based on what the customer wants.

Getting Maasai Mara right is core as it is Kenya's bestselling product. It however is being mismanaged, an issue that needs to be addressed and made right. Amboseli too needs to be taken full advantage off, including Mt. Kilimanjaro, the Maasai manyatta's as well as the overall community involvement towards developing an authentic product.

A different strategy developed by THR has proposed the zoning of beach destinations, e.g. Diani, Mombasa, Watamu, Malindi, and Lamu, all of which will have their own separate identities. Also to be created within these zones are economic zones. Case Example: Morocco, Agadir have their own identity, as do Marrakesh and Casablanca. These are countries just 10 years ago had only 4 million tourist. Today all these destinations have 10 million and above tourists. What have they done right? They only sell the beach and its rocky sand, not a white sandy beach like what is available in Kenya.

The overall purpose of this strategy is therefore to empower these five regions and make them independent of each other in terms of management. The Ministry of Tourism will allocate Kshs 100 million for this program. The TMCs are going to be the engines of transformation for these regions in terms of developing new approaches with regards to e.g. nightlife, fresh grounds, infrastructure, security, etc. The Ministry of Tourism will work with the different county governments to ensure it is successful.

A lot of effort and innovative approaches is therefore needed in selling the Kenya tourism product.

INFRASTRUCTURE STRATEGY

SGR is going to be transformative in the sector with the number of running trains set to increase from 1st July 2017; the Domo Kundu bypass is going to be ready by the end of the year (phase one), while the cable car is going to be launched in July by the President. Two new ferries have been bought, with one arriving in July while the other arrives in October With regards to having a bridge at Likoni, the government is committed towards it and is working on its implementation strategy. Infrastructure therefore goes parallel to where the products are.

Jomo Kenyatta airport was built 50 years ago; it is not able to handle an expected 20 million visitors. A new airport must therefore be built as no destination can survive and get the numbers if there is no flexibility and connectivity both for local and international flights. A clear strategy on aviation is needed. The policy of open sky must be implemented, and not selectively as the infrastructure network, in terms of connectivity, is critical.

INVESTMENT STRATEGY

A plan is under way to have a calendar of events, which can be replicated, all over the country. The plan is to have a major activity every month that will attract people to the destination, and not only foreigners from Europe but also visitors from around eh region. The approach would be to e.g. have an exciting monthly shopping festival, and work with malls and shops, to sell items at discounted

prices, which then would attract shoppers from around the region to come into the country and do their shopping. This, among other approaches, would also help fill the rooms in our hotels.

MARKETING STRATEGY

There are 1.3 billion people travelling all over the world. Only 2% come to Africa, which translates to 36 million only. From the 36 million, how many come to Kenya, maybe 800,000.

Today's tourist wants a holistic experience at their destination, right from the point of entry, at the airport. Currently going through Jomo Kenyatta airport is a frustrating experience. The government wants to create a seamless experience so that when one enters the airport it's a friendly, quick, and efficient experience.

Brand Kenya: There is a strategy to improve on it and make it real. But it's about the destination itself. It's not about just tourism. Reforms are needed at the Kenya Tourism Board to make sure this is corrected and the country gets value for money for its marketing activities. The country needs to compliment is participation in international travel meetings by thinking out of the box as well as positioning itself as a brand.

Human Capital Development

It is critical to have basic education in the hospitality industry i.e. the knowledge and the passion of delivering a five star service at all times. Utalii College is trying hard towards ensuring it produces properly trained graduates that are committed to and understand the sector. Tourism awareness is key as well as understanding, the quality experiences and service excellences in the sector. The President has committed all graduates of technical schools and universities to pay them one-year internship experience upon their completion. In this regard, hotels should strategically position themselves to absorb this human capital.

“How can we seamlessly bring our visitors into Kenya and deliver them to the hotel without any pain.”

Hon. Najib Balala

In the Blueprint 2030 strategy, two major councils will be established:

1. The inter-agency council, which is chaired by Cabinet Secretary, Ministry of Tourism. This is about other agencies that support the industry; environment (NEMA), roads, security, trade, foreign affairs. This would be internal affairs of the ministry, how to coordinate together so that the entire sector is reading from the same page
2. A private sector-government relationship. The national tourism council that is to be established for purposes of coordination within the sector.

Hon. Balala spoke on various aspects of the tourism sector and gave recommendations for improvements. Below are the key highlights.

County Governments

They each have allocated budgets for tourism but they don't know how to effectively use it; they need to be supported towards using different approaches to manage their destinations. The Ministry of Tourism is willing to put Kshs 10 million towards this end.

In setting up a relationship between the county governments and Ministry of Tourism, County Regional Boards will be created from which Regional Tourism Boards will be created; the Cabinet Secretary will sit in these Boards to help make the decisions towards effectively managing the sector. The counties are critical in product development.

Beach Boys

The issue of beach boys, and the issue of beach cleaners, as well as the safety of tourists at the beach is an issue that needs to be addressed. The Ministry of Tourism will address it once and for all.

Private Sector Associations

There are too many private sector associations in the country, almost 24. These associations should be collapsed and one powerful organisation built so that the associations can have one voice.

Tour Operators

- A tourism service vehicle has been introduced with a sticker so that they can be told apart from PSVs.
- The VAT exemption on the purchase of proper tourism vehicle will come to an end in January 2020.
- From 1st January 2020, if a tour operator does not a minimum of two vehicles, he/she will not be licensed.

