Volume 18 Issue 16
Originally issued as H3

Global Journal of human-social science: H Interdisciplinary
Volume 18 Issue 3 Version 1.0 Year 2018
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-460X & Print ISSN: 0975-587X

Terrorism and Tourism: Kenya's Resilient Tourism Industry Survival Strategies

By Francis Kabii
Kenya Utalii College

Abstract- The objective of the study was to investigate the impact of terrorism incidences on hotels in Kenya and the survival strategies used by the destination. The study hypothesized that there was no significant relationship between the respondent's work experience and their opinion on the effect of terror attacks. It also hypothesized that there was no significant difference between the respondent's gender and their emotional reactions to a terror attack. Qualitative data was collected through interviews while quantitative data was collected using researcher administered questionnaires. A total of 200 questionnaires were distributed from which 138 were successfully completed. The study noted that although there was a weak positive correlation between respondents work experience, and opinions on the effect of the terror attacks to their business this relationship was insignificant at p=0.05 (r=0.04, p=0.273) meaning work experience had little influence. Likewise, 41% of male strongly agreed that they were traumatized as they continued with their duties as compared to 51% of female respondents. The finding indicated that gender did not influence their feelings (U=1923, P=0.37). Majority of the respondents 64% agreed that it had taken more time to achieve short-term goals while a 64% of them strongly agreed that it had taken longer time than anticipated for the hotel to achieve short and medium-term goals.

Keywords: *terrorism, insecurity, effects, strategic plan, performance.*

GJHSS-H Classification: *FOR Code: 140216*



Strictly as per the compliance and regulations of:

© 2018. Francis Kabii. This is a research/review paper, distributed under the terms of the Creative Commons Attribution-Noncommercial 3.0 Unported License http://creativecom-mons.org/licenses/by-nc/3.0/), permitting all non-commercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

Terrorism and Tourism: Kenya's Resilient Tourism Industry Survival Strategies

Francis Kabii

Abstract- The objective of the study was to investigate the impact of terrorism incidences on hotels in Kenya and the survival strategies used by the destination. The study hypothesized that there was no significant relationship between the respondent's work experience and their opinion on the effect of terror attacks. It also hypothesized that there was no significant difference between the respondent's gender and their emotional reactions to a terror attack. Qualitative data was collected through interviews while quantitative data was collected using researcher administered questionnaires. A total of 200 questionnaires were distributed from which 138 were successfully completed. The study noted that although there was a weak positive correlation between respondents work experience, and opinions on the effect of the terror attacks to their business this relationship was insignificant at p=0.05 (r=0.04, p=0.273) meaning work experience had little influence. Likewise, 41% of male strongly agreed that they were traumatized as they continued with their duties as compared to 51% of female respondents. The finding indicated that gender did not influence their feelings (U=1923, P=0.37). Majority of the respondents 64% agreed that it had taken more time to achieve short-term goals while a 64% of them strongly agreed that it had taken longer time than anticipated for the hotel to achieve short and medium-term goals. More than 65% agreed that their long-term goals have been affected and 71% of them have had their companies adjust their marketing strategies to cope with the changing environment. From these findings, the author concluded that security incidences have affected short, medium and long term goals of most hotels in Kenya.

Keywords: *terrorism, insecurity, effects, strategic plan, performance.*

I. Introduction

This paper investigated the impact of terror incidences on strategic plans and operations of hotels and tour companies located in Nairobi and Mombasa. It is divided into two sections. Section one examined the consequence of terror attacks in the year 2012 and consequent uncertainty associated with 2013 and 2017election. It observed that the tourism industry has remained resilient despite all these challenges faced and the recovery took about 5 years. Section two evaluates the recovery strategies applied by Kenya as a destination. Research has been conducted in different parts of the world on how terrorism affects destinations but little has been documented in Kenya. This study intends to fill this gap.

