Situational Conditions for Sports Tourism in Achieving Competitive Advantage in North Rift Region of Kenya

Winnie Tubey
Masai Mara University,
Department of Business Management,
P.O. Box 861-20500, Narok, Kenya
tubeyw@gmail.com

Ruth Jelagat Tubey
Moi University,
School of Human Resource and Development,
P.O. Box 6898-30100, Eldoret, Kenya
tubeyruth@gmail.com

Abstract

While there are many tourism products, sports tourism has increasingly become one of the most popular products. In order for any country to benefit from sports tourism, it needs to have the necessary conditions that can make the industry to flourish. Several authors cite several explanations including environmental factors, psychological advantage and favorable physiological characteristics, which may be genetically conferred or environmentally determined. This paper seeks to establish the situational conditions existing in the North Rift region that prompt sports tourism. The study adopted a descriptive survey design and was guided by the integrated model for destination competitiveness by Dwyer et al. (2004). Target population included all the athletics camps and the tourism facilities in Uasin Gishu and Nandi districts. Simple random sampling was used to select 25 athletics camps from which 50 athletics officials were selected using simple random sampling technique. One manager from each of the tourism firms was also selected for the study, making a total of 35 tourism firm managers. Primary data was collected by use of structured questionnaires, while secondary data was collected through critical examination of public or private recorded documents related to the study. Data was analyzed using techniques which included frequencies, means, modes, standard deviation and percentages. The region received a fair rating in terms of the general business environment and a good review in terms of political stability and tourists' safety and security. It is hoped that the findings of the study will be useful to tourism policy makers and other interested stakeholders in designing strategies and policies, as well as support them to make relevant decisions regarding the North Rift region sports tourism. It further seeks to highlight the competitive advantage of the region as a sports destination.

Key Words: Sports Tourism, Situational Conditions, Environment, Safety and Security, Competitiveness

INTRODUCTION

Competitive Advantage

This is a destination's ability to create and integrate value added products that sustain its resources while maintaining market position relative to competitors. It is measured by; tourism attractions and resources, tourism supporting factors, destination management practices and situational conditions.

Situational Conditions

These are forces in the wider external environment that impact upon destination competitiveness either positively or negatively. They relate to the micro and macro environment, price competitiveness and safety and security in the destination.

The factors of Situational conditions can moderate, modify or even mitigate destination competitiveness. Classification of situational conditions fall within a destination's operating (industry) environment or remote environment (Dwyer & Kim, 2003). The conduct and performance of constituent institutions depends on the overall structure of the industry in which they are situated (McGee, 1988; Porter, 1980; 1990). The remote environment comprises those forces and events outside the destination that constrain the strategic options of organisation or destination managers but over which they have no control (Tribe, 1999). Situational conditions may enhance or reduce destination competitiveness (Crouch & Ritchie, 1999).

Destination Location

Destination location determines the physical distance from markets and must affect travel time from origin markets, even allowing for changes in transportation technology. A destination's location, particularly from major source markets, has much to do with its ability to attract visitors. McKercher (1998) notes that more proximate destinations exhibit a competitive advantage over destinations that offer a similar product but are more distant.

The Competitive Environment

Competition among firms creates an environment for excellence (Porter, 1990). A competitive destination depends in part on a local tourism industry consisting of numerous alternative suppliers who must survive on the basis of services that are either unique or superior in some way, or available at a lower cost.

The relatively low entry barriers, few skills required, and few restrictions or regulations imposed in the tourism industry encourage the proliferation of small firms (Sinclair & Stabler, 1997). Small firms tend to display a lack of appreciation of the importance of staff training. Owner managers make bad investment decisions. Many have little understanding of how to finance their business decisions. Many fail to recognize their dependency on the competitiveness of the destination as a whole. It appears likely that future economies will consist of ‗virtual corporations' involving a network of smaller enterprises. This will have enormous implications for destination competitiveness that will depend on the strategic alliances between individual firms.

