

## An Examination of Influence of Infrastructure on Destination Marketing Performance by Public Organizations in Kenya

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**Abstract:** Kenya as a destination for tourists has unique features that make it attractive and competitive in the global tourism market. According to Brand Kenya (2015), athletics, culture, tourism, horticulture, development in ICT, telecommunication, education and our heritage can contribute generously towards improving the country's attractiveness to holiday makers, nature conservationists, artists, investors and other nationals who would like to make Kenya their home. However, despite Kenya's great tourism products and the important role of tourism to Kenya's economy, there are several aspects that have shaped Kenya's image in the global arena. These aspects have an influence on tourism industry (Mutinda, 2013). The road infrastructure also faces diverse challenges in Kenya. For example, the road headed to Maasai Mara game reserve has for a long time been neglected in diverse sections, making it impassable during rainy season. This impacted negatively on tourists wishing to visit the game reserve. With a view of improving on its image in a global arena, Kenya has constituted Brand Kenya initiative with a mandate to identify and refine key attributes of Kenya, that contribute positively to the image and reputation of the Nation as well as create an authentic, credible brand for the country that establishes our uniqueness in the global arena (Brand Kenya., 2015). This study seeks to examine the influence of infrastructure on destination marketing performance by public organizations in Kenya. The study found a correlation between infrastructure and destination marketing was positive and statistically significant ( $r = 0.450, p < 0.05$ ). The regression analysis found that the F-statistics of the regression ( $F_{(1, 64)} = 16.226$ ) which is statistically significant ( $p < 0.05$ ) indicates that the model applied significantly predict the change of the dependent variable as result of the predictor variables include in the model. Through the regression analysis the study further found that there exists a statistically significant positive relationship between infrastructure and destination marketing performance in public organizations in Kenya ( $\beta = 0.439, p < 0.05$ ). A 0.439 beta coefficient implies that when infrastructure increases or is enhanced by an additional unit, destination marketing performance increases by 0.439. This means that the null hypothesis ( $H_0$ ) was rejected by implying that "there is significant effect of infrastructure on destination marketing performance by public organizations in Kenya". The study recommended that Infrastructural development with emphasize on comfort levels of transport and hotels of tourists is key component in stimulating destination marketing performance in public organizations in Kenya.

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### I. Introduction

Tourism plays a major role to most country's economy in terms of the contribution to the country's Gross Domestic Product (GDP), direct and indirect employment, and the earning of foreign currencies for the county. In this context, Alhroot (2014) notes that tourism is considered the world's largest industry estimated to sustain over 70 million jobs and contributing to over 4% of the global GDP. In Kenya, tourism plays an important and significant role in country's economy in terms of direct and indirect employment, direct and indirect contribution to Gross Domestic Product as well as foreign revenues (Kenya National Bureau of Statistics., 2014; World Travel and Tourism Council., 2015). The tourism industry earned Kenya Ksh 73.7 billion in 2010, Ksh 97.89 billion in 2011, Ksh 96.02 billion in 2012, and Ksh 93.97 billion in 2013 (Kenya National Bureau of Statistics., 2014). On the other hand, according to World Travel and Tourism Council., (2015), the direct contribution of tourism to Kenya's Gross Domestic Product (GDP) was Ksh 220.6 billion in 2014 while the indirect contribution was Ksh 561.8 billion in the same year. This demonstrates the significant role that tourism plays in Kenya's economy. Tourism also plays critical role in offering a means of livelihood to Kenyans either directly or indirectly. In this context, World Travel and Tourism Council., (2015) indicates that tourism directly supported 206,500 jobs (3.5% of total employment) and 543,500 jobs indirectly in 2014. Due to its diverse tourist attractions, Kenya has continued to receive relative huge number of tourist arrivals. In this context, Kenya received 1,609,100 tourists in 2010, 1,822,900 tourists in 2011, 2,492, 200 tourists in 2012, and 2,337,700 tourists in 2013 (Kenya National Bureau of Statistics., 2014).

According to Magical Kenya., (2015), which is the official Kenya Tourism Board marketing site for Kenya's tourism, Kenya's tourism product is divided into three major categories; things to do, things to see, and places to visit. The things to do include going on safari, water sports, golfing, active travel, special interest, events & festivals, culture & heritage, and entertainment & heritage (Magical Kenya., 2015). On the other hand, the things to see include museums & monuments, popular sites, world heritage sites, marine parks, conservancies and rock art (Magical Kenya., 2015). Finally, places to visit include Northern Kenya, wilderness areas, coastal Kenya, cities, highlands & valleys, lakes and forests (Magical Kenya., 2015).

Given the importance of tourism to the country's economies, diverse countries have often felt a need to market their country to the global tourism market as an ideal tourism destination (Pyke, 2013). The destination marketing occurs due to the need of individual countries to promote their country or specific towns as competitive destinations compared to places offering similar products and services (Mutinda, 2013). Destination marketing can also be used as a recovery strategy for destinations that were previously doing well in terms of tourist arrivals as well as other performance metrics but whose performance is on the decline. These declines could be attributed to events such as after terrorism attacks, political violence, natural disasters and catastrophes, negative travel advisories, and negative international press coverage amongst other aspects (Adeyinka-Ojo, Nair, & Khoo-Lattimore, 2014). Destination marketing as a concept is therefore increasingly gaining usage amongst tourism bodies and governments across the world. Marketing has been conceptualized as the advertising, distribution, and selling of a good or product with a view of satisfying consumers' wants and with an ultimate aim to obtain competitive advantage over other similar products. Places or destination can also be conceptualized as commodities that can be consumed and in such a context may require marketing activities in order to package it as desirable to potential consumers (Benckendorff & Black, 2005). This is premised on the notion that such consumers or tourists have diverse areas that they can visit which offer a variety of tourism products and services and as such must make a destination choice to visit.

