

## Hotel Managers' Perceptions and Responses as Counter Measures for Seasonality in Kenya's Tourism Industry

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### Abstract

*Seasonality in Hotels remains a matter of concern amongst various investors in the tourism and hospitality industry. Globally, academics, tourism practitioners and strategists are concerned about the rapid fluctuations of tourism demand. Particularly, despite Hotel Managers (HMs) being extensively aware of recurring seasonality patterns and the importance of a consistent business flow for the various destinations, they remain uncreative and indifferent to changing the way of doing business. This study mainly focussed on the coastal circuit of Kenya [Diani], a destination which is generally typified by two peak tourist seasons. A myriad of previous studies have evaluated seasonality patterns and managers' responses resulting from demand variations and most findings are skewed towards a repetitive sequence in the nature of outcomes, business progression, season intervals and recurrence in a bid to survive. The widespread adoption of laid back and risk averse strategies to bridge the gap is hardly discussed. In reality, the unpredictability and adverse effects of chance events such as terrorism cannot be underestimated, nevertheless, HMs have chosen to succumb to closure and other relaxed strategies that do not extensively exploit the potential to un-lock value-innovations for increasing or maintaining a consistent flow of traffic and uniqueness of a destination. Due to the few studies focussing on the effects of HMs' perceptions on possible creative but sustainable counter measures for seasonality, this paper sought to evaluate the possibility of establishing strategies that would ensure year round business albeit unpredictable situations that may lead to reduced revenue hence loss of jobs and closure of the facilities. A low-cost and differentiated approach is proposed. A qualitative research employing a multiple case study design was used to shade some light on HMs experiences, responses and resolutions. This paper is pegged on qualitative research of 17 hotels in the South Coast of Kenya. The results show that there is a potential for a new and sustainable shift of the problem in the future. It recommends that investors as well as HMs should be more receptive to creativity and investment in unrivalled products and services through value-innovation.*

**Keywords:** Managers, Perceptions, Tourism, Seasonality, Value-innovation

### INTRODUCTION

Between 1995 and 2019, Kenya's Hotel and Tourism Industry (HTI) has experienced a series of terror attacks [in churches, malls and other public places] in addition to political unrest. The negative effects from these events were heightened after the September 2017 post-election violence and ensuing high political instability during every government transition phases. As a result of the rampant terror attacks and political unrest, Kenya's HTI has continued to experience: first, extreme negative publicity; second, travel advisories against non-vital travel to Kenya by key tourist originating countries, such as the United Kingdom and the USA; third, an escalating

trend of major tour operators shifting incoming tourists or charter flights to neighboring East African countries such as Tanzania, Zanzibar and Rwanda for fear of insecurity, hence massive hotel reservation cancellations; fourth, Kenya has been considered a high-risk destination causing an increase on travel through rising insurance costs, causing tourists to shift to low-risk or alternative, shorter or long-haul destinations. On account of these effects, the Kenya Tourist Board, Brand Kenya Board, Ministry of Tourism as well as HMs and a myriad of related stakeholders have been challenged by the task of restoring the image of the tourism and hospitality industry and achieve the government's economic development blue print-vision 2030. A plethora of studies have sought to answer the crucial SIHs question for researchers, policy makers and academics (Koenig-Lewis & Bischoff, 2010). Nevertheless, the outcome has been yearly hotel closures during the low season, especially in Kenya's Coastline tourism circuit, due to the high dependence on the rapidly declining numbers of foreign tourists. Owing to the widely-held understanding that HMs (HMs) perceptions and familiarization with seasonality and its related activities in the industry, could not only been a fundamental theme in countering the phenomenon, but also equally vital for determining the industry's viability. Using empirical data, this paper explores hotel manager's perceptions of seasonality and whether they would be able to provide sustainable approaches for tourism HMs and policy makers in countering SIHs.