Competitive (micro) Environment

This includes the components that shape the immediate industrial environment within which firms in the tourism industry must adapt in order to compete. A competitive destination depends in part on a local tourism industry consisting of numerous alternative suppliers that must survive on the basis of services that are either unique or superior in some way, or available at a lower cost. Competition among firms creates an environment for excellence. For a destination to develop in a sustainable way, business operations must be sustainable. Sustainable development for business means ‗adopting business strategies and activities that meet the needs of the enterprise and its stakeholders today while protecting, sustaining, and enhancing the human and natural resources that will be needed in the future' (International Institute for Sustainable Development, 1994). The competitive (micro) environment can be classified in several ways. One useful set of distinctions is that between (1) the capabilities of destination firms and organizations, (2) the strategies of destination firms and organizations, including alliance formation, and (3) the competitive environment of firms and organizations in the destination.

The Capabilities of Destination Firms and Organizations

A firm's capabilities can be classified in terms of each of the major functional business areas; management, marketing, finance, production/operations, research and development (David, 2001; Dwyer & Kim, 2003). Pechlaner (1999) emphasizes that core products and services based on core competencies are a good basis for destination competitiveness. The core competencies of suppliers and decision makers, their knowledge and their developed skills, are those that are difficult to imitate. The appropriate combination of these competencies and skills contributes to a destination's competitiveness.

In order to maximize the potential strengths of its capabilities, the firm needs to attend to the organizational culture. The importance of organizational culture as a determinant of organization performance has been highlighted in studies of the strategic management of resort hotels (Dwyer *et al*., 1998, 1999; Kemp & Dwyer, 2001).

The Strategies of Destination Firms and Organisations

The health, vitality and sense of enterprise, entrepreneurship, and new venture development in a destination contribute to its competitiveness in a variety of ways. Poon (1993) and Porter (1990) emphasize on how a firm can achieve ‗value-competitive advantages'. A healthy system of enterprise ensures that market gaps and unmet needs remain unrecognized and unfilled for only a short period of time. The sustainable business has interdependent economic, environmental, and social objectives and understands that long-term viability depends on integrating all three objectives in decision making. Rather than regarding social and environmental objectives as costs, a sustainable enterprise seeks opportunities for profit in achieving these goals. A firm can enhance its competitiveness through specialization, innovation, investment, risk taking, and productivity improvements (Ritchie & Crouch, 2000). This is as described below:

Specialization. There is a growing industry trend in many countries towards differentiated new product strategies by tourism organisations to capture different market segments. Ideally, each firm in the tourism industry will seek to develop new products while focusing on its core competencies and expertise. Buhalis (2000) argues that the utilization of new technology provides the opportunity to customize products according to customers' specific requirements.

Innovation. Local businesses must continue to seek out and implement new technologies to improve their productivity (Porter *et al*., 2001). Poon (1993) argues that ‗flexible specialisation' or ‗permanent innovative and ceaseless change' provides for the demands of the ‗new tourism'. These changes in technology have made possible the development of virtual organizations and with them, enhancement of competitive advantage (Evans *et al*., 2003), but it is on the initiative of operators that new technologies are adopted.

Investment. Investment in new products and services, matched to visitor needs, may help to overcome seasonality constraints. Foreign investment may enable faster growth of the destination tourism industry to the benefit of local stakeholders (Dwyer, Forsyth, & Rao, 2000). Key determinants of foreign investment in tourism include ownership, internalization and location advantages. Ideally, investors should have a strong commitment to environmental quality and sustainable development (Hassan, 2000).

Risk taking. A nation's competitiveness is strengthened in the course of struggles by entrepreneurs to overcome high risks and maximise returns to achieve competitive advantages over rivals. Risk taking by entrepreneurs is essential if an economy is to move from being Investment Driven to a more evolved stage of being innovation driven. As Porter *et al.* (2001) argue, at this innovation stage of economic development, global competitiveness is critically linked to high rates of social learning.