National Parks

A small steering committee headed by Mr. Kitili Mbathi, Director General of KWS has been formed to address the deteriorating services being experienced at the National Parks and come up with recommendations for improvement.

Classification of hotels and product services

The whole aspect of classification needs to be re-thought. A strategy needs to be developed to separate assessors and the regulator. They cannot be one and the same.

Training at Google Kenya

Google has offered to train 50 people from the tourism sector free training over the next six months on digital marketing. Stakeholders were encouraged to go for the training.

In closing Hon. Balala introduced Mr. Tonee Ndungu of Nailab and Kytabu to speak on innovation and change and how the tourism sector can embrace technology to effectively market the Kenya brand.

Hon. Balala then officially declared the KAHC Symposium 2017, officially opened.

Mr. Tonee Ndungu – Kytabu and Nailab on Innovation and Change

The following were the key outcomes of Mr. Ndungu’s presentation on the Tourism Innovation Hub:

1. The Tourism Innovation Hub will:

- Help identify the needs and gaps in the sector and how they can be overcome by having in place strategies and workable solutions that are genuinely and completely data driven, which then would be used in targeting prospective tourists at the right time of the year, based on information received, from the data.
- Act as a research and resource centre for the hospitality sector,
- Provide results by conceptualizing good ideas, turning them into business cases, prototyping them and then executing them. Beneficiaries would include hoteliers, tour operators, and most importantly tour visitors.
- Will be a 120-day procedure with its vision being to grow and sustain.



Mr. Tonee Ndungu – Kytabu and Nailab

17% of the people, who visit Kenya, come for the first time because of a personal reference they have received. While in South Africa, 44% of first time travellers to the country never had a personal reference, hence the need for proper branding of the country as well as having in place search engine optimization and an online presence.

2. Recommendations:

- There is need for the tourism sector to be in full control of the country’s online narrative.
- Use free photographs of the sites of Kenya provided professional local photographers.
- Need to capitalize on the available innovation space in Kenya.

“It does not take a lot for us to come up with successful innovations, all it takes is space, time and dedicated individuals, who in this case are the people in the hospitality industry.”

Tonee Ndungu, Kytabu and Nailab

3. Way Forward on the Innovation Hub:

At the “*Innovation and Change Forum*”, the following were identified as the next steps:

- Create a tourism innovation hub that would help the tourism sector overcome the challenges it is experiencing. The Ministry of Tourism will give a grant of Kshs 20 million to this institution; it will be driven by the private sector, with membership consisting of the KTF umbrella bodies, and 11 members of the Board including Government and other members of the supply chain participants as well as players in the technology industry.² The Tourism Innovation Hub will be launched during the World Tourism Day on 27th September 2017.
- An interactive App which will automatically link with the phones of visitor’s upon them entering Kenya is in the process of development and will be launched on 5th October 2017.
- Also to be developed is a loyalty card that provides discounts and privileges.

4. Next Steps

- www.ilovekenya.co.ke will be opened up for use by the sector at large.
- A calendar and implementation plan of the Ministry of Tourism will soon be rolled out.
- There is need to empower the county governments to play a more active role in tourism through their regional boards as well as product development.
- The Tourism Ministry is working with TRA to transfer the license fees from being collected by TRA to the county governments.



From Left: Mr Mike Macharia (KAHC CEO), Mr Tonee Ndungu, Hon Najib Balala, and Mr JS Vohra during the plenary discussions.

2 The Centre for Innovation and Change will be located at the new Tourism Fund building.

SESSION 1

Unlocking the Billion Dollar Independent Youth Tourism Market (opportunities for Kenya)

By Prof. Jeff Jarvis, Monash University, Director: Graduate Tourism Program

Mr Jervis presentation focused on the youth tourism market (backpackers), which in Australia is now worth over \$4 billion a year; this is a segment that has proved very successful in the country. Below is a summary of his presentation.

Introduction

The youth market want to have complete control of their trip and want to be the ones to answer to the following questions; *Where do travellers go? How do they get there? When do they go? What do to do when they get to the destination?* They don't want to be packaged up before they arrive. Very rarely will they arrive totally pre-packaged; they will actually develop the product amongst themselves (freedom and flexibility is key form them).



Prof. Jeff Jarvis, Monash University,
Director: Graduate Tourism Program

Key Facts about backpackers:

- They travel extensively around the country (Australia) more than other visitors.
- Each backpacker in Australia is worth \$7,000.
- They prefer localized experiences; they do not want to have an experience they can get anywhere in the world.

- They range up to 35 years of age and prefer longer run rather than shorter holidays.³
- Connectivity is key; they want to chart and have access to social media, which for them is absolutely critical.
- They don't want to spend all their money in one or two nights at a hotel. They prefer to save money on their accommodation but they'll actually go and spend their money on activities.
- The UNWCO estimate about 20% of global tourism is youth tourism with an emerging youth coming from Asia.
- They are not really into mono destinations; they will however buy packages, micro-packages, if they are of good value.
- They quit the market on their terms and not through travel advisories.
- It is a model that will rapidly improve the return on investment as they prefer budget or value accommodation. They can live in hostels or in a hotel room which can have 4 to 5 beds, with each paying 40\$ to 50\$ a night.