The tourism and hospitality industry in Kenya is the cornerstone for its economic development. The economic growth and development, of the industry has remained resilient despite terror and political uncertainties leading to travel advisories from major international tourist source markets. Notably, the 3million target of international tourists by 2012 (Government of Kenya, 2007) has not been achieved due to the escalating insecurity trend. Nevertheless, tourism revenue earnings have gradually increased at a 5% growth rate, attributed to a 13.3% increase in international tourists from 1.6 million in 2010 to 1.7 million in 2012. As a result, a myriad of key tourism stakeholders especially HMs, private and public investors, policy makers and the Kenya Tourist Board have been tasked with the role of establishing sustainable strategies for countering SIHs. Failure to which, the government risk failing to achieve the HTI's envisaged role in achieving the country's economic development blueprint-vision 2030. Despite the stakeholders recommending possible solutions for countering seasonality, including: enhancing a 40% domestic tourist travel; upholding of Kenya's global brand recognition; diversifying the tourism and hospitality products and services besides the rich wildlife and natural resources, heritage sites, beach tourism and wildebeest migration, the role by HMs in contributing to the industry's growth cannot be overemphasized. Therefore, this study examines HMs perceptions and responses as an avenue for providing possible paradigm shift for countering SIHs in Kenya.

This paper first explores HMs perceptions of SIHs in Kenya, especially from 2002 and second, how HMs would create sustainable response strategies to counter the phenomenon in the future. The objectives of the study include: to establish the HMs understanding of SIHs, its patterns and how it is measured; to explore the causes of SIHs and to determine the influence of HMs counter measures for a sustainable tourism and hospitality industry in Kenya.

### **Kenya's Hotel and Tourism Industry**

Tourism has been recognized as a vital alternative for economic development in Kenya (Akama, 1999). Soon after 1963, tourism emerged as a potential socio economic

activity, as other key sectors such as coffee and tea began recording falling international rates amongst other export products and services. In 1965 the government speedily recognized the importance of tourism and established the Kenya Tourist Development Corporation and by 1966, a fully-fledged Tourism Ministry was established. The developed institutions mainly enhanced tourism growth, by providing the foundation for investment in tourism by Kenyans, financing and managing developing challenges (Kiarie, 2009). The country realized the need to expand the industry's international market share and a marketing office was established, which spearheaded the creation of a number of tourist offices especially in Europe. Despite, the promotion and continuous escalation of international tourists visits [from 50,000 to over 1.7 million today], the rapid and ad hoc planning and development in the 1970s - 1990s, has caused Kenya to experience: a perceived unstable and unreliable domestic market; congestion in particular tourist destinations such as the Coast and Mara; poor communication; under-developed infrastructures. According to Sindiga & Kanunah (1999), Kenya is one of the African examples of a developed Ministry of Tourism without a plan [linked to the delayed enactment of the tourism act established in 2010], leading to a mismatch between the demand and supply of tourists, human, natural and physical resources. Even though the diversity of seasonality literature underpins the importance of hotel manager's familiarization with the phenomenon and related activities in the tourism and hospitality industry, the tenacity of SIHs has continually been related to its causes and symptoms (Koenig-Lewis & Bischoff, 2005). As a result, this study seeks to explore a paradigm shift, by assessing HMs and all key stakeholders' perceptions, on possible innovative and creative strategies, to uniquely counter the phenomenon using differentiation, value-addition and low cost.

### **Seasonality in the Coastline circuit**

Seasonality in tourism has been recognized as one of the most distinctive features globally (Butler, 1998) and has been defined as relating to: a temporal balance of tourism activities, often indicated by the change in tourists' numbers and expenditure, traffic on highways and changes in other forms such as transportation, employment and admissions to attractions (Butler, 1998); a myriad of causes emanating from tourist generating and receiving areas (Baum, 1999; Lundtorp, Rassing, & Wanhill, 1999; Frechtling, 2001; Hinch, Hickey, & Jackson, 2001). In Kenya, the coastline circuit is one of the seven main tourism circuits [including the South Eastern, Tana basin, Far North, Mid-North, South Western and Western] alongside eight minor or shorter circuits (Government of Kenya, 2013). The tourism circuits originate from the incredible diversity of Kenya's attractions and have been promoted so as to: capitalize on Kenya's diverse attractions; distribute tourist flows to avoid over or under-utilization of specific circuits.