Productivity. Following Porter *et al*. (2001) we can identify ‗productivity variables' as another set of factors that contribute to the efficiency and effectiveness of a destination. These include variables that are hypothesized to develop skills and/or conditions that are likely to increase the quantity and quality of output of tourism ‗experiences' for a given level of resource input.

Ethical business behaviour. Management theorists argue that a healthy corporate culture should cultivate a basic respect for all individuals, and emphasizes honesty, fairness, open-mindedness, team spirit, loyalty, dedication, frank and full communication, life-long learning and constant improvement (Ford & Richardson, 1994). Business operations rest upon a foundation of shared interests and mutually agreed rules of conduct. Competition takes place in a society that business presumably both serves and depends on, and it is only within the bounds of mutually shared concerns that competition is possible.

Alliance formation. Strategic alliances can enhance the productivity and competitiveness of the member organisations (Lewis, 1990; Porter *et al*., 2001). Go and Govers (1999) posit that ‗partnerships, including private and public sector collaboration between destinations, is a prerequisite to maintaining destination competitiveness'. Buhalis (2000) states that partnerships between public and private sector and close cooperation between all local suppliers is the key to the ability of destinations to offer quality products. In the tourism context, the multiplicity of industries involved in creating and sustaining destinations requires the development of a competitiveness model that examines the extent of cooperation needed for the future of competitiveness (Hassan, 2000). He advocates a relationship approach to promoting destination competitiveness through building capacities for partnerships among three key constituencies: the private sector, the public sector and non-governmental organisations including citizen groups (Hassan, 2000). The interdependence of business and mutual self-interest in the success of the destination encourages inter-firm cooperation, e.g. marketing alliances, sectoral associations and management structures (McDougall *et al*., 1994; Porter *et al.*, 2001). As the tourism industry becomes increasingly global, it has become necessary for individual firms, as well as destinations, to establish strategic alliances with other organisations and destinations (Heath, 2003). Thus many national and international airlines seek to enhance their ability to compete by forming a broad range of working relationships with airlines that complement their route structures as well as their marketing and technical capabilities.

Global (macro) Environment

Tourism is influenced by a range of global forces including laws and regulations, growing concern for the environment, restructuring of economies, shifting demographics of the marketplace, the increasingly complex technology–human resource interface, including computerization. Such forces represent both challenges and opportunities to the tourism industry.

Kotler *et al*. (1996) propose that six environmental factors shape the (destination) marketplace: demographic, economic, natural, technological, political and cultural factors. These forces are claimed to impinge upon visitor experiences and sense of a destination. Some researchers use the acronyms PEST or STEEP to classify the political, economic, environmental, socio-cultural and technological elements of the external or remote environment (Dwyer & Kim, 2003; Evans *et al.,* 2003).

The political dimension is a key factor that contributes to the nature of the destination product. For example, the political stability, foreign policy or government policy on important issues such as human rights or democratic elections can determine tourist perceptions of behaviour (Murphy *et al*., 2000). An important economic variable impacting on destination competitiveness includes the exchange rate, with a direct effect on destination price competitiveness (Dwyer *et al*., 2002). Socio-cultural and demographic changes have a profound influence on the travel motivations of people. A necessary requirement for destination competitiveness is that there be a ‗fit' between tourist preferences and the destination's product offerings (Kelly, 1978).

Technological forces represent major opportunities and threats that must be considered in formulating strategies (Poon, 1993). Technological change can, inter alia, create new markets, change relative cost positions in an industry, reduce or eliminate cost barriers between businesses, create shortages in technical skills, result in changing values and expectations of employees, managers, customers, and create new competitive advantages. Taking advantage of new technologies and the Internet can also enable destinations to enhance their competitiveness (Buhalis, 2000). E-commerce capabilities can help boost a destination's competitiveness because of the efficiencies gained through Internet technologies. Technology can improve the efficiency of local suppliers and also provide tools for the development and delivery of differentiated tourism products. Technology can be accessed through licensing, joint ventures, foreign direct investment and imitation (Porter *et al*., 2001).