Is Kenya a suitable destination for the youth tourism market?

Yes, Kenya is a high prestigious and suitable destination for the youth tourism market.

Lonely Planet is basically a massive marketing brochure or guidebook, which tells one all about the destination. Kenya is already present in the youth tourism marketplace; the position that has been created for the country by this guidebook and the specialist youth travel agencies is incredibly positive, such as Kilroy Travels in Scandinavia who promote route travel; it currently has a campaign to move youth around the world.

How to promote the youth market:

- Through digital marketing; being able to download and share imagery. Putting a photo of the destination or activities that have taken place on Facebook and getting likes. The youth take it up quickly, through Likes and can soon become the marketing arm for the destination.
- They market themselves within their own networks, particularly digitally. Kenya will need to facilitate this backpacker market to come to Kenya.
- It's all about airline access. If one is in the UK and wants to go to Australia, can he/she make a free stopover in Kenya? At the moment, one will have to speak to the airlines in order to make that possible. A great trip would be London-Nairobi-Bangkok-Sydney. It's doable but it's not price competitive at the marketplace.
- Identify legislations and regulations that are facilitating and potentially blocking the market.
- What are the situations regarding hostel developments? Are they encouraged? Is it understood?

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3 A research carried out showed that if the youth market is captured when they are in their 20s, they will come back four times before they turn 50.

Australian's as a target market

An average of 145,000 Australian tourists come to Africa, over half of them go to South Africa and stay for more than three weeks. During summer, majority of them go to Europe; there is an opportunity for the Kenya Tourist Industry to work with airlines towards packaging up a Kenya stop over on their way to Europe. At the moment Kenya is being marketed as a mono destination; for this, it should be marketed as a multi-destination trip.

Adventure tourism companies targeting the youth market

Chui Adventures is targeting the youth market and have a product for a 10-day stay in Nairobi.

SESSION 2

Digital marketing in the tourism industry

By Mr. Charles Murito, Country Manager, Google Kenya

Mr Murito gave a presentation on the importance of the use of the digital space by the hospitality sector.

The following are the key points from his interactive discussion:

1. The element of intent: The world is moving away from asking people what they want to be done for them (proposing what they need). This requires a change on how to engage with them without necessarily focusing on the generalities about them (age, demographics, male/female, etc.) In this regard, focus by the industry should be directed towards knowing the worth of each one of them. This will lead to a change on how to engage with them and how to solve for their respective needs.
2. The industry needs to look towards solving for problems by answering the following: “*What challenge are you solving for the individual towards fulfilling a specific need or a problem they have?*” This approach should completely change the way hotels engage with their customers, resulting in the customers giving their needs or problems to the hotel to service.
3. **Key question:** *How can you use the digital space to make you more money?* To achieve this, the following will need to be understood:
 - Understand the impact of technology and how it plays a role in terms of the consumers on a day-to-day basis as it is used to e.g. break language barriers.



Mr. Charles Murito, Country Manager, Google Kenya

- With people spending so much time on their phones, the industry needs to understand how best to engage with them. Google has over seven assets that work well with tourism, with over 1 billion people using them every single day.
4. The 3 pillars that most tourists go through as they decide where to go on holiday, i) dreaming/exploring the idea, ii) planning how they are going to get there, iii) booking. These three pillars happen before the tourist gets to the destination. If the system in place does not get the tourists to book and go to the hotel, then it means nothing. Towards this end, the digital assets play a critical role to deliver the needed knowledge to the tourist so that they can aspire to be at the destination.
 5. **Key question:** *How do people decide on where they are going to go?* 82% of travellers did not know where they wanted to go to when they started the thought process. With the understanding of this intent, it stands as an opportunity to reach them at that point when they are making the decision as a lot of them are using the internet to help them in making the journey to decision making.
 6. Google's digital assets enable hotels know what people are saying about them online through, e.g. videoed testimonials by customers.
 7. The use of data and facts is critical for the industry with local tourism being on a steady growth. The industry needs to effectively use this data to build a local ecosystem and at the same time take advantage of the other countries and see the cycles of how they are searching for a holiday destination.
 8. It is critical to understand what foreign tourists associate Kenya with and their queries about the country. Kenya is associated most as a tourism destination and for outdoor safaris.
 9. The current trend is showing that people are keen on the Magical Kenya site and people want to understand places to visit, what to do and what they should or can see.
 10. Google's Digital Training Skills programme will enable one fully utilize information to guide on how best to market their product online.
 11. Google Trends can help one tell when, and what people are searching for from different parts of the world when it comes to Kenya. It can help one determine at what point in the year to advertise e.g. in the US or any other part of the world, about Kenya. It is really about being efficient and using data to guide the way you think and guide the way that you plan your communication with your audience. With 36 million arrivals in Kenya and less than 3% come to Kenya. The sector therefore needs to maximize on the use of its digital assets and take advantage of all the information and data and apply it to convert people to come to Kenya.

“Let us take advantage of all the knowledge that we can gain through digital to help us make more informed decisions about how we utilize the resources that we already are utilizing or spending, but just doing it a lot more efficiently and effectively to grow revenue.”

Charles Murito, Google Country Manager

12. Recommendations:

- Use data to guide you using the Google suite of assets.
- Use other social media applications e.g. Facebook, to maximize on the full marketing opportunities.