Despite the Ministry of Tourism adopting these changes and developing coordinated tourism circuits, which not only coincide with the counties but also connected to the national headquarters, the country's tourism image has continuously been severely affected by: political instability; tourist pull and push factors [which highly relate to - perceptions of personal safety]; security and health. Moreover, insufficient rationalized, standard and detailed data on duration and location of visits, tourist's preferences, expenditure patterns, and tourist personal data (Sindiga & Kanunah, 1999) have also affected the possibility of sustainable growth of the tourism circuits. Consequently, since 1995, Kenya has experienced unsystematic patterns of demand for tourism (Government of Kenya, 2013), with seasonality being referred to as an established reality for the industry. Particularly, regardless of the renowned South Coast beaches,

Marine National Park, National Reserve, the elephant sanctuary, a range of cultural and social activities and the hotels hosting up to 450,000 tourists in the high season (Government of Kenya, 2012), the recurrence of seasonality patterns in the coastline circuit and especially in Diani cannot be overemphasized. The impacts are believed to affect all aspects of the: supply-side behavior including marketing; labor market; business management and finance (Baum & Lundtorp, 2001); stakeholders and a majority of hospitality and tourism mainstream operations.

### **Hotel Manager's responses to Seasonality**

Despite the widespread acknowledgement of Diani's attributes as a tourist destination, there is no certainty of the long-term effectiveness of strategies used by HMs in countering seasonality. Often, the stakeholders in Diani have attributed the industry's failure to: vulnerability to bad press publicity; growing competition for overseas tourists since the products and services offered are quite similar within the East African Community and competitors; underestimation of the viability of the domestic tourism and its impact on the country's tourism earnings; inability to maintain quality services and competent human resources. On account of the fore cited problems, HMs and major tourist stakeholders in the industry have not only proposed the review of the policy frameworks based on the challenges and emerging trends anticipated so as to shift the growth pattern and potential of the industry (Sindiga, 1999), but also, HMs have opted for discounted rates even below 30% of the rack rates which neither achieve the 100% occupancy targets nor sustainable profits (MCTA, 2012). The competitive responses are in line with previous studies, where HMs have extensively been biased on commercial and cut-throat strategies as they sought to excel through recording highest occupancy levels. This study, seeks to determine whether a shift in HMs perceptions would establish un-reclaimed markets for the off-season and possible non-competitive strategies for countering seasonality.

## **METHODOLOGY**

A multiple case study design was adopted for this study. Qualitative data on SIHs was collected from 17 hotels located on Diani beach Kenya. The hotel's rating varied between 4-3 star rated chain and independent establishments, with room capacities ranging from 90-190. Some of the establishments offered villas and cottages as well. The research purposed to conduct a census of the 17 hotels, but on actual data collection, five of the research cases were closed since it was a low-season as well as management related decisions and challenges. As a result, research participants who mainly comprised of HMs were reduced to 11. The HMs were specifically drawn from the front office and operations department due to their constant interaction with occupancy trends. This study progressed in four steps. First, the case study was defined, where the researcher developed theory and study questions, whilst determining the research cases. Second, open ended semi-structured interview questions for data collection were developed. Third, data was collected relating to the HMs and key informants' perceptions of seasonality. The interviews lasted approximately between 45-90 minutes, enabling the collection of rich and in-depth data through probing questions. Varied terminologies used had been explained two weeks into the interview, however, the exercise was repeated where necessary. Besides the semi-structured interviews, the study used various statistical documents and reports to corroborate the data collected. The interviews were recorded and transcribed literally. Interview texts were subsequently coded using the QSR NVivo 10 software. Finally, the qualitative data was analyzed and cross-case discussions ensued, which enabled:

the modification of theory; identification of policy implications; drawing of conclusions and recommendations based on the case study evidence.