Author: *Lecturer, Kenya Utalii College, Tourism Department Nairobi, Kenya. e-mails: Fkabii@Utalii.ac.ke fkabii@yahoo.com*

Available data indicate that from 2013 to 2016 the number of tourist arrival to Kenya had stagnated due to terror attacks, adverse travel advisories, election tension and the outbreak of Ebola in West African countries GOK, (2015). It was observed that from the year 2012, the number of tourists decreased by 11.2% (1,710,800) in 2012 to 1.519,600 in 2013.At the same period tourism earning dropped by 2.1 from Ksh 96 billion in 2012 to Ksh 94 billion in 2013.

But by 2017, five years after a series of terror attacks, the earnings from the tourism sector had improved by 17.8percent from KSh 84.6 billion in 2015 to KSh 99.7 billion in 2016 slightly more than 97.9 billion in 2011 before the terror attacks. Similarly, the number of international visitor arrivals rose by 13.5 percent to 1,339.7 thousand in 2016.The sector's rebound was partly due to the improvement in security and successful high profile conferences and finally aggressive marketing in the domestic and international markets GOK, (2017).

II. Background of the Study

Within the year 2012 alone, Kenya witnessed nineteen incidences of terror attacks, ten of them being between August and December 2012. Al-Shabaab claimed responsibility for these attacks, with the worst being the 2013 West Gate Mall siege (table 1.1). It is believed that their frequency of occurrence affected tourism in one way or another. This could not be ignored.

Table 1.1: Selected terror incidences between 2012 and 2013

Date	Terror attack location	Town
Jan 2012	Hagedera camp	Garissa
Mar 2012	Machakos bus station	Nairobi
29April 2012	Gods house of miracle	Nairobi
15May 2012	Bella Vista	Mombasa
28thMa 2012	Sasa Boutique	Nairobi
24thJune2012	Jericho Bar	Mombasa
1stJul 2012	Central Cathedral and AIC churches	Garisa
18 July 2012	Barbershop	Wajir
3rd Aug 2012	East Leigh	Nairobi
28thAu 2012	Mombasa outskirt	Mombasa
21stSep	General Service Unit (GSU) lorry	Garisa
30thSep 2012	St. Polycarp Anglican	Nairobi

© 2018 Global Journals

	Church and Garisa suburb	and Garissa
27thOct2012	Hagdera in Daadab mosque	Garisa
18th Nov	East Leigh	Nairobi
5Dec 2012	Joska in East Leigh	Nairobi
7Dec 2012	East Leigh	Nairobi
19thDec 2012	East Leigh	Nairobi

Source author 2016

Although most of these attacks targeted innocent Kenyans, the frequency in which they took place was worrying since they received wide media coverage from both local and international media thus having a negative impact on tourism. Intensive media coverage of security incidences in Kenya had detrimental effects on tourist's perception of Kenya and has contributed to declining of tourist. Newspaper headlines between March 2014 and July 2014 for instance depicted Kenya as unsafe destination (table 1.3). High frequency of these attacks caused significant changes in tourist bookings where cancellations were witnessed by those offering accommodation, transport and other travel related services. The insurance cost has also gone up.

Print media shapes the image of destination and most reader take the reporter's opinion to represent others who might not have a media to give their opinion (Tasci, 2006). The print media in Kenya reported effects of terrorist attacks on the tourism industry. The banking industry shunned away from loaning tourism investments which were classified as high-risk ventures. The US and other countries warned its citizens on using some Kenyan airports which were labelled as unsafe. These print media reports on table 1.3 gives a summary of some headline report of Kenya's situation. The headlines presented Kenya as a risky destination to visit. The repercussions were major lay off by hotels as the number of visitors reduced. Whenever there was any report on security incidences travel advisories were issued by generating countries warning their citizen to avoid visiting Kenya.

Tourism professionals and scholars have avoided addressing the issue of safety and security in Kenya and have left it to politicians and government representatives who make political statements on the impact of terrorism without research backing. As discussed later in the literature review section ,there is some data to show the impact of terrorist attacks in Bali, United States of America, Israel, Morocco to name a few. There is need to have the same for Kenya and other Africa countries affected by terrorists.