13. Take advantage of knowledge gained through digital to help make more informed decisions about how best to utilize the available resources more efficiently and effectively to grow revenue.

SESSION 3

Tourism and Conservation

Introduction by Jacob Kipongoso, Tsavo Heritage Foundation

The TSAVO National Park and Ecosystem is on the verge of collapse, therefore moving forward, the country will be loosing more wildlife to desertification and climate change than to poaching.

Mr. Kipongoso requested all participants present at the Symposium to join those that are making noise for ecosystem restoration and register for a conference that will be taking place on 30th November 2017 in Tsavo focusing on the Conservation and Rehabilitation of the Tsavo Ecosystem.

By Prof. John D. Liu, Ecologist, Tsavo Heritage Foundation

In his presentation focusing on the possibilities and what other nations have done in the aspect and space of climate change and desertification, Prof. Liu gave a brief of the ecological devastation that comes as a result of human behaviours that destroy the natural setup of an ecosystem. He highlighted the Case of China, through a documentary video which showed the ecosystem before it was restored and the new ways/approaches the locals took up towards restoring it using holistic methods, including engaging the whole population.

It is possible, he said, to rehabilitate large-scale ecosystems including those that have been degraded over time. The ecosystem needs to be carefully conserved as the environment is now facing enormous challenges as a result of climate change.



Prof. John D. Liu, Ecologist, Tsavo Heritage Foundation

His presentation therefore confirmed that degraded ecological areas could indeed be restored. Citing the case of Rwanda, the country had a campaign to restore its forests; it was successful and this restored ecosystem is now contributing to the growth of the country's economy.

He concluded his presentation by stating the following: *"...the ecosystem is in trouble; humanity therefore needs to react to this by playing their part in restoring the natural ecosystem, so we can have a direct impact, because this is where the value is. We need to change the intention of society."*



SESSION 4

Presentations by the Private Sector

1. American Express Card

By Mrs. Linet Njogu

Ms. Linet from American express gave the following brief about the American Express Card:

With its cardholders totalling over 110 million across the world, the American Express Card is largely associated with premium customers. It is now embracing new and emerging consumers. It has begun growing its presence across Africa; it now has a strong East African presence. It has 110 million cards across the world

Key Question: *With 110 million premium card members across the world, (including cooperate customers) what potential business can the partnership between American Express and Equity Bank bring to the tourism sector in Kenya?*

1. If destination campaigns are run, and the client is a merchant with Equity Bank, then American Express will communicate to all its card members about the destination, driving them to spend money there (strategic marketing).
2. Statistics have shown that these customers spend 1.5 times more than any other cardholder.
3. American Express is ranked first for financial services.
4. It has a strong loyalty programme which then leads to engaged card members who are always keen to spend.
5. American Express has information about its card members; when they travel, how much they spend, what they want to spend on. In this regard, it can run strategic and tailored campaigns for the customer.



Mrs. Linet Njogu, American Express Card

2. Equity Bank

By Ms. Rebecca Kariuki, Head of Merchant Services

Ms. Kariuki gave an overview of the makeup of Equity Bank as well as the solutions it has for the growing tourism sector in Kenya. Towards this end, the bank has developed tools that will make the banking experience by its customers seamless, without necessarily having to go the bank. Some of these targeted products include:

- EazzyNet: An online solution mostly for individuals.
- EazzyBiz: A cooperate banking solution which, i) enables for easy management of cash and liquidity for a business, ii) allows for the processing of payroll, and iii) effectively manage suppliers.
- Diaspora Solutions: Allows for banking to be carried out by people in the diaspora without necessarily having being present in Kenya.
- EazzyApp: Allows for transfer of cash from ones Equity bank account to another Equity account, or to other mobile wallets using a phone.



Ms. Rebecca Kariuki, Head of Merchant Services, Equity Bank

The banks has been recognized globally for its performance with, i) an overall ranking of (position 835), ii) soundness of the bank (position 43), iii) profits on capital (position 34), iv) return on assets for two years (position 8). These rankings therefore display the rewards of the Banks digitization agenda. In terms of local and regional recognition, the bank has been ranked the best regionally.

I) Partnership with American Express:

On the American Express brand, two credit card options have been developed; the Green and Gold cards, which come with a lot of recognition worldwide. The following table shows the unique features of each card:

Green Card	Gold Card
<ul style="list-style-type: none"> • Insurance benefits. • Free passes at international airport lounges worldwide. 	<ul style="list-style-type: none"> • Enhanced insurance benefits. • Free passes at international airport lounges worldwide. • Lifestyle associated benefits and travel.

II) Merchant Business:

Benefits:

- American Express has signed up partnerships with various cards that will go through the Equity terminal.
- PayPal payments can be accessed through the terminal.

III) Equity PDQ

Benefits:

- They now connect using Wifi.
- It supports multiple currencies.
- The ecommerce platform allows for payment by customers abroad.
- The digital retail payment Eazzy Checkout: Incorporates all cards into one portal, including mobile for purposes of payment processing.
- Dynamic currency conversion.

IV) PayPal:

Benefits: With an Equity Bank account, one is able to access PayPal funds locally.

V) EazzyPay:

This is about mobile payment service that allows subscribers to pay for goods and services. A merchant is provided with a till number which customers use to key in when making their payments.