Security and Safety

Safety and security within a destination can be a critical qualifying determinant of its competitiveness. Elements include: political instability/unrest, probability of terrorism, crime rates, record of transportation safety, corruption of police/administrative services, quality of sanitation, prevalence of outbreak of disease, quality/unreliability of medical services, and availability of medication (Crotts, 1996). The current world downturn in tourism following the terrorist attacks of September 11 is affecting both the volume and pattern of tourism flows. Particular destinations, including the USA and countries in the Middle East, are experiencing greater turndowns in visitors than others because of visitor safety and security considerations. Issues of security and safety are now firmly established as key elements of destination competitiveness.

Price Competitiveness

The financial cost of a tourism experience, in its broadest terms: (including transportation costs to and from destination as well as costs incurred within the destination), influence travel decisions. Price competitiveness indices can be constructed given information on purchasing power parities and exchange rates (Dwyer *et al*., 2000). Some costs are driven by larger socioeconomic and global forces, others by government actions such as taxes, while others can be managed within limits. The price competitiveness of a destination depends on the respective prices of the goods and services that cater to tourists needs (Dwyer *et al*., 2000).

MATERIALS AND METHODS

The study adopted a descriptive survey design and was guided by the integrated model for destination competitiveness by Dwyer *et al.* (2004). The objectives of the study included; to examine the competitive environment, global environment, safety and security and price competiveness as factors of situational conditions contributing to achieving competitive advantage in the North Rift

The target population included all the athletics camps and the tourism facilities in Uasin Gishu and Nandi districts. Simple random sampling was used to select 25 athletics camps from which 50 athletics officials were selected using simple random sampling technique. Using the same method, one manager from each of the tourism firms was also selected for the study, making a total of 35 tourism firm managers. Primary data was collected by use of structured questionnaires, while secondary data was collected through critical examination of public or private recorded documents related to the study. Data was analyzed using techniques which included frequencies, means, modes, standard deviation and percentages.

FINDINGS

Situational Conditions

Competitive environment. The findings of the study on competitive environment are presented in Table 1.

Table 1. Competitive environment

	Domestic business environment	Management capabilities	Extent of competitive rivalry	Level of cooperation	Links between tourism/ hospitality firms	Entrepreneurial qualities	Access to venture capital	Ethical operation of Tourism firms	Firms use of computer technology
Mean	2.77	2.70	2.57	2.57	2.30	2.70	2.53	3.27	3.00
Std. Deviation	1.040	.952	.504	.504	.466	.466	.730	.450	.587
Minimum	1	1	2	2	2	2	2	3	2
Maximum	4	4	3	3	3	3	4	4	4

Table 1 shows that domestic business environment in the North Rift region was fair according to the majority of the respondents who participated in this study. The mean representing the general opinion of the respondents was 2.77 and standard deviation of 1.040. Management capabilities of tourism firms and organizations in the North Rift, extent of competitive rivalry between firms in domestic tourism industry were also seen as satisfactory with means of 2.7, 2.57 and 2.57 respectively. This implies that there was a fair level of co-operation between firms that are associated with sports tourism in the area of study. Healthy competition among firms creates an environment for excellence. Further, entrepreneurial qualities of local tourism stakeholders‘ access to venture capital in the region and ethical operation of tourism firms had means of 2.70, 2.53 and 3.27 respectively. This indicates that the variables were rated as fair by the respondents. It should be noted that there were poor links between tourism firms and firms in other industrial sectors. This is represented by a mean of 2.30 with standard deviation of 0.466. It is also revealed that firms‘ use of computer technology to achieve competitive advantage was fair as shown by a mean of 3.00 and standard deviation of 0.587. A proper environment for conducting business in the region should be encouraged. The findings reveal that the region has low investment levels as well as poor links between the sports and tourism industries. This raises alarm bells as more strategies and policies are needed to boost business and promote sports tourism development.

Global environment. Other than micro-environment, the study sought to identify the competitiveness of global environment. The results are shown in Table 2.