Table 1.3: Media reports on stakeholder reaction to terrorist attacks between May and June 2014

Date	Daily Nation Newspaper headlines reporting reactions to terror attacks	Reporter
30 Jul 2014	Banks shun tourism and agriculture as a highly risky sector	Ringa
29 Jul 2014	Insecurity Ogre killing coast golden goose.	Atieno,
23 Jul 2014	Lamu hotels closing down and lay off workers after a month of violence.	Sanga,
22 Jul 2014	Kenya airports unsafe, warns the US its citizens.	Mwakio,
21 Jul 2014	Tourists fear visiting coast due to attacks .(Nation correspondence),	
09 Jul 2014	Group seeks escort for tourists to parks. (Nation correspondence)	
24Jun 2014	Insecurity signals major fall in hotels occupancy and rates.	Mwaniki
28 May 2014	Terror alert bites as 20 hotels closedown at the coast.	Sanga,
27 May 2014	Over 7,500 hotel jobs lost as security alert hits coast bookings.	(Ringa,
23 May 2014	The Netherlands pledges to help boost security in Kenya,	Omollo
16May 2014	Tourists leave Kwale and Mombasa hotels.	Mwita,
16 May 2014	Britain evacuates citizens over the fear of terrorist attacks.	Maina,
03Mar 2014	Coast tourism alarmed over low numbers of a charter flight.	Mwakio,

III. Literature Review

Research on insecurity and its effects on tourism have been conducted in different parts of the world but little has been documented in Kenya. Whenever any terror incidence was reported in Kenya, most of the local and international media gave it a lot of coverage showing Kenya as a high-risk destination. This section gives a review of what has been documented in other parts of the world the main aim being to invites scholars from Africa to investigate how terrorism is destroying African economies. The researcher further examined how Kenya's tourism industry survived terrorist attacks and its effects on short term and long term strategies.

Although a lot has been documented on terrorism and security incidences in other parts of the world, little attention has been given to Africa. Whenever Kenya experienced terrorist attacks, most of the visitors either diverted to Tanzania and Uganda while others visit South Africa. In other words, terrorist's attacks to Kenya benefited other countries in Africa. Kenya has remained a big hub for flights to Central Africa and Western African countries and any insecurity reported may have affected the tourist flow for most African countries. A wider study may be necessary to investigate how terrorist attacks affect Africa's economies.

© 2018 Global Journals

The literature on travel survey consistently find safety and security as important to tourism and determines whether a destination is visited or not, (George, & Booyens, 2014; Floyd, et al., 2003, Goedner, Richie, and Macintosh, 2000; Poon and Adams 2000. Some scholars have documented risks that impact travel; Cohen, N. J. 2016; Nuttal and Theocharous, 2000 and Goldstone, et al., 2010 studied on war and political instability, while Mansfeld, 1996; Neumayer, 2004; Richter,1999;Weaver,2000 studied on health-related issues. Cartwright, 2000; Santana et al (2016).,Lawton and Page,1997 have written a lot on effect crime to tourist destination, while (de Albuquerque and Mc Elroy,1999; Alleyne and Boxill, 2003; Barker and Page,2002; Brunt, Mawby and Hambly, 2000; Aziz,1995, Apostolopoulos and Tarlow 1999 Coshall,2002; Kuto and Gloves, 2004 have written a lot on impact of terrorism on different destinations. Well notable is that few have documented anything on terrorism-related security issues in Africa.

The concept on relationship between tourism and security has been categorized by Piza, A., and Mansfield. (2006) in to three groups: concepts relating to the nature of tourism-related security incidents and crises, concepts relating to the impacts of security incident and crises on the tourism industry and finally concepts relating to short, medium and long-term reactions by tourism stakeholders to existing and potential security incidences and crises.

This paper borrows from the third concept and investigates the impact of terrorism incidences in Kenya on the implementation of strategic plans of selected stakeholders in tourism. Security not only affects individual decision-making but also have a broader influence on economic and political confidence .This in turn affects the wider environment within which tourism industry and destinations survive, Halle al.,(2003).