Benefits of EazzyPay:

- No charge to the customer.
- Interoperability - accepts payments from various mobile wallets that include MPESA, EQUITEL, Pesa Link as well as Airtel.

3. Coca Cola

By Ms. Angela Luchivia, Coca Cola

Ms. Luchivia's presentation focused on what Coca Cola is doing across the world to meet the changing consumer tastes with the introduction of new products. This is a sign that the company is evolving by listening to what the consumers want or are thinking as opposed to what Coca Cola wants to sell. Towards this end, the company is beginning to think of low and no sugar portfolios as options for its consumers.

Globally, the company is focusing a lot on consumer needs and is therefore moving away from talking about its brands towards thinking about a full portfolio category such as water (different options) and sports drinks, juices, dairy, ready to drink teas and coffee, as well as value added plant based drinks. With these inclusions to its list of products the company is changing its logo as it now moves from a Beverage Company to Beverages for Life; this is about offering consumers options all day long.



Ms. Angela Luchivia, Coca Cola

The company is now looking towards reducing sugar in more than 500 of its products worldwide; it is therefore reformulating some of its products. In Kenya, the product will change from Coke Zero to Coke with Zero Sugar. With these reformulations, the original taste of Coca Cola will still be retained but with different options in terms of sugar content. The consumer will therefore have the choice on the amount of sugar he/she would want to have in their drink.

Keringet Water has been integrated into the Coca Cola business; the Coca Cola Company is currently working towards ensuring that all its bottling plants carry a full portfolio of its products, including Keringet Water, which will play the premium water brand for the company while Dasani will be the mainstream brand.

The production of the Minute Maid product has been moved from Cold Fill to Hot Fill, which means that the product has low calorie sugar, and no preservatives.

SESSION 5

Presentation by Tourism Organization

1. Kenya Tourism Board (KTB)

By Dr. Betty Radier, Managing Director

Focus of Presentation: Marketing for business and sustainable tourism.

In beginning her presentation, Dr. Radier stated that the tourism sector is in the business of providing experiences, which she unpacked by asking the following questions:

- *What are the experiences that make people go to a place?*
- *When I reach my destination, what are the opportunities of things I can do there?*
- *What is the task at hand?*
- *What has been done in this area?*
- *What are the things that we can do in this area, or borrow from the things that have been done?*

To answer these questions, the following videos were played out with discussions taking place thereafter:

1. Video 1: Title - The most beautiful places people visit

The video showed different destinations, made to look very appealing to the people in the buying space.



Dr. Betty Radier, Managing Director,
Kenya Tourism Board

The following were the key outputs of the discussions about the video:

- Show beauty spots in the best way you can; you can make anything to look the way you want.
- It is not about the destination, or the destination offering, it is about a place where people think is beautiful enough.
- Make sure that the people that are in the buying space see the destination in a way that you want them to see.
- When travellers search for our destinations online, what do they see?
- We need to be aware and sensitive to the buying process of the person we are targeting.
- If we are going to try and find the people who have potential and the propensity to travel, we want to be in front of them; online is therefore a great medium.

“We have got it all, we just have to package it in a way that sells the beauty spot, that we all have. We therefore need to be innovative in away that is authentic and believable....”

Dr. Betty Radier, KTB Managing Director

Challenge:

- Travel is living online; the traveller determines his destination having first viewed it online.

2. Video 2: Title - The 10 most beautiful places to visit

The following were the key outputs of the discussion about the video:

- The places are beautiful, but they are not exceptional. Places that have a similar look can be created in Kenya.
- When people search for Kenya as a destination, what do they see apart from rooms, a pool and the beach? What else do you have to offer before the tourist comes to the location?
- 72% of people searching on line on where to go, have long made the decision about how they would want their experience to be before they even pick the destination.
- *Move in to the space where you would most likely to be picked.*
- We need to engage in experiences in our marketing.

3. Video 3: Title - How the travel market is changing

The following were the key outputs of the discussion about the video:

- The travel market is changing because consumers have become more diversified and because people want experiences to change. The younger the travellers, the more adventurous they are.
- Experiences should be created during moments while they travel and the shared moments.
- You cannot sell the same thing to a 50 year old that you want to sell to a 28 year old.
- We have what it takes; it is how we are showcasing our beauty spot, arranging and presenting it.

- The imbalance between product and positioning comes about when people think for that amount of money, what else can I use it for?
- Showcasing the destination must be done in its entirety by bringing out unique and authentic experiences e.g. caves, mountains, etc.
- Create a perception that one has gone there but feels he/she does not as yet fully know about the destination
- Visitors want to be pleasantly surprised when they get to a destination
- The experience of the traveller is not when they get to the location; the experience should start when they board the plane. This experience needs to be well managed by all stakeholders
- Creating a perception of the destination creates the possibility of repeat customers.

Theme 2: Inspire people to come but be relevant

- How do we engage? How do we convert? How do we measure? This is about profiling all potential persons that can come to the destination.

Theme 3: *When you identify, then what?*

- Identify what the diversity is and package it well

Conclusion

- *How do we facilitate the people who sell for us?*
- *How do we facilitate how people see the destination?*
- *How then do we get others to understand our beauty spot?*

SESSION 6

Power Talks

By Dr. Wale Akinyemi, Consultant, Power Talks Limited

In his message titled “The Kenyan Experience: How do we get people to move to a place to do what we need them to do?” Dr Akinyemi started by giving his experience when arriving at two different destinations; one where he was received like a king and another where he was not received at all.