Table 2. Global environment

	Political stability in the region	Legal/Regulatory environment	Government policies	Economic conditions	Socio cultural environment	Investment environment	Adoption of technological changes
Mean	3.30	2.97	2.57	3.00	3.73	3.00	3.27
Std. Deviation	.466	.765	.728	.743	.691	.000	.450
Minimum	3	2	2	2	2	3	3
Maximum	4	4	4	4	4	3	4

As shown in Table 2, political stability in the region, government policies for tourism development and economic conditions in origin markets were rated as fair as shown by means of 2.97, 2.57 and 3.00 respectively. Social cultural environment was good whereas investment environment for tourism development and adoption of technological changes were rated as fair with means of 3.00 and 3.27 respectively. The overall mean was 3.12 indicating that global environment was fairly stable, thus indicating a positive macro environment for the development of sports tourism in North Rift Region.

Price Competitiveness. Price competitiveness was measured in terms of value for money in sports tourism, exchange rate of local currency with foreign currency, air ticket prices from major origin markets, accommodation prices in the region and package tour prices in the region. Results are presented in Table 3.

Table 3. Price competitiveness

	Value for money in sports tourism	Exchange rate of local currency	Air ticket prices	Accommodati on prices in the region	package tour prices in the region
Mean	3.43	2.77	1.87	2.87	2.57
Std. Deviation	.728	1.040	.629	.346	.504
Minimum	2	1	1	2	2
Maximum	4	4	3	3	3

Table 3 reveals that value for money in sports tourism, exchange rate of local currency with foreign currency, accommodation price in the region and package tour prices in the region were considered by the respondents as fair with means of 2.77, 2.87 and 2.57 respectively. However, air ticket prices from major origin markets were poor. In general, price competitiveness was ruled as fair with mean of 2.7. In order to compete effectively the North Rift region should be able to get value for money from its sports tourism products.

Safety and Security. This was an important consideration in determining the development of sports tourism in the North Rift region. The results are presented in Table 4.

Table 4. Safety and security

	Level of visitor safety in the destination	Efficiency of tourist police
Mean	4.03	3.40
Std. Deviation	0.556	0.498
Minimum	3	3
Maximum	5	4

The level of visitors' safety in destination was rated as good while efficiency of tourist police was considered as fair with means of 4.03 and 3.40 respectively. The overall mean was 3.72. The low rating on safety and security may be attributed to the political violence witnessed in the recent past. The recent concerns of terrorism and political upheavals around the world have contributed to tourists' decision making process. Tourists are more and more concerned about safety in the destinations they visit and thus the North Rift region needs to brand itself as safe destination for sports tourism.

DISCUSSIONS

The micro environment looked at the domestic business environment, competition and cooperation between firms, ethics, entrepreneurship and use of technology. The findings indicate that the domestic business environment in the North Rift region is attractive according to the majority of the respondents. Management capabilities of tourism firms and organizations in the North Rift, extent of competitive rivalry between firms in domestic tourism industry were considered fair with room for improvement. This implies that there was a fair level of co-operation between firms that are associated with tourism in the area of study. Further, entrepreneurial qualities of local tourism stakeholders�What access to venture capital in the region and ethical operation of tourism firms in the North Rift region was considered unattractive. It should be noted that links between tourism firms and firms in other industrial sectors were considered weak. It is also revealed that firms‘ use of computer technology to achieve competitive advantage was fairly widespread. This highlights the problems associated with putting up businesses in the region. High interest rates and lack of investment capital act as entry barriers to the sports tourism industry. In general, it was established that the micro environment could be conducive if the entry barriers were reduced, however, the level at which technology has been embraced is encouraging.

The macro environment under study included the political stability of the region, government policies for tourism development and economic conditions in origin markets which were rated as fair. Social cultural environment and adoption of technological changes were deemed acceptable. The global environment was perceived to be fair, thus fairly contributing to the competitiveness of the North Rift region as a sports tourism destination. Tourism is influenced by a range of global forces including laws and regulations, growing concern for the environment, restructuring of economies, shifting demographics of the marketplace, the increasingly complex technology–human resource interface, including computerization. Such forces represent both challenges and opportunities to the tourism industry (Dwyer & Kim, 2003). The region is still struggling to reinvent their image as a safe destination for sports tourists following the aftermath of post elections violence in recent years. However, the region is slowly seeing an increase in confidence levels among potential investors and visitors signifying a positive trend albeit a shaky one.