## **II. Statement Of The Problem**

Kenya as a destination for tourists has unique features that make it attractive and competitive in the global tourism market. According to Brand Kenya (2015), athletics, culture, tourism, horticulture, development in ICT, telecommunication, education and our heritage can contribute generously towards improving the country's attractiveness to holiday makers, nature conservationists, artists, investors and other nationals who would like to make Kenya their home. However, despite Kenya's great tourism products and the important role of tourism to Kenya's economy, there are several aspects that have shaped Kenya's image in the global arena. These aspects have an influence on tourism industry (Mutinda, 2013). The road infrastructure also faces diverse challenges in Kenya. For example, the road headed to Maasai Mara game reserve has for a long time been neglected in diverse sections, making it impassable during rainy season. This impacted negatively on tourists wishing to visit the game reserve. With a view of improving on its image in a global arena, Kenya has constituted Brand Kenya initiative with a mandate to identify and refine key attributes of Kenya, that contribute positively to the image and reputation of the Nation as well as create an authentic, credible brand for the country that establishes our uniqueness in the global arena (Brand Kenya., 2015). This study seeks to examine the influence of infrastructure on destination marketing performance by public organizations in Kenya.

## **III. Objective Of The Study**

To establish influence of infrastructure on destination marketing performance by public organizations in Kenya.

## **IV. Research Hypothesis**

**H<sub>0</sub>:** There is no significant influence of infrastructure on destination marketing performance by public organizations in Kenya.

## **V. Literature Review**

### **Concept of Destination Marketing**

Diverse scholars such as Hausteinova (2013) , Alhroot (2014) and Nguyen (2014) place an emphasis on understanding the concept of destination as part of understanding the broader concept of destination marketing. In this context, Alhroot (2014) defines destination as a geographical unit visited by a tourist which maybe a self-contained center, a village or a town or a city, a district or a region, an island, a country or a continent and which is able to offer a tourism product. According to Alhroot (2014), the understanding of destination is critical because tourism as an industry occurs at destination areas with different natural and/or man- made features, which attract non local visitors (or tourists) for a variety of activities. On the other hand, Hausteinova (2013) gives a refined concept of destination and even seeks to differentiate between "destination" and "Tourist destination" as part of understanding the concept of destination marketing. In this context,

Hausteinova (2013) defines a destination as a well-defined geographical area such as a country, an island or a town.

In noting that a destination may not necessarily be a tourist destination, Hausteinova (2013) argues that tourist destinations have distinguishing characteristics that differentiate them from simple destinations. These characteristics are a well-defined geographic area with identifiable borders and a territorial identity; a tourist offering consisting of attractions and services specifically catering to tourists in the location, and the presence of numerous operators with different perspectives and objectives that makes it necessary to devise a shared strategy in presenting the offering; an understanding of the nature of the potential demand for the tourist products offered; awareness of the need to balance tourism's exploitation of resources with ecological, environmental and community stewardship (Hausteinova, 2013).

In contrast to Hausteinova (2013) and Alhroot (2014) who examines destination primarily from the notion of destination as a "place" with certain defined characteristics, Pike & Page (2014) examine destination from a different notion. In this context, they argue that a destination represents an amalgam of a diverse and eclectic range of businesses and people, who might have a vested interest in the prosperity of their destination community; although research on small and micro businesses has indicated that not all stakeholders are necessarily interested in the viability of the destination, when their principal objective for operating a business is lifestyle (Pike & Page, 2014).

Anh, (2015) has taken time to examine the concept of destination as composed of four different components namely; prime attractors, built environment, supporting supply services and social-cultural dimensions. The prime attractors are described as the main attractors that appeal to the visitor and which differentiate one destination from another, some of which are international, others appealing to a country or on a regional basis (Anh, 2015).

On the other hand, the built environment is the physical layout of a destination including waterfronts, promenades, historic quarters and commercial zones. It is also concerned major elements of infrastructure such as road and rail networks, plus open spaces and communal facilities. The support supply services are concerned with the essential facilities such as accommodation, communications, transport, refreshment and catering, entertainment, and amenities. Finally, the social-cultural dimension involves the cultural bridges between past and present, the mood or atmosphere ranging from sleepy to vibrant. The degree of friendliness and cohesion between the host community and visitors (Anh, 2015).

### **Influence of Infrastructural on Destination Marketing**

The infrastructure available in a given country has a lot of influence on the destination marketing of a given tourist provision. Chi (2014) notes that infrastructural aspects that would be of interest to destination marketing would include development and quality of roads, airports and ports, private and public transport facilities, development of health services, development of telecommunications, and development of commercial infrastructure museums, historical buildings, monuments, etc. extent of building development. The transport infrastructure is critical in the tourism industry as it offers the link to diverse destinations as well as linking people, commodities and services in these destination attractions (Park, 2015). The transport infrastructure such as the connection of destinations through use of air, sea, and land is critical to destination image of a given area as well as the availability of support services such as fuel stations, auto repair, motels and rest facilities for land transport (Jin, 2013). The transport infrastructure affects destination marketing in diverse ways with the infrastructure dictating how people how people travel, choices of holiday, destination and transport mode. Therefore, access to specific areas differs according to the nature of the site, state of infrastructure, and the efficiency of public transport system. The role of transport infrastructure to the destination image of a given area is divided into two critical aspects that is easy access to the tourism destination from the tourists location and the ease of moving within the destination (Guat, 2013).