He asked conference participants to which destination they would be naturally inclined to visit. The overall theme of this story, he said, is that human beings naturally tend to gravitate to where they are celebrated not to where they are tolerated. What determines one’s memory is basically the experience they have had at a place; when you have great service or a good product, you produce great customers, but when you have great experiences you produce ambassadors. When all the commercials have not delivered, that is when the ambassador comes in and delivers.



Dr. Wale Akinyemi, Consultant,
Power Talks Limited

Key Question 1: How do we move from customers to ambassadors?

The following are the three levels of experiences:

- *The Expected:* Nobody remembers an establishment that produced a service that was expected because what was done was what was expected.
- *The impressive:* An establishment carries out what was expected, with a good attitude. However, nobody will remember that experience.

“When you have great service, you produce great customers, but when you have great experiences you produce ambassadors.”

Dr. Wale Akinyemi

- *The unexpectedly impressive:* The customer will never forget this experience; if it were not there, the customer would not miss it.

Dr Akinyemi gave the following Case Examples of an unexpectedly impressive service he has received:

- On a flight to the UK with Virgin Atlantic he received a massage and was tucked in to bed; this was an unexpectedly impressive service that converted him to be an ambassador of the airline; he automatically gravitated to where he was celebrated.
- As a guest at Sarova Whitesands, he received unexpectedly impressive service whereby he was welcomed like a king to the hotel, and the staff took pains to know him and remember his name, and gave him things he did not know he would need during his stay, among others.

Key Question 2: How do we create these experiences?

- You have to define the experience; you have to associate your establishment with something, e.g. as a wedding destination.
- Build capacity for the experience; this is the ability to deliver the promise and convert customers to ambassadors.
- Communicate the experience effectively down the chain through e.g. staff training; every staff member, from bottom to top, should be able to fulfil his or her part of the experience.
- Review the experience and whether it's consistent and sustainable.
- Give way for it to work.

Conclusion:

If we do not deliberately define the Kenyan experience, other things will define it. Let us define the experience by making the news and not just watching it.

Key Questions:

- *As an establishment, how will you know which level of experience you are providing?*
- *What is your capacity to maximize the resources available to you?*
- *What experience is your organization providing?*

Key Learnings

- Human beings tend to gravitate to where they are celebrated not to where they are tolerated.
- When you have an unexpectedly impressive experience, you will talk about it. An ambassador talks and defends his brand.
- Kenya needs to define what its experience is as a tourist attraction.
- The experience needs to be defined, right from the beginning.

SESSION 7

Introduction to “ Why I love Kenya”

By: Mr. David Stogdale

In his presentation Mr. Stogdale gave an overview of the “Why I love Kenya” magazine which is a public private partnership arrangement between Kenya Tourist Board (KTB) and Kenya Tourist Federation (KTF) that showcases the best of Kenya, its unique destinations, as well as its rich history and culture.

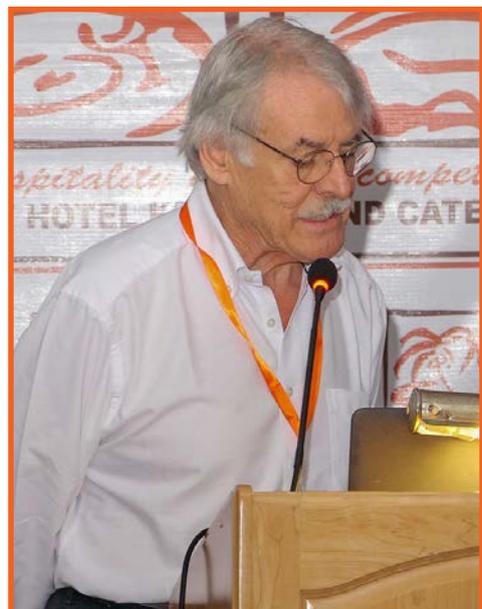
The goals of the magazine are as follows:

- Spread positive news about Kenya and counter the negatives.
- Talk directly to source markets using inspiring imagery.
- Stimulate and drive inquiries.
- Embrace digital and social media in its distribution.

Both KTF and KTB are involved in the distribution of the magazines to respective destinations, trade and travel shows, airlines, tour operators, and hotels, both in and out of the country. The magazine is also shared digitally through the travel industry, reaching over 50,000 and growing.

The publication therefore acts as a marketing tool for businesses in the hospitality industry with initiatives underway of roping in tour operators (both local and international), among others to use the digital version of the publication in their websites.

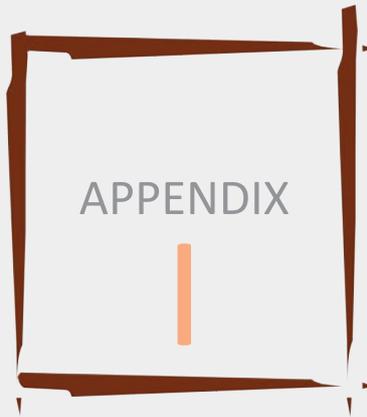
He urged the hospitality sector to support the publication by advertising in it and inspire people to discover magical Kenya through it.