## RESULTS AND DISCUSSION

### Manager's perception of Seasonality

An overview of the definitions provided by the HMs and KIs uncovered widespread similarities, with very few contrasts in description or pattern if any of HMs experiences of SIHs in the South Coast. The participants' definitions were categorized relating to first, natural factors [which included change in weather patterns in the originating and tourist destination and features of a destination] and second, institutional factors [which related to variation in: hotel room occupancy; border points, international airports parks; occurrence of institutional events; target similar source markets; changes in economic patterns; political instability and related influence; a trend in tourism; customer demands; influence of policy makers and service providers; other established causes]. On one hand, the findings relate to the assumption by Snepenger , House, & Snepenger (1990) and Butler (2001), that hotel and tourism managers basically view seasonality from an economic position, whereby, its effects cause businesses to be incapable of efficiently utilizing human, physical and natural resources at a destination. On the other hand, seasonality is believed to be preventable due to the predictability of some of its diverse and highly interconnected features (Chung, 2009), which influence the image of the destination, tourists' decisions and patterns of travel. *"...Seasonality can be defined similarly for all hotels in the South Coast; the definition I give you, is the same you will find in Swahili Beach and every other hotel in Diani; It is a trend in tourism..."*Notably, the terms used to define SIHs were extensively comparable to a myriad of authors who argued that seasonality is: caused by random temporal patterns, moving in a time series (Moore, 1989); a consistent pattern of events or seasons, whose subsequent activities vary with the distance from the equator (Butler, 2001); created by a chain of events, which eventually create true tourism seasons (Capo-Parilla, Font, & Nadal, 2007); as a result of changes in institutional events and activities, human actions such as policies and legislation (Capo-Parilla, Font, & Nadal, 2007; Butler, 2001; Chung, 2009). Thus, it is evident, that seasonality affects all hotel and tourism related businesses despite their: size; type; rating; location; management.

### Seasonal Distribution in Diani

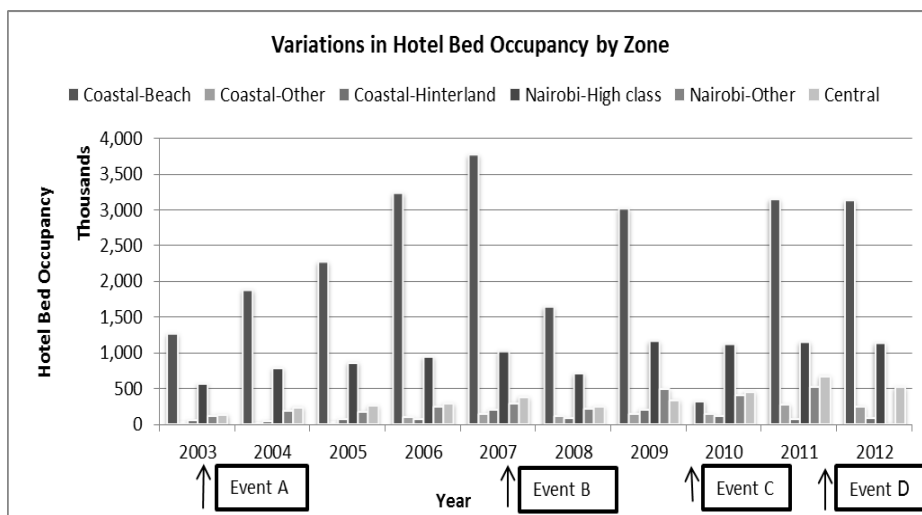
The HMs agreed that the hotels in the coastal circuit, experienced a two-peak pattern seasons of demand. The two-peak pattern comprised: one peak is between mid-July and mid-October [when tourist arrivals increase due to the wildebeest migration, August school holidays and the start of winter in Europe], the other peak is in December, which continues to early January and April [due to the December Christmas, New Year and Easter holidays]; Shoulder seasons from January to March and again in October [slight decrease in occupancies]; a Slump between April and May [when cold seasons are experienced in the Coastline]. These tourism seasons [high, low, peak, mid and shoulder seasons] are traditionally believed to have been established by consistent variations in international holiday travellers as well as school holidays for the domestic tourists. However, it is evident from the results, that seasonal pattern distributions are both systematic and consistent or vice versa, since the patterns would vary in scale, duration, and pattern, due to changes in factors not limited to: changes in set calendar events such as Easter and Christmas holidays (Chung, 2009); changes in weather patterns; influence from tour operators; changes in the macro and micro environment, push and pull factors; unpredictable institutional chance events.