Lijia (2015) on a study on infrastructure aspects affecting destination marketing in Beijing noted that local infrastructure such as roads, footbridges and telecommunication is critical to a destination image of a given area. The study noted that the transport infrastructure was well developed in Beijing with excellent roads and metro for use within the city. The traffic was noted to run smoothly except during peak hours. However, the drivers of the local public transport especially the buses were noted to be notorious for queue jumping and ignoring traffic rules (Lijia, 2015). Jovanović and Ilić (2016) who reports that for successful tourism development, the need for more intensive investment in modernization of infrastructure is increasingly appearing as a necessary condition. Higher level of tourism infrastructure development can contribute to increased efficiency of production and distribution of tourism services, and, in some cases, such as remote destinations, increased supply of tourism services. For the existence on the tourism market, which is becoming more dynamic and demanding, the question of improving competitiveness becomes crucial. In this regard,

investment in the development of tourism infrastructure is becoming an important component of tourism competitiveness.

The importance of the road infrastructure was further emphasized by Simonsen (2015) on a study on accessibility of indigenous Australians as a tourism product. The indigenous Australians are located in the remote areas of Australia especially in the southern part of the country in towns such as Cairns and others. Simonsen (2015) indicated that the ruggedness, the size, and the infrastructure of this wilderness region restrict tourist access. The road infrastructure in the region often becomes impassable during the wet season thus scaring away potential tourists for the region. According to Baričević, Marušić and Malovrh (2017) external transport accessibility plays an important role in it, which means if the accessibility is bad; it is an obstacle to the desired tourism development. The influence of a bad transport accessibility on the development of the destination is usually solved by investing into new transport solutions such as the construction of a new traffic infrastructure, introduction of new lines of all types of traffic, construction of larger parking lots in tourist destinations and the improvement of traffic and tourist signaling as well as the connection to the main traffic corridors.

In the context of the ease of movement within the destination affecting destination marketing of the location, Jin (2013) documented the experiences of tourists in China. The study noted that the town of Guangzhou was a crucial tourism destination in China especially noted for its various exhibitions. Most of the tourists often either flew into the town from their countries or transited from Hong Kong through a two hour direct train. While access to the city was excellent, the travel within the city posed a challenge to the tourists. There were diverse challenges in the usage of the local taxis mainly associated with the language barriers and professional ethics of the taxi drivers. The study noted that while Guangzhou city had a metro system covering diverse parts of the city, some tourists seldom used due to unfamiliarity and fear of getting lost.

Transportation infrastructure is very important to regional development and it is an important factor that supports economic activity (Brida, Deidda, & Pulina, 2014). In another research, Sakolnakorn, Naipinit and Kroeksakul (2013) studied tourism in Phuket Island and explored the transportation system in order to resolve its problems, such as by suggesting better public transportation and improving the island's road network, because its problems affected the province's economy. Meng (2006) in the examination of the destination attractiveness examined the aspect of transport using six metrics; Having easy access to the destination from home, safe transportation to and from the destination, comfortable transportation to and from the destination, receiving clear direction and guidance (either at the airport or driving along the way), receiving high quality services in transit to and from the destination, and having problem-free travel to and from the destination.

Thinley (2014) in the examination of the role of infrastructure on destination marketing of Bhutan as a destination underlined the importance of transport infrastructure. The study noted that transport was highly correlated with the aspect of destination attributes. The accessibility is defined as the ease of reaching a destination of choice and is influenced by diverse factors. These factors include economic, social and political concerns, which include regulation of the airline industry, entry visas and permits, route connection, hubs, airport capacities and varieties and competition among carriers. The ease of access means the cost and speed for a tourist to reach a destination which includes aspects such as general infrastructure like road, airports, train stations etc. transport equipment like size, speed and offer, operational factors like operated routes, service frequency, tariffs, and government regulation for transport (Thinley, 2014).

According to Oxford Business Group (2019) the drivers of long-term demand in Kenya's tourism sector, including supply diversity, infrastructure quality and destination accessibility, remain extremely attractive and are among the strongest, not just regionally, but across the whole continent of Africa. However, exogenous pressures, including the global financial crisis and the terrorist attacks on both the Westgate Mall in 2013 and, more recently, on Garissa University in April 2015, have had a substantial impact on the country. Dębski (2013) opines that tourism is a complex system where accessibility is an important component interacting with the customers' need chain, ranging from the travel planning process via the transit stage to the destination with its heterogeneous attributes. However, it should be kept in mind that an effective tool for stimulating the tourist demand is suitable marketing communication pursued for the destination.

Mcdonald (2015) maintains that an ethical tourist destination image would be principally influenced by social factors such as having mutual respect between host and tourist, and where diversity and acceptance of all were present. This communicates a sense of tolerance between cultures; however the verbatim also highlighted the importance of authenticity and the need for the destination's culture to be evident. This denotes a need for country identification and arguably differentiates one holiday destination from another. Furthermore, Yuksek, Akkoc and Bayer (2016) advises that the local transportation has a significant effect on the destination satisfaction. Therefore, destination management organizations or decision makers in relation to destinations need to pay more attention to accommodate the satisfaction of destination visitors subject to the local transportation. It is especially important to consider the fact that the aspects of infrastructure and ease of use of the local transportation create a significant effect on the general destination satisfaction.