Mr. David Stogdale

KAHC 2017 Gala Dinner





List of Participating Organizations





Programme of the Symposium

2017 SYMPOSIUM, DIANI REEF BEACH RESORT & SPA.

Theme: Sustainable Tourism for Development.

DAY ONE: THURSDAY 29TH JUNE 2017.

Time	Activity	Actor
08:00 – 08:30 a.m.	Registration	KAHC Secretariat
08:30 – 08:45 a.m.	Chief Executive Mr. Mike Macharia invites KAHC National Chairman to make introductory remarks.	Mr. J. S. Vohra. Introduction of KAHC Board; Recognition of Partners & Sponsors; Symposium Highlights; Invitation of PS
08:45 – 09:00 a.m.	Introduction of Governor and Guest of Honour	Mrs. Fatuma Hirsi, PS, Ministry of Tourism.
09:00 – 09:15 a.m.	Welcome Address	H.E. Salim Mvurya, Governor, Kwale County.
09:15 – 09:45 a.m.	Official Opening/ Key note address	Hon. Najib Balala, Cabinet Secretary, Ministry of Tourism.
09:45 – 10:15 a.m.	Q&A	
10:15 – 11:00 a.m. TEA BREAK/TOUR OF THE EXHIBITION STANDS		
11:00 – 11:30 a.m.	Billion Dollar Independent Youth Market	Prof. Jeff Jarvis, Monash University.
11:30 – 12:00 p.m.	Digital marketing in the tourism industry	Mr. Charles Murito, Country Manager, Google Kenya.
12:00 - 12:15 p.m.	Presentation	Dr. James Mwangi Managing Director, Equity Bank
12:15 – 1:00 p.m.	Q& A Session	



01:00 – 02:00 p.m.	LUNCH	
02:00 – 02:30 p.m.	Tourism and Conservation	Prof. John D. Liu, Ecologist, Tsavo Heritage Foundation.
02:30 – 2:45 p.m.	Presentation	Dasani
02:45 – 3:15 p.m.	Presentation	Dr. Wale Akinyemi, Power Talks.
03:15 - 04:00 p.m.	Q&A Session	
04:00 – 04:30 p.m.	Wrap up of Day 1	
05.00 p.m.	TEA BREAK	
06:00 p.m.	Cocktail	

2017 SYMPOSIUM, DIANI REEF BEACH RESORT & SPA.

Theme: Sustainable Tourism for Development.

DAY TWO: FRIDAY 30TH JUNE 2017.

Time	Activity	Actor
09:00 – 09:15 a.m.	Welcome Address	Mr. Mike Macharia, Chief Executive, KAHC.
09:15 – 09:45 a.m.	Presentation	Dr. Betty Radier, Managing Director, KTB.
09.45– 10:00 a.m.	Introduction to “Why I love Kenya” Magazine	Mr. David Stogdale, Chairman, Marketing Committee, KTF.
10:00– 10:15 a.m.	Presentation	Tourism Fund
10:15 – 11:00 a.m.	Q&A Session	
11:00– 11:30 a.m.	TEA BREAK/TOUR OF THE EXHIBITION STANDS	
11:30 – 1:00 p.m.	KAHC AGM	KAHC Members
01:00 – 2:00 p.m.	LUNCH	
07:00 p.m.	GALA DINNER	

DAY THREE: SARTURDAY 01st JULY 2017

8:30 am	KAHC Charity Golf Tournament.	Leisure Golf Club
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Key outcomes of the plenary discussions

1. *Work Permits*

- A Cabinet Committee has been formed to deal with Work Permit issues for all sectors, including that of Tourism. A clear policy direction is yet to be determined.
- The President of Kenya has accented to the introduction of a Transit Visa for visitors stopping over in the country for a change of flights. This Visa will allow the holder to leave the airport, shop and get back. Details are now being worked on to develop a secure framework. The Transit Visa will be effective from 1st January 2018.
- The development of the Transit Visa has taken cognizance of the present challenges with regards to congestion on Mombasa road. A contract has already been approved for the revamping of the road to have an additional flyover into Westlands from City Cabanas. Construction begins at the end of 2017.

2. *The Tolling Policy*

The Cabinet Secretary for Tourism has approved it, which then will provide clear guidelines. The tolling of the Nairobi-Mombasa highway has already been approved.

3. *Standard Gauge Railway (SGR)*

The government will gradually address the challenges facing the SGR with regards to cleanness, food, ticketing systems as well as all other issues.

4. *World Travel Market (WTM) and Internationale Tourismus-Börse Berlin (ITB) activities:*

Kenya must be present at these big international fairs, however, there is need to check on their cost effectiveness vis a vis promoting the country.

5. *Laws being drafted by NEEMA on the use of plastics and the Solar Energy Act of 2012*

All laws before being passed must have had public participation; where was the industry during this public participation? This was asked in reference to a concern made by the sector on lack of clarity on the use of plastics and solar energy equipment. The Cabinet Secretary, Ministry of Tourism to take up these two issues with his Cabinet colleagues.



6. *Going forward with the information hub and what would be needed from the hospitality industry:*

Need to think outside the box to the much bigger world and opportunities all around such as, i) buying wagons as additions to the existing SGR wagons and turning them into day and overnight restaurants, ii) having An app developed that sends notifications to all people in the tourism sector when any Bill that concerns the sector is proposed or crafted.