### Causes of Seasonal Patterns in the Kenya's Coast line

The Kenya coastline circuit has been prominent for its white sandy beaches and comprises: Lamu; Watamuand Malindi; Marine Parks; Kilifi; Nyali; Mombasa; Diani/Chale; KisiteMpunguti; Shimba Hills; ArabukoSokoke Forest, Dodori; Boni; Tana River Primates; Arawale; Kiunga. Since 1995, when the Kenya and particularly the coastal line circuit began experiencing variations in demand, hotels have continued to experience lows of 20-30% occupancies in the low-season and highs of 91-100% occupancies in the peak-season. The number of bed-nights occupied at the coast in 2011 and 2012 showed that that there was an increase in the North Coast, with a decrease experienced in the South Coast, Mombasa Island, Kilifi and Lamu [see Figure 1.1]. The notable decline of hotel-bed occupancy was believed to be as a result of reduced number of international arrivals as well as a series of chance events in different parts of the country which have been a major cause of the country's insecurity and increased travel advisories.

### Political and Terror related Uncertainties

It is evident from Figure 1, that political instability has continued to cause a decline in tourist visitation whether in the Coastline circuit or in Nairobi. These results relate to Bonilla, Lopez, & Sanz (2007) assertion, that, seasonality manifests similarly in different settings due to the comparable activities involved whether in the demand-side (Koenig & Bischoff, 2003) or supply-side (Capo-Parilla, Font, & Nadal, 2007). Accordingly, Butler & Mao (1997) assert that any variations in demand would occur due to changing trends in tourists, destinations and environmental attributes. According to the HMs the effects of the political and terror relate events have continuously caused a decline in tourist visitations. For example, one of the HMs cited that, "...tour operators operating charter airlines were believed to dictate their destination regions as per the seasons or times of the year, as far as long-haul travel was concerned..." Thus, the chartered flights would come into Kenya at certain times and stop whenever the season ends, critically affecting the coastal region occupancies.

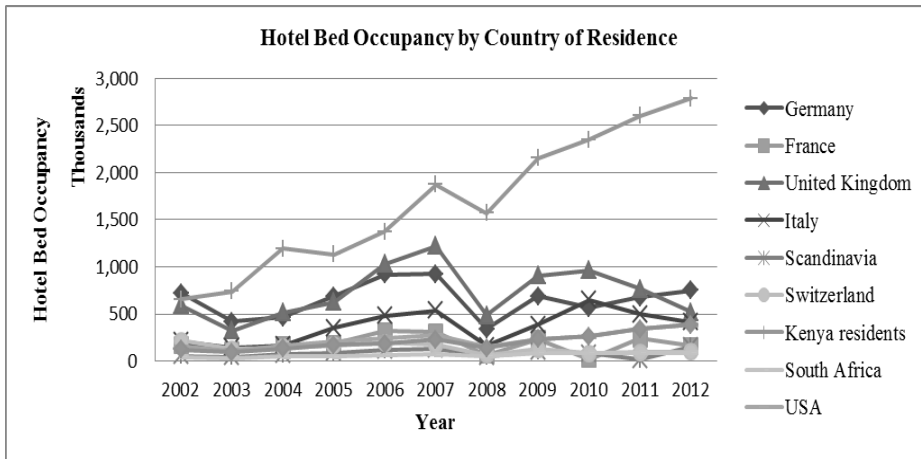


**Figure 1: Consistent variations in Hotel Bed Occupancy trends (Government of Kenya, 2013)**

Key: Events: A- Peaceful Post-election 2002; B- Post-election Violence; C- inception of random bombings, terror attacks and insecurity; Fears and uncertainties Pre and post-election events of 2013.

### Overdependence on International Tourists

Similar to the assertions by Sindiga (1996), the study findings established that Kenya has remained dependent on traditional source markets of international tourists including: United Kingdom, Italy, Germany, Italy, Switzerland, France and other sources as shown in Figure 2.