Thus, infrastructure in the wider sense forms an integral part of the tourism package for instance road infrastructure enhances accessibility of tourists to different parts of the destination country while sound airport infrastructure ensures that tourists experience a comfortable transition from the plane into the borders of the destination country and vice versa. As such communication infrastructure allows quick and cheap communication between the origin and destination country as well as providing maximum information about the destination thereby reducing uncertainty, fear and asymmetric information. Other infrastructure related to security, medical, waste water and energy among others are also believed to result in more reliable services and thus enhancing the attractiveness of the destination.

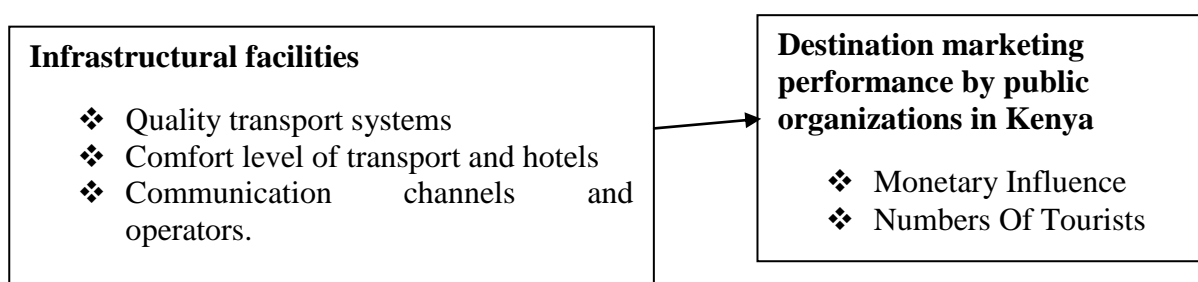
Several researchers have acknowledged the need for transport as an overall element in tourism development but the literature fails to identify any specific causal relationship between transport system performance at the destination and tourist satisfaction. It has been greatly argued that travel is an essential component of the tourism and the leisure experience (Dickinson & Robbins, 2008), and transport is acknowledged as a key ingredient in tourism development. Currie and Falconer (2014) recognized the role of the transport system as an essential component of successful tourism development and stated that “transport plays an important role in the successful creation and development of new attractions as well as the healthy growth of existing ones.

Kavunkil (2017) emphasizes that Tourism infrastructure holds much potential to attract visitors and to enhance sustainability in tourism. Infrastructure plays a distinctive role in the development of this ever-expanding industry. The decision-making process concerning tourism destination selections is strictly related to the availability of tourism infrastructure. Tourism infrastructure acts as the push and pull market factors of the travel industry. In order to be successfully promoted in the targeted markets, a destination must be favorably differentiated from its competition, or positively positioned, in the minds of the consumers. A key component of this positioning process is the creation and management of a distinctive and appealing image of the destination through appropriate marketing strategy. These finding concur with Jovanović and Ilić (2016) who affirm that higher level of tourism infrastructure development can contribute to increased efficiency of production and distribution of tourism services, and, in some cases, such as remote destinations, increased supply of tourism services.

Khatri (2018) carried out a study that sought among other factors to establish the influence of infrastructure on the performance of tourism in Lumbini, Nepal. The study employed descriptive survey research design and a sample of 184 visitors of Lumbini religious site. The study established that infrastructural facilities such as attractive accommodation facilities, recreation facilities, good road transport and large shopping centers influenced the performance of tourism in Nepal. It was however established that there was limited Information, communication and technology (ICT) infrastructure in Lumbini Religious Centre as well as inadequate entertainment sources. The study concluded that infrastructure influences the performance of tourism in Nepal.

### **Conceptual Framework**

A conceptual framework depicting the relationship between the external environment and destination marketing performance by public organizations’ in Kenya is illustrated in figure 2.1. In the study, independent variables are represented by perceived security concerns, media coverage, infrastructural facilities and competition and how they affect destination marketing performance by public organizations’ in Kenya.



### **VI. Research Methodology**

This study was based on the positivism research philosophy which is based on the notion that only observable and measurable phenomenon can be considered as knowledge (Orodho, 2003). Descriptive research design will be used in this study. The purpose of a descriptive research design is the accurate portrayal of the characteristics of persons, situations, or groups, and/or the frequency with which certain phenomena occur. The target population of this study was the five firms comprising of the marketing departments of Brand Kenya, Kenya Tourism Board, Kenya Safaris Hotels and Lodges, Kenya Incentives Conventional Center, Kenya

Airways. The census sampling method was used for the study due to the low number of employees in the marketing departments. There are National Museums of Kenya,(16) Kenya Tourism Board(11), Kenya Wildlife Services, Bomas of Kenya(8), Brand Kenya(8), KICC(5), Kenya Airways(4), Kenya Safari Lodges and Hotels(2) while Tourism Research Institute(1). The employees of these institutions were selected because of their interaction with destination marketing organizations in the country and as well as interaction with the tourists and business persons internationally.