7. *Partnering with Google to capture the market*

The queries will be around search engine marketing, around key words. There is need to proactively take advantage of the search engine optimization by Google and prepare the quality aspect of the content through digital advertising. These Google assets help drive conversation.

8. *The youth market*

They form large part of digital ambassadors and can stimulate visitation through shooting videos and taking photographs

9. *Conservation in Kenya*

With regards to conservation, land laws have not been properly managed and in the area of conservation plans, e.g. the Mara Ecosystem Management Plan that has not been concluded. With the pilot projects that have taken place around the world but with time lag challenges – which can last up to a decade and would be too late as, the consequences of change happen much faster.

10. *Acceptance of American Express Cards*

A number of key Embassies in Kenya do not accept the cards; only VISA is accepted. Equity Bank will however present to them new solutions.

11. *The PDQs*

KRA is coming up with new technology whereby all pay points will be connected directly to their systems for purposes of monitoring all payments.

12. *Equity Banks Ecommerce Portal*

Equity Bank is in discussions with the Kenyan government on the use of their Ecommerce Portal at various centres including Huduma Centres and the Madaraka Express.

13. *Merchant Service Commissions for PDQ machines*

The commission charged on processing the cards is 3.5%; this is way too high. Equity Bank and American Express Card noted this concern.

14. *KICC partnership with SGR towards making transfers and payments*

Travellers will now be able to book and purchase their tickets from KICC. Requests will be sent out to hotels to provide packages both in Nairobi and Mombasa. Transfers to and from the station will also form part of the package.

15. KICC and “Why I love Kenya magazine” Partnership

KICC will take over one publication for the year for purposes of marketing both KICC and the country at large. KICC will also take over the publication when it is hosting large international conferences; the publications will be given out to the delegates.

16. Kenya Tourist Board (KTB) funding to market Kenya

Despite the investment put into marketing Kenya as a tourism destination over the last five years, the level of growth has not been adequate. The perception of insecurity in the country has drastically brought down the number of visitors to the destination. The sector is now on an upward trajectory with an expected 10.6% increase on arrivals in 2017.

KTB is looking at the programmes with focus being on recovering the key source markets. A research carried out in 2016 showed the need for the focus to be directed towards the 20% who contribute to 80% of the revenue.

To sell the market to the whole globe, KTB will help segment with limited budgets, which are the markets Kenya cannot afford not to focus on, i.e. end-to-end communication, investments, marketing engagements, etc., which help get the tourists visiting.

The research results, presented at a stakeholders meeting, divided the markets into Tire A, B and C, which are based on potential, ability to counter advisories, the potential of new customers that are likely to experience the destination, as well as the diversity of audiences to be addressed in these markets. In response to these results, KTB adjusted its marketing budgets accordingly. Focus will be directed towards engaging with both inbound markets as well as regional and domestic markets, i.e. markets with the highest potential.

17. Results of Google search for Kenya

The search does not bring out Magical Kenya at the top of the listing. KTB is working with Google towards correcting this; it also working with other partners in the digital space to provide real time data that will allow KTB to make the on-going amendments needed in making a return on the investments made.

18. The KTB Website

The website is currently being revamped and re-designed to make it optimal and help drive consumers to the destination.

19. Emerging movement of young photographers in Kenya

They are doing amazing work but are yet to be included in the mainstream industry. KTB can partner with them and use their photographs of Kenya for both its local and international marketing activities. There are emerging opportunities, in all areas, including craft, art, golf, musicians etc. as they fall squarely into the segment called millennials or young adults. KTB is looking towards partnering with filmmakers, designers and photographers to showcase Kenya for purposes of making the experience or destination unique.

20. Sharing of KTBs marketing plans to the hospitality industry

With regards to Trade and Road shows, KTB wants to approach them purely on return on investment. It is currently doing an evaluation on who attends, how the show was structured, whether meetings were held, whether people actually engaged at these meetings, and whether they were able to close sales. Since there is no tracker to measure the results, there is need to work with the private sector to ask the following questions, *i) How many shows did you attend? ii) After each show, were you able to track whether it made sense to you or not?*

The results of a research carried out has shown what approaches are likely to bring in the most yield; the show should allow for, *i) pre-book meetings, ii) match what is one is able to offer with the buyer that is interested in that product, iii) in depth meetings, iv) the measurement of the results-optimal return on investments.*

KTB, as a marketing agency for the destination, therefore should be able to come up with opportunities such as one-on-one meetings, road shows, symposiums, etc. that allow smaller groups of people to interact and conduct business. The results of these activities can then be collectively evaluated together with stakeholders to determine their impact on the market.

21. Marketing the destination

We have got it all; we just have to package it in a way that sells the beauty spot that we all have. The tourism sector needs to be innovative in a way that is authentic and believable and answers the consideration for the various destinations.

22. Standards within the hospitality sector

There are genuine concerns coming from the consumers about the services being offered, given the set standards. In this regard, the World Travel and Tourism Council (WTTC) has requested Destinations, to scale down the budgets allocated to marketing so that an amount is allocated to the improvement of standards so that they can be commensurate to the efforts being made in the marketing front.

APPENDIX
IV

List of Exhibitors



KAHC 2017 Annual Golf Tournament





Founded in 1944, KAHC is the principal umbrella organisation bringing together hotels, lodges, restaurants, membership clubs and prominent airline caterers whose common theme is to render services in the hospitality industry.



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