Accumulated evidence throughout the world has shown the impact of security incidences to destination growth. In a micro level, security incidences affect tourist arrival, intention to travel, which might in turn affect booking due to cancellations , (Pizam,A., and Mansfield.,2006;Shaw and Williams, 2002;Faulkner, 2003). Whenever incidences of insecurity are reported, in a destination, it caused panic and tour operators and other tourism stakeholders judge the magnitude to guide them on what to do.

Terror incidences normally affect company's cash flow and profitability (Muthoka, 2014; Mohammad, 2014; Pizam, 1999; Sonmez, 1998, and Bar-on 1996). The profitability of the business that partially relies on tourism is negatively affected by security incidences. These incidents may make these businesses insolvent and hence negatively affect the quality of life of the entire host community. The high cost involved in providing security for both the private and public sectors increase the cost of providing services to tourists which in turn makes the affected area less competitive.

Instability of the tourism industry affects destination image and force investors to pull out which finally affect the economy of such a destination. Kenya witnessed the closure of about 20 hotels along the coast as by May 2014. More than 7,500 employees had lost their jobs from 2012 to July 2014.

Effects of insecurity have been examined in Malaysia (de Saumarez, 2004), in Nepal (Thapa, 2004), in Bali (Hitchcock, 2001, Henderson, 2003), in Gali island, (Soemodinoto, Wong and Saleh, 2001) and in Lombok (Fallon, 2004) located in Indonesia. For all of the above destinations the findings indicated that when a destination was reported by media as having security incidences it affected travel decision-making process and caused alteration of travel plans, substitution of the destinations and in some cases visitors postponed travel plans, (Sonmez, et al., 1999). Media interpretation and reporting affected people's perception and their intention to travel, (Nuttal and Theocharous, 2001; Gibson and Pennington-Gray Thapa, 2004). What affects tourism industry even more is not having a mechanism of giving the public and the tourist accurate information, from which a decision is made, Richie, et al., 2004. Information on security incidence and the communication strategy acts as a mitigation and crisis management tool as well as recovery strategy for such destinations, Mitroff and Pearson, (1993).

Kenya has had several security incidences most of which are related to terrorism targeting civilians and security agents Otiso, (2009) and Paraskevas, & Arendell, (2007). Whenever such incidence occurs, a further disaster has been associated with the manner in which media reports these incidences and result in a decline in visitors and subsequent tourism-related income (Pizam, 1999). Tourists avoid destinations which are perceived to have high risks. Security incidences in any destination are associated therefore with negative effects. Miller, 2002;Goodrich,2002;Tate,2002;Hall , et al.,2003;Mckercher, and Hui, 2003; Thapa, 2003; and Fallon, 2003 noted that employment and layoff are associated with security incidences if not well managed.

Likewise, Hui,(2003) observed that insecurity caused by terrorists exert psychological impacts spreading fear and intimidation amongst tourist. This has also been the case in Kenya. As pleasure travellers, most touristsare risks averse and seek destinations that provide maximum personal benefits at the lowest personal risks (Sonmez, et al., 1999). Some findings in response to tourism insecurity suggest that the impact varies depending on information management and the recovery strategy taken by those affected directly or indirectly. This was the finding by Alderighi and Cento, 2004 who studied the airline industry, and Israel 2003, who reported on the hotel, Lovelock, 2003on travel

© 2018 Global Journals

agents (Eugenio Martin, et al., 2005, Leslie, and Black, 2005).

As will be observed in the next section of data finding and analysis, the challenges related to terrorism is the same in different destination and even big economies such as the United States of America which has not recovered from the September 11 terrorist attack. The impact of terrorism is more hurting on the developing nations such as Kenya which does not have the financial capability to accelerate the recovery process.

IV. Research Methodology

The study used descriptive research design to explore impacts of terrorist attacks on hotel and tour companies in Kenya. Qualitative data was collected through interviews while quantitative data was collected using researcher administered questionnaires. The study area covered seven administrative regions. These were Central, Nairobi, and Western, Coastal region Nyanza and Rift Valley province. These were the regions where more than 90 percent of the target population was located.

The target populations were managers or supervisors in hotels and tour/travel operator who could respond to the questions. The stratified sampling method was used in determining the sample size. A total of 200 questionnaires were distributed where 138 were successfully completed while seven got spoilt and were not replaced. This gave a success rate of 69 percent which was considered adequate for analysis. To check the reliability of the data collection tools test-retest method was used to assess external consistency while Cronbach's coefficient alpha was conducted and gave 0.955 and was considered efficient. Content validity was conducted to assess the adequacy of the samples used to represent the universe.

V. Data Findings, Analysis and Discussion

a) *Research hypothesis and discussion and implication of findings*

i. *The first hypothesis of the study stated that*

H1 H0: There is no significant relationship between the respondent's work experience and their opinion on the effect of attacks on the operation of their establishments

The study hypothesized that there is no significant difference between the respondents work experience and their opinion on the effect of attacks to the operation of their establishments. To be more specific, respondents were asked to give the financial implication of the attacks to their businesses. Ten opinion statements were given from which they were to agree or disagree (table 3.2). All respondents agreed that in one way or another, they were affected by any all terror cases that reported irrespective of their work experience. Later, respondents were given thirteen opinion statements where they gave their opinions using a 5 point Likert scale Strongly agree (SA), Agree, (A) Not Sure,(NS) Disagree (D) and Strongly Disagree(SD).

Descriptive data were analyzed followed by Chi-Square test of independence and Pearson's Product Moment Correlation. The study noted that there was a significant difference ($\chi 2 = 86$, df=2, $p<0.001$) between the respondent's gender where the majority (66%) of respondents were males as compared to 34% ladies. The study observed significant age difference ($\chi 2 = 162.00$, df=5, $p<0.001$) of the respondents where about 85% were aged between 26 years to 45 years and most of them(49%) had work experience of about 15years.

The study noted that the highest frequency of those who agreed that their company have invested a lot in the installation of security equipment and facilities were those who have worked between 16 to 20 year (87%) of them as compared to 82% for those who had worked for less than 5 years. Although there was a weak positive relationship between respondents opinion and their work experience, this relationship was not significant at $p=0.05$ ($r=0.04$, $p=0.273$) meaning work experience had little influence.

There was a weak positive relationship between respondents work experience and their opinion on the financial implication of the attacks on their business. About 87% of those with work experience of 16 years to 20 years agreed that their company had invested heavily in security personnel and equipment such as metal detectors which ate into their annual budget. Although there was some positive relationship between the response and the work experience, the relationship was not significant ($r=0.087$, $p=0.309$) meaning that their work experience had insignificant influence on this response.

Most 82% of the respondents who had worked for 6 years to 10 years) strongly agreed that their company lost some customers due to fear of insecurity. This relationship was insignificant at $p= 0.05$($r=0.034$, $p=0.091$) meaning that respondents work experience had insignificant influence on fear and loose of business. About 64% of respondents said that their profit margin had reduced drastically while 75% of the respondent with over 20 years of work experience said that their marketing budget increased. It was however important to note that although most respondents had different work experience most them irrespective of how long they had worked they shared most of the opinion. They agreed that their company had increased the number of security personnel (82%), insecurity had affected the investment growth and projection of the company (64%), and had reduced company's profit margin (67%), while most customers were forced to

© 2018 Global Journals

reduce the number of bed night in the hotel(59%). It was also noted that some charter companies cancelled their flights due to security threats and finally the marketing budget has increased. (Table 3.2)

From these findings, the study failed to reject the null hypothesis and concluded that there was an insignificant relationship between respondent's opinion of the effect of terror attacks on their business and the number of years one had worked. Although work experience had some positive correlation, such relationship was not significant at p=0.05.

Table 3.2: Influence of respondents work experience on their opinion on Effect of security incidences on the operation of firms

	Opinion statements	Chi -square test of inter-dependence	Pearson's Cross Tabulation
i.	The hotel invested immensely on security equipments such as metal detectors that was not in the budget	χ^2 = 14.74, df=25, p=0.947	R=0.094,p=0.273
ii.	Hotel increased the number of security personnel	χ^2 = 17.30, df=25, p=0.871	R=0.087,p=309
iii.	The hotel trained its security personnel on terrorism threats	χ^2 = 9.57, df=25, p=0.975	R= -0.060,p=0.484
iv.	It affected investment and growth projection of the hotel	χ^2 = ,29.88 df=25, p=0.229	R= -0.109,p=0.204
v.	The hotel lost some customers due to fear of insecurity	χ^2 = 14.43, df=25, p=0.954	R=0.034,p=0.692
vi.	Hotels 's profit margin has reduced	χ^2 = , 20.20,df=25, p<0.001	R=0.009,p= 0.916
vii.	insurance costs for the hotel increased	χ^2 = 23.78, df=25, p=0.527	R = -0.066,p = -0.444
xi.	Customers reduced the number of bed night in the hotel	χ^2 = 21.97, df=25, p=0.637	R= -0.137,p=0.109
x.	Hotel marketing budget increased	χ^2 = 18.07, df=25, p8.39	R=0.034,p=0.690

ii. *Interpretation of finding*

The study noted that respondents work experience had an insignificant positive correlation with respondent's opinion on the effect of terror on their operation. More than 79% of respondents agreed that have invested a lot of money in security-related equipment such as CCTV, and metal and explosive detectors which have in turn interfered with their operations budget. This gave their customers a sense of security while in the hotel. More than 80% reported that their hotel had increased security personnel while 82% reported that their hotel had lost some customers due to fear and security risks. Others noticeable effects were a reduction of profits increase in insurance premiums, reduced customer bed nights, cancellations of bookings, reduced employees salary and the cash flow. Although most of the attacks were targeting soft non-tourism assets such as churches, bus stops, border towns and some parts of Nairobi and Mombasa, the media coverage they received displayed Kenya as a risky destination and made some tourists to cancel their bookings. The frequency in which these attacks occurred continued to raise some concern to the stakeholders in tourism. The most affected were hotels located along the coastal towns of Mombasa, Malindi and Lamu. Other areas that were badly affected are lodges in national parks that rely wholly on a tourist visiting these wildernesses to watch wildlife.

b) Influence of respondents gender on their emotional feelings on the terrorist attacks

i. *The second hypothesis of the study stated that*

H2H0: There was no significant difference between the respondent's gender and their emotional (anger, fear, sadness, sorrow) reactions to a terror attack.

This hypothesis tested whether there was a significant difference between the way males and females reacted to the new son terror attack. The researcher hypothesized that once there was an attack reported by the media, respondent's gender significantly influenced the emotional reaction to the report and employees reactions in the hotels. Some employees felt scared while others were fearful. Other employees said they were sympathetic, angry, traumatized, and hopeless while others were sorrowful. Nine statements were given and the respondents were asked to state their expression and their responses were later tested using Chi-Square test of independence (cross tabulation). Whenever there was any terrorist case reported, different categories of employees in the tourism reacted differently.

Descriptive analysis followed by Mann- Whitney U test was conducted to test the difference in the level of agreement to the statements that tested respondent's emotion towards terror attacks. The finding indicated more males with a Mean Rank (M=70) said they were angry whenever there was any report of any attack as compared to (M=66)of females. However, this

© 2018 Global Journals

difference was insignificant at p=0.05 (U=1966.5, p=0.468). Hence the null hypothesis which eluded that there was a significant difference between the respondent's gender and their reactions to terror attack was not rejected.

Likewise majority (62%) of males with a mean rank of 70 (M=70) strongly agreed that they were sorrowful as compared to female (M=68). These findings were insignificant (U=2065, P=0.812) meaning that gender had insignificant influence on these emotional feeling after any attacks. It was also noted that the same number of males and females strongly agreed that they were sympathetic to the victims after an attack (M=69) but the difference was not significant (U=2105.5, P=0.963) meaning that the number of those who agreed to the statement was different for both males and females. In relation to a sense of fear more male (M=70) strongly agreed that they fear for the lives as they do their daily duties as compare to the female respondent (M=68). Once again this feeling of fear was not significant (U=2055, P=0.777).

Likewise, 41% of male strongly agreed that they