**Table 1: Sampling Frame**

Organizations	Frequency	Percent
Bomas of Kenya	8	12.1%
Brand Kenya	8	12.1%
Kenya International Conventions Centre	5	7.6%
Kenya Airways	4	6.1%
Kenya Tourism Board	11	16.7%
Kenya Wildlife Services	11	16.7%
National Museums Of Kenya	16	24.2%
Kenya Safari Lodges & Hotels	2	3.0%
Tourism Research institute	1	1.5%
<b>Total</b>	<b>66</b>	<b>100.0</b>

Sources: Human Resources Departments

The data was collected using questionnaires, interviews and secondary data. Data Collection Procedure. The descriptive statistics included the following means, frequencies and standard deviation. The linear regressions was undertaken in the study.

## VII. Data Analysis, Presentation And Discussion.

### Infrastructure

Respondents were asked to indicate the degree to which they agreed with infrastructure statements. The measurable indicators were ranked on a 5-point Likert-type scale, ranging from ‘small degree’ (1) to ‘very great degree’ (5). The responses were analyzed using frequencies, percentages, mean values and standard deviation.

**Table 2: Descriptive Results for Infrastructure**

Measurable indicators	Small degree	Some degree	Moderate degree	Great degree	Very great degree	Mean	Sd
Development of quality roads	5 (8%)	4 (6%)	25 (38%)	22 (33%)	10 (15%)	3.424	1.067
Development of quality airports	3 (5%)	8 (12%)	18 (27%)	25 (38%)	12 (18%)	3.530	1.070
Development of quality ports	2 (3%)	8 (12%)	25 (38%)	25 (38%)	6 (9%)	3.378	0.924
sufficient private transport systems	5 (8%)	10 (15%)	22 (33%)	20 (30%)	9 (14%)	3.272	1.116
sufficient public transport systems	5 (8%)	11 (17%)	21 (32%)	23 (35%)	6 (9%)	3.212	1.074
reliability of diverse transport avenues	4 (6%)	9 (14%)	26 (40%)	18 (27%)	9 (14%)	3.287	1.063
Accessibility to diverse communication channels e.g telephones, internet infrastructure	3 (5%)	5 (8%)	13 (20%)	22 (33%)	23 (35%)	3.863	1.121
Professional conduct of transport operators e.g. Taxi Drivers	5 (8%)	6 (9%)	26 (39%)	18 (27%)	11 (17%)	3.363	1.104

Receipt of clear direction and guidance on transport aspects	4 (6%)	12 (18%)	29 (44%)	14 (21%)	7 (11%)	3.121	1.030
Comfort levels of transport services	4 (6%)	11 (17%)	29 (44%)	14 (21%)	8 (12%)	3.166	1.046
Comfort levels of hotels and accommodation	0 (0%)	2 (3%)	21 (32%)	28 (42%)	15 (23%)	3.848	0.808
<b>Mean score</b>						3.432	0.715

As presented on table 2, respondents 32(48.5%) were in agreement that to a great degree development of quality roads affects destination marketing in Kenya (mean=3.424). This finding agrees with that of Jovanović and Ilić (2016) who reports that For successful tourism development, the need for more intensive investment in modernization of infrastructure is increasingly appearing as a necessary condition. Higher level of tourism infrastructure development can contribute to increased efficiency of production and distribution of tourism services, and, in some cases, such as remote destinations, increased supply of tourism services. For the existence on the tourism market, which is becoming more dynamic and demanding, the question of improving competitiveness becomes crucial. In this regard, investment in the development of tourism infrastructure is becoming an important component of tourism competitiveness.

Further, most respondents 37(56.1%) held the opinion that to a great extent development of quality airports affects destination marketing (mean=3.530), while 31(47%) of the respondents were in agreement that to a great degree development of quality ports affects destination marketing (mean=3.378). According to Baričević, Marušić and Malovrh (2017) external transport accessibility plays an important role in it, which means if the accessibility is bad; it is an obstacle to the desired tourism development. The influence of a bad transport accessibility on the development of the destination is usually solved by investing into new transport solutions such as the construction of a new traffic infrastructure, introduction of new lines of all types of traffic, construction of larger parking lots in tourist destinations and the improvement of traffic and tourist signaling as well as the connection to the main traffic corridors. It was also reported that to a great degree 29(43.9%) sufficient private transport systems have an effect on destination marketing with 22(33.3%) of the respondents indicating that to a moderate degree destination marketing can be affected by sufficient private transport systems (mean=3.272).

Transportation infrastructure is very important to regional development and it is an important factor that supports economic activity (Brida, Deidda, & Pulina, 2014). In another research, Sakolnakorn, Naipinit and Kroeksakul (2013) studied tourism in Phuket Island and explored the transportation system in order to resolve its problems, such as by suggesting better public transportation and improving the island's road network, because its problems affected the province's economy. There was agreement among the respondents 29(43.9%) that to a great degree sufficient public transport systems have an impact on destination marketing performance. It was not clear among the respondents on whether reliability of diverse transport avenues affects destination marketing, with 27(40.9%) holding a great degree opinion while 26(39.4%) holding the opinion that to a moderate degree, destination marketing in Kenya has been affected by reliability of diverse transport avenues (mean=3.287). This observation was supported by Oxford Business Group (2019) who observes that in many ways, the drivers of long-term demand in Kenya's tourism sector, including supply diversity, infrastructure quality and destination accessibility, remain extremely attractive and are among the strongest, not just regionally, but across the whole continent of Africa. However, exogenous pressures, including the global financial crisis and the terrorist attacks on both the Westgate Mall in 2013 and, more recently, on Garissa University in April 2015, have had a substantial impact on the country.