**Figure 2: Hotel Bed Occupancy by country of Origin/ Residence (GOK, 2013)**

Because of the negative travel advisories, negative media publicity and continuing insecurity, the coastal region which receives up to 50.6% of the total international arrivals, recorded an 8.4% decline in hotel bed occupancies, leading to the continued hotel closures to date. Nonetheless, some of the resilient nationalities have taken the risk to travel despite the rampant and uncertain terror events in varied parts in the country. For example, the German tourists increased in the coastal region by 11.5% from 2011 to stand at 665.7 thousand in 2012.

As shown in Figure 2, a majority of the Kenyan residents, USA and China recorded a high percentage the overall bed occupancy (GOK, 2013). However, these groups occupied most of the bed nights in the lodges in the parks, hence, the USA and Asian origins would not be considered to considerably affect the coastal bed occupancies. Besides the international tourists, tourism in Diani and Kenya depends on tourists from Kenya and a myriad of African originating destinations. On one hand, some respondents claimed that the challenge of countering seasonality was the competition on existing market groups and quoted, that “...many hoteliers would not open up for many buyer groups feeling that the cake [arrivals] were not enough for all...” on the other hand, some managers believed that seasonality was based on the traditional contracting of tourist visits with tour operators, where in, the highest contracts periods ranged between 3-5 years, hence locking their demand to specific groups. It is evident, that despite the fact that HMs would pursue domestic tourists to avert extreme SIHs, there was no clear understanding of their needs, tastes and preferences. The research participants disregarded any other factors affecting reasons for domestic travel claiming that school holidays were the critical determining factors. It was thus deemed necessary, that managers should be able to assess domestic tourists reasons for travel, so as to not only broaden their market scope and travel, but also create: a consistent yearly travel pattern for the single, married, institutions and any other travel groups; a

balance between economic, social and environmental gains for the investors, destination and the nation at large; create a platform for reducing rivalry as hoteliers would work together in marketing the destination.

### **Hotel Manager's response to Seasonality impacts**

#### **Managers Response to Negative impacts of Seasonality**

First, because of massive underutilization of the highly perishable hotel and destination capacity, HMs have been: forced to either cope or close their facilities in attempt to counter operational costs; unable to sustain supply chains throughout yearly business cycle, causing some of the suppliers and intermediaries to entirely shift or lose credible and quality services to neighbouring destinations; forced to sign long-term contracts with charter airlines and tour operators locking demand to specific tourist-generating destinations. Second, due to the pressure and desperate need to fill the hotel rooms by gaining the largest market share, hoteliers did not assess the bigger picture, hence: opted for short-term competitive strategies where they engaged low-cost tour operators, contracts and budget tourists, scarcely exploring new potential markets; compromised on service quality, leading to increased customer complaints; unable to sustaining long-term viability as their objective was to profitably service their yearly fixed costs, supply chains and other facilitators/intermediaries. Third, due to the tenacity of SIHs, HMs have opted for seasonal, part-time and contract employment due to declined and unviable revenue. These forms of employment have been characterized by untrained casuals who are easily laid off and obliged to work within specific start and end dates. Despite the fact that some permanent employees were retained, they were neither motivated nor an exception, since they were forced to go for annual leaves [whether paid or unpaid]. Lastly, hotel closure has remained a reality in Diani and the coastline in general. Both HMs and KIs agreed that hotel closures had become a norm. Despite the claims that the practice was avoidable, some of the investors enforced annual closure policies particularly during low seasons, ignoring the possible opportunities that would create profitable alternatives for countering seasonality.

Due to these effects, it was difficult to distinguish the rated establishments since the closure and discontinuity of services undermined global hotel's rating rationale and criteria due to customer dissatisfaction, hence causing destination unattractiveness to customers and suppliers. These finding affirmed the arguments by (Baum & Hagen, 1999; Lundtorpet *al.*, 1999; Butler, 2001), that seasonality is a fact of life. However, despite the challenges faced, HMs must be able to embrace the phenomenon since SIHs is well anticipated every year. Alternatively, HMs would be able to create consistent travel opportunities through development of shorter events, festivals or by targeting more of domestic tourists who will play a significant role in sustaining the HTI in the long-term. Thus, seasonality would be viewed as an opportunity to be embraced and not eliminated.