Price was another element of consideration in destination competitiveness, but more than the actual cost it is more relevant to consider the cost-value of the destination. In other words, the extent to which the destination is worth the price paid for it. The findings in the study reveal that value for money in sports tourism, exchange rate of local currency with foreign currency, accommodation price in the region and package tour prices in the region were considered by the respondents as fair. However, air ticket prices from major origin markets were deemed poor. In general, price competitiveness was ruled as fairly constrictive, indicating that there is still a long way to go to achieve price competitiveness of tourism products in the region. An important economic variable impacting on destination competitiveness includes the exchange rate, with a direct effect on destination price competitiveness. Other important economic variables include interest rates that affect the amount of investment undertaken to respond to changing patterns of tourism demand. The government macroeconomic policy stance can affect the economic contribution of tourism demand (Dwyer *et al.*, 2000). It is with this in mind that the paper emphasizes the need for further investment within the region as the true potential of sports tourism remains largely untapped. Focus of the government in the region should concentrate on providing an environment that is conducive for investment and firms can get value for money.

CONCLUSIONS AND RECOMMENDATIONS

The study set out to determine the situational conditions on sports tourism existing in the North Rift. Findings showed that the region received a fair rating in terms of the general business environment and a good review in terms of political stability and tourists‘ safety and security. Tourism can present an important factor in the internationalization of the economy; the favourable environment for foreign investment in the region‘s tourism industry represents an opportunity in maintaining or increasing the competitiveness and for faster development of sports tourism in the North Rift. This is particularly important for the segment of small and medium enterprises, which represent tourism business subjects. Ensuring a healthy investment climate is an essential ingredient of longer-term competitiveness. This goes hand in hand with a stable political climate as well as safety and security for the visitors.

It is with this in mind that the focus of the government in the region should be on providing an environment that is conducive for investment and firms can get value for money.

There is a need to explore the relative importance of the different dimensions of competitiveness. For example, how important are the natural resources compared to residents‘ hospitality, and/or how important is the service quality compared to prices. Such researches must be prepared for the specific destinations and specific visitor market segments.

REFERENCES

Aaker, D. (1989). Managing assets and skills: The key to a sustainable competitive advantage. *California Management Review* .

Buhalis, D. (2000). Marketing the Competitive Destination of the Future. *Tourism Management 21*, 97-116.

Crotts, J. (1996). Theoretical Perspectives on Tourist Criminal Victimisation. *Journal of Tourism Studies 7*

Crouch, G. I., & Ritchie, J. R. B. (1999). Tourism, Competitiveness, and Societal Prosperity. *Journal of Business Research*, *44*(3), 137-152.

David, F. (2001). *Strategic Management Concepts* (8th ed). Upper Saddle River, NJ: Prentice Hall.

Dwyer, L., & Kim, C. (2003). Destination Competitiveness: Determinants and indicators. *Current Issues in Tourism*, 6(5), 369-414.

Dwyer, L. Forsyth, P., & Rao, P. (2000). Price Competitiveness of Tourism Package to Australia: Beyond the Big Magic Index. *Asia Pacific Journal of Tourism Research (4)*, 22-34

Dwyer, L. Mellor, R. Livaic, Z. Edwards, D., & Kim, C. (2004). Attributes of Destination Competitiveness: A Factor Analysis. *Tourism Management, 25*(4): 177-188.

Dwyer, L., Forsyth, P., & Rao, P. (2002). ‗Destination Price Competitiveness: Exchange Rate Changes versus Domestic Inflation' *Journal of Travel Research, 40*(Feb), 328-336.

Dwyer, L., Forsyth, P. & Rao, P. (1999). Tourism Price Competitiveness and Journey Purpose. *Turizam 47* (4), 283–99. Special issue on Competitiveness in Tourism and Hospitality.

Evans, N. Campbell, D., & Stonehouse, G. (2003). *Strategic Management for Travel and Tourism*. Oxford: Butterworth-Heinemann.

Ford, R., & Richardson, W. (1994) Ethical decision making: A review of the empirical literature. *Journal of Business Ethics 13* (3).

Go, F., & Govers, R. (1999). The Asian perspective: Which international conference destinations in Asia are the most competitive? *Journal of Convention & Exhibition Management 1* (4).

Hassan, S. S. (2000). Determinants of Market Competitiveness in an Environmentally Sustainable Tourism Industry. *Journal of Travel Research*, 38(3), 239-245.

Heath, E. (2003). Towards a model to enhance destination competitiveness: A Southern African perspective. Proceedings of CAUTHE 2003 National Research Conference, Coffs Harbour, Australia, February 5-8, 2003.

Johnson, G., & Scholes, K. (2001) *Exploring Corporate Strategy*. Hemel Hempstead: Prentice Hall.

Kelly, J. (1978). Situational and social factors in leisure decisions.Pacific SociologicalReview 21, 313–30.

Kemp, S., & Dwyer, L. (2001). An examination of organisational culture – the Regent Hotel, Sydney. International Journal of Hospitality Management .

Kotler P., Bowen, J., & Makens, J. (1996). *Marketing for Hospitality and Tourism.* Upper Saddle River: Prentice Hall.

Lewis, J. (1990). Partnerships for Profit: Structuring and Managing Strategic Alliances. NewYork: Free Press.

McGee, J.S. (1988). *Industrial Organisation*. Englewood Cliffs, NJ: Prentice Hall.

McKercher, B. (1998). The effect of market access on destination choice. Journal of Travel Research

Murphy, P., Pritchard, M. P., & Smoth, B. (2000). The Destination Product and its Impact on Traveller Perceptions. *Tourism Management* 32(2), 116-124.

Pechlaner, H. (1999). The competitiveness ofAlpine destinations between market pressure and problems of adaptation.*Turizam 47* (4), 332–43. Specialissue oncompetitiveness in tourism and hospitality

Pitsiladis, Y.P., Onywera, V.O., Geogiades, E., O'Connell, W., & Boit, M.K. (2004). The dominance of Kenyans in distance running. Equine and Comparative Exercise Physiology. *Equine and Comparative Exercise Physiology 1(4).*

Poon, A. (1993). *Tourism, Technology and Competitive Strategies.* Wallingford, Oxon, UK: CABI Publishers.

Porter, M. E. (1980). *Competitive Strategy: Techniques for Analyzing Industries and Competitors.* New York: The Free Press.

Porter, M. E. (1990). *The Competitive Advantage of Nations*. New York: The Free Press.

Porter, M., Sachs, J. & McArthur, J. (2001). Executive summary: Competitiveness and stages of economic development. In *World Economic Forum The Global Competitiveness Report 2001–2002*.

Ritchie, J.B.R., Crouch, G., & Hudson, S. (2000). *Developing Operational Measures for the Components of a Destination Competitiveness/Sustainability Model: Consumer Versus Managerial Perspectives,* Unpublished.

Sinclair, T., & Stabler, M. (1997). *The Economics of Tourism.* London: Routledge.

Tribe, J. (1999). *The Economics of Leisure and Tourism*. Oxford: Butterworth-Heinemann.

BIO-DATA

Winnie Tubey is currently an assistant Lecturer at Maasai Mara University, teaching tourism and hospitality management. A graduate of Moi University with masters in Tourism management, she is currently pursuing her PhD in Tourism Management at Kenyatta University. Her research areas are mainly in the tourism industry with an avid interest in environmental conservation as well as sports tourism. She is a member of Ecotourism Kenya, Africa Sports Management Association (ASMA) and Icestock Sport Kenya.