A larger majority of the respondents 45(68.1%) were in agreement that to a great degree, accessibility to diverse communication channels e.g telephones, internet infrastructure (mean=3.863). Dębski (2013) opines that tourism is a complex system where accessibility is an important component interacting with the customers' need chain, ranging from the travel planning process via the transit stage to the destination with its heterogeneous attributes. However, it should be kept in mind that an effective tool for stimulating the tourist demand is suitable marketing communication pursued for the destination. Further, a fair majority of the respondents 29(44%) were the opinion that to a great degree professional conduct of transport operators e.g. Taxi Drivers affects destination marketing with 26(39.4%) indicating that to a moderate degree, destination marketing in Kenya is influenced professional conduct of transport operators (mean=3.363).

The findings corroborates with that of (McDonald, 2015) who maintains that an ethical tourist destination image would be principally influenced by social factors such as having mutual respect between host and tourist, and where diversity and acceptance of all were present. This communicates a sense of tolerance

between cultures; however the verbatim also highlighted the importance of authenticity and the need for the destination's culture to be evident. This denotes a need for country identification and arguably differentiates one holiday destination from another. Respondents 29(43.8%) indicated that to a moderate degree, receipt of clear direction and guidance on transport aspects (mean=3.121) affects destination marketing. This view is in line with that of Yuksek, Akkoc and Bayer (2016) who advises that the local transportation has a significant effect on the destination satisfaction. Therefore, destination management organizations or decision makers in relation to destinations need to pay more attention to accommodate the satisfaction of destination visitors subject to the local transportation. It is especially important to consider the fact that the aspects of infrastructure and ease of use of the local transportation create a significant effect on the general destination satisfaction.

Similarly, it was observed that comfort levels of transport services (mean=3.166) affects destination marketing. Thus, infrastructure in the wider sense forms an integral part of the tourism package for instance road infrastructure enhances accessibility of tourists to different parts of the destination country while sound airport infrastructure ensures that tourists experience a comfortable transition from the plane into the borders of the destination country and vice versa. As such communication infrastructure allows quick and cheap communication between the origin and destination country as well as providing maximum information about the destination thereby reducing uncertainty, fear and asymmetric information. Other infrastructure related to security, medical, waste water and energy among others are also believed to result in more reliable services and thus enhancing the attractiveness of the destination.

Moreover, the results indicate that majority of the respondents 43(65.1%) were in agreement that to a great degree comfort levels of hotels and accommodation have a significant influence in destination marketing in Kenya (mean=0.808). Several researchers have acknowledged the need for transport as an overall element in tourism development but the literature fails to identify any specific causal relationship between transport system performance at the destination and tourist satisfaction. It has been greatly argued that travel is an essential component of the tourism and the leisure experience (Dickinson & Robbins, 2008), and transport is acknowledged as a key ingredient in tourism development. Currie and Falconer (2014) recognized the role of the transport system as an essential component of successful tourism development and stated that "transport plays an important role in the successful creation and development of new attractions as well as the healthy growth of existing ones. There was disparity in respondents' opinions with almost all of the responses registering standard deviation values greater than 1. This indicates that respondents had no similar opinion regarding infrastructure statements. Further, the average mean of 3.432 implies that respondents were in agreement that to a moderate infrastructure influences destination marketing in Kenya. The standard deviations of the average mean (0.715) was less than 1 which indicates that respondents had no disparity in responses on whether infrastructure affects destination marketing in Kenya.

Further, respondents indicated that among the infrastructural facilities that they would like improved or introduced include; *Public transport needs to be improved, communication channels, improved systems in airport, border controls and passport sections, train connectivity (enhanced SGR) across the counties, airstrips routes need to be many to improve connectivity.* Kavunkil (2017) emphasizes that Tourism infrastructure holds much potential to attract visitors and to enhance sustainability in tourism. Infrastructure plays a distinctive role in the development of this ever-expanding industry. The decision-making process concerning tourism destination selections is strictly related to the availability of tourism infrastructure. Tourism infrastructure acts as the push and pulls market factors of the travel industry.

In order to be successfully promoted in the targeted markets, a destination must be favorably differentiated from its competition, or positively positioned, in the minds of the consumers. A key component of this positioning process is the creation and management of a distinctive and appealing image of the destination through appropriate marketing strategy. The results additionally concur with Jovanović and Ilić (2016) who affirm that higher level of tourism infrastructure development can contribute to increased efficiency of production and distribution of tourism services, and, in some cases, such as remote destinations, increased supply of tourism services. In conclusion, Riley (2015) opines that infrastructure development is crucial for initiating tourism development. The most commonly mentioned constraints on the growth of tourism in Sub-Saharan Africa are poor roads and air links, which are naturally weakened by Africa's distance from many developed markets. A lack of airlines servicing Sub-Saharan Africa reduces the price competitiveness of its destinations.

### **Destination Marketing**

Respondents were asked to indicate the degree to which they agreed with destination marketing statements. The measurable indicators were ranked on a 5-point Likert-type scale, ranging from 'small degree' (1) to 'very great degree' (5). The responses were analyzed using frequencies, percentages, mean values and standard deviation.



**Table 3: Descriptive Results for Destination Marketing**

Measurable indicators	Small degree	Some degree	Moderate degree	Great degree	Very great degree	Mean	Standard deviation
Diversified customer base (by country of origin)	5 (8%)	7 (11%)	32 (49%)	17 (26%)	5 (8%)	3.151	0.980
Diversified customer base (by needs e.g. conferences, leisure, holiday etc.)	1 (2%)	10 (15%)	24 (36%)	22 (33%)	9 (14%)	3.424	0.961
Consumption of diverse range of tourism products in Kenya	2 (3%)	11 (17%)	28 (42%)	19 (29%)	6 (9%)	3.242	0.945
High repeat tourist visit levels	1 (2%)	11 (17%)	28 (42%)	18 (27%)	8 (12%)	3.318	0.947
High expenditure levels per tourist	1 (2%)	13 (20%)	30 (46%)	19 (29%)	3 (5%)	3.151	0.845
Greater customer numbers compared to traditional competitors	3 (5%)	15 (23%)	27 (41%)	14 (21%)	7 (11%)	3.106	0.024
Reasonable tourist numbers across the year	5 (8%)	7 (11%)	33 (50%)	20 (30%)	1 (2%)	3.075	0.882
Resilience of tourism industry to diverse challenges e.g. road infrastructure	3 (2%)	10 (15%)	30 (46%)	16 (24%)	7 (11%)	3.212	0.984
Mean score						3.210	0.684

Most respondents were in agreement that to a moderate degree 32(48.5%) respondents held opinion that there was diversified customer base i.e. by country of origin in destination marketing (mean=3.151). This is in agreement with Benur and Bramwell (2015) who proposes that destination regions vary between sectoral concentration and diversity. Diversification strategies aim to identify alternative new sectors in response to the decline of others and reduce risk of demand shock. In this paper, they are recommended in conditions of economic growth, confused image and/or lack of resources for gathering knowledge on new markets. They contribute towards creating a destination image, economies of scale, thematic inter-sectoral linkages and reduce barriers to management and cooperation.

While to a great extent 31(46.9%) of respondents reported that there was diversification in destination marketing in terms customer base e.g. by needs, conferences, leisure, holiday (mean=3.424)while24(36.4%) holding a moderate degree opinion. The success in using tourism for enhancing sustainable development depends on using diversification and specialization policies wisely. Given that tourism markets are highly fragile and risky (they are volatile, full of quality uncertainties of consumers, and ever-changing life styles of consumers), tourism companies are forced to be innovative and to diversify their goods and services. Thus, innovation and diversification in tourism are pivotal for promoting a competitive advantage. Further, to a moderate degree 28(42.4%) there is consumption of diverse range of tourism products in Kenya while respondents 25(37.9%) said to a great degree that there was consumption of diverse range of tourism products in Kenya (mean=3.242).

According to Kenya Tourism Federation (2018), Kenya boasts diverse tourist attractions that comprise tropical beaches; abundant wild life in their natural habitats; vibrant bird and wild life migration patterns as well as scenic landscape. Other attractions are world heritage sites, a rich cultural history stretching back to a million years and the repute, “cradle of mankind” in reference to some of the oldest human fossils that have been found in Kenya. Thus, Kenya is truly a destination that offers foreign and domestic visitors unrivaled variety of travel experience. Most respondents 28(42.4%) were of the opinion that to a moderate extent there was high repeat tourist visit levels while some respondents 26(39.4%) were in agreement that to a great extent there was high repeat tourist visit levels (mean=3.318). A study by Ngugi (2014) on the analysis of international tourism demands for Kenya found that Kenya tourism demand has a dynamic nature and that it generates repeat visits. Thus, about 51 percent of total tourism demand for Kenya is explained by repeat visits and hence. Word of mouth effect plays an important role in tourism demand.

The major implication of this finding for the tourism industry is that provision of high quality services is crucial for earning a good reputation and attracting new and repeat tourists. Further, according most respondents 30(45.5%) to a great extent there were high expenditure levels per tourist with 22(33.3%) being of the opinion that to a great extent there was high expenditure levels per tourist (mean=3.151). Most respondents held the opinion that they received 27(40.9%) greater customer numbers compared to traditional competitors (mean=3.106).This view coincides with that of Kinuthia (2018) who reports that for an election year, Kenya’s 20 per cent tourism growth in 2017 was exceptional. This is also the highest earnings recorded by the sector this

decade. This could be attributed the growth to the fact that Kenya grew stronger in 2017 as a destination brand, following positive visibility and endorsement the country received through global accolades such as World Travel awards' declaration of Kenya as the world's best Safari destination. There was agreement among the respondents 33(50.0%) that to some moderate degree there was reasonable tourist numbers across the year, while 21(31.8%) of the respondents were of the opinion that to a great extent there was reasonable tourist numbers across the year (mean=3.075). A fair majority of the respondents 30(45.5%) were of the opinion that to a moderate degree there was resilience of tourism industry to diverse challenges e.g. road infrastructure while 23(34.8%) were in agreement that to a great degree there was resilience of tourism industry to diverse challenges (mean=3.212).

World Economic Forum (2015) takes cognizance that Africa has significant tourism potential, notably due to richness in natural resources and the potential to further develop cultural resources. However, it is still mostly in the early stages of development and strongly connected with more general and longstanding development challenges, including infrastructure as well as health and hygiene. While improvements have been achieved in these areas, especially at the local level, they remain important hurdles to attracting international tourists. All the responses had standard deviation values less than 1 indicating greater cohesion in the responses. Moreover, average mean score of 3.210 indicate to a moderate degree respondents were in agreement with destination marketing statements.

Respondents were of the opinions that among the things they thought would improve destination marketing in Kenya were; *Communication, good branding, good creative personnel, funding, diversification of tourists products, promotion of other unique tourists destinations in the forty seven counties, more international media engagement, developing port of Mombasa to allow anchoring of large ships and other sea cruise vessels, creating a tourism marketing plan for destination marketing, driving exposure with influencer programs, sharing of information through stakeholder engagements, enhancing advertisements in international media (print and electronic), investment in digital marketing.* The results confirm with that of Seyidov and Adomaitienė (2016) who opine that destination amenities, tourism infrastructure, environmental features, human resources and price are the important attributes for local tourists in choosing tourism destination.

### Correlation Analysis

This section presents the findings of the correlation analysis between the independent variables (perceived security concern, media coverage, infrastructure, competition) and the dependent variable (destination marketing performance) to test the nature of non-causal relationship before testing the formulated research hypotheses of the study.

**Table 4: Correlations**

Infrastructure	Pearson Correlation	Destination Marketing
		.450 <sup>a</sup>
	Sig. (2-tailed)	.000
	N	66

As presented on table 4, it was established that the correlation between infrastructure and destination marketing was positive and statistically significant ( $r = 0.450, p < 0.05$ ).

### Effect of Infrastructure On Destination Marketing Performance

Regression analyses were run to test formulated research hypotheses. Individual regression analyses were run to determine influence of each of the independent variables on the dependent variable.

**Table 5: Model Summary**

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate	Change Statistics			Sig. F Change	Durbin-Watson	
					Change	F Change	df1			
1	.450 <sup>a</sup>	.202	.190	.61616	.202	16.226	1	64	.000	1.687

a. Predictors: (Constant), infrastructure

b. Dependent Variable: destination marketing

The objective of the study was to establish influence of infrastructure on destination marketing performance in public organizations in Kenya. As shown on Table 5 the R square is 0.202 which implies that

20.2 percent variation in destination marketing performance in public organizations in Kenya can be explained by infrastructure.

**Table 6:ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.160	1	6.160	16.226	.000 <sup>b</sup>
	Residual	24.298	64	.380		
	Total	30.458	65			

a. Dependent Variable: destination marketing  
 b. Predictors: (Constant), infrastructure

Further, the results on table 6, indicates that the F-statistics of the regression ( $F_{(1, 64)} = 16.226$ ) which is statistically significant ( $p < 0.05$ ) indicates that the model applied significantly predict the change of the dependent variable as result of the predictor variables include in the model.

**Table 7: Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.716	.379		4.532	.000
	infrastructure	.439	.109	.450	4.028	.000

a. Dependent Variable: destination marketing

The results on table 7 indicate that there exist a statistically significant positive relationship between infrastructure and destination marketing performance in public organizations in Kenya ( $\beta = 0.439$ ,  $p < 0.05$ ). A 0.439 beta coefficient implies that when infrastructure increases or is enhanced by an additional unit, destination marketing performance increases by 0.439. This means that the null hypothesis (**H<sub>0</sub>**) was rejected by implying that “there is significant effect of infrastructure on destination marketing performance by public organizations in Kenya”. The findings agree with those of Mohamad and Jaafar (2016) who stresses that several items have emerged as reliable predictors of comfort level, namely: number of accommodation and effectiveness of ICT facilities (loyal tourists-tourism facility), number of rooms and image of physical infrastructure (first time tourists-tourism facility), and the ease of accessing public transportation (developing countries-transportation facility and developed countries transportation facility). Hence, stresses the attention in improving the transportation facility to meet the demands of broadens targeted groups. The following regression equation was obtained

$$Y = 1.716 + 0.439X$$

Where;

Y – Destination marketing performance

X – Infrastructure

The established findings concur with those by Park (2015) who noted that transport infrastructure linking people, commodities and services in destination attractions was a significant predictor of performance of tourism. Simonsen (2015) further noted that new traffic infrastructure; introduction of new lines of all types of traffic and construction of larger parking lots in tourist destinations was positively related to performance of destination marketing. Results by Yuksek, Akkoc and Bayer (2016) agrees with the findings obtained in this study. Yuksek, Akkoc and Bayer (2016) concluded that the aspects of infrastructure and ease of use of the local transportation create a significant effect on the general destination satisfaction. Kavunkil (2017) also concluded that level of tourism infrastructure development affected the efficiency of production and distribution of tourism services. The findings are also in line with those by Khatri (2018) who concluded that infrastructure influences the performance of tourism.

### VIII. Conclusions

It can be concluded that infrastructure (comfort levels of transport and hotels) have a significant effect on destination marketing performance in public organizations in Kenya. Conclusions can be made that quality roads, airports and ports affects destination marketing performance. Further, sufficient public transport systems and accessibility to diverse communication channels e.g. telephones, internet infrastructure enhances destination marketing performance. It can be concluded that improvement in public transport, communication channels, improved systems in airport, border controls and passport sections, train connectivity (enhanced SGR) across the counties can enhance destination marketing performance in Kenya. It can also be concluded that comfort levels of hotels and accommodation have a significant influence in destination marketing in Kenya. As a result

comfort levels of transport and hotels influence positively on destination marketing performance in public organizations in Kenya.

### **IX. Recommendations**

Infrastructural development with emphasize on comfort levels of transport and hotels of tourists is key component in stimulating destination marketing performance in public organizations in Kenya.

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