#### **Managers Response to Positive impacts of Seasonality**

Despite the fact that seasonality is believed to be a destructive phenomenon, three participants believed the phenomenon derived social, cultural and environmental benefits. First, it was mandatory for three out of the research cases, to close every year between April and May for renovations and refurbishments, which have continued to: create lasting valuable addition and impressions for customers; establish a positive image of the hotels; increase number of non-customers through word of mouth advertisement; enhance retention or increased repeat visitors due to the creation of new

products and improvement of the property's attractiveness during the closure period; enables time off for HMs who take the opportunity to train and increase value of their products and services, hence their competitiveness. Equally, the low traffic experienced during low seasons, has not only created time-out for recovery of over-utilized human and natural resources after peak-seasons, but also increased exclusivity and a high demand for tourists preferring a less congested destination.

## CONCLUSION

Based on the extensive similarities across HMs perceptions and experiences of seasonality, this study concludes that defining seasonality and creating strategies for countering its effects based on its natural and institutional phenomenon may not be adequate. Particularly, the HMs, investors, government and other public and private institutions responses of countering SIHs have continued to be inadequate and misplaced. Very little has been done to increase: the positive image of the country through enhancing tourist and destination safety, value-addition, differentiation and development of new product and services the tourist activities; HMs understanding on tourists' value for money for customer satisfaction; infrastructural development. Instead, the stakeholders have majorly focused on maximizing economic gains through price-cutting, hotel closure and seasonal employment during low-seasons.

Therefore, it is important for both private and public stakeholders, relying on the HTI as a vehicle for economic development to extensively assess the causes, measurements and impacts, so as to understand the phenomenon and long-standing viable non-competitive solutions. In this perspective, it is important the image of the Diani and Kenya in general should be improved. Furthermore, the country should enforce security and media publicity measures to benefit both the destination and country nationally and globally. Further, security should be enhanced through visible deployment of physical and human capacity in all destinations prone to political insecurity or terrorism.

Basically, both the government and investors should not only think of measures of eliminating seasonality, but also assess and establish possible opportunities for recovery of tourism in the midst of tourism seasons, political uncertainty, terror, economic and other micro and macro environmental factors influencing seasonality. A sustainable framework must be the priority in all periods of seasonality, as tourism is the foundation of growth in Kenya and many more destinations.

## RECOMMENDATIONS

Firstly, it is vital that HMs, the Kenya Tourism Board and other related private and public stakeholders [such as travel agents, tour operators and other hospitality establishments] combine their coordinated efforts in attracting and retaining domestic tourism travel. The HMs must measure the causes of seasonality so as to establish suitable intensive promotional campaigns for the domestic market, above and beyond the traditional source markets [such as the United Kingdom, France, Italy, Switzerland, USA and China]. Furthermore, hoteliers must aim at: ensuring their customers enjoy their tastes and preferences, countering any forms of discrimination in service offering between foreign and domestic tourist's, so as to build the latter's confidence in the local service and product offering, hence preferring local to international travel.

Secondly, the countries, tourists, citizens and public and private premises safety must be enhanced, since security will not only reduce the risk for travel, and related costs, but also the negative image which affects the economic growth and brand image of the country and tourism destinations.

Thirdly, HMs should not only seek to extend seasons and use price under-cutting so as to create a year round business cycle. But, there is a dire need for HMs as well as key private and public stakeholders to coordinate in assessing the traditional causes, impacts and responses which have prevented the consistent innovation for achievement of sustainable non-competitive solutions for countering SIHs. This will not only ensure that HMs progressively develop a comprehensive picture of the market needs and changing trends and develop new products and services, but also add-value to their product and service offerings so as to diversify and differentiate, through a unique product that equally attracts and retains both domestic and international tourists. Consequently, hotel websites information should also be up to date and provide reliable information on the new products and services offered. Conversely, the government should speedily ensure that peace is restored in the country through managing the terror attacks as well as empowering the security officers who would ensure peace in the country. Unfortunately, some of the recommendations will require consistent in-depth analysis of tourist changing trends and development of reliable security systems, hence a long-term strategy for countering seasonality in the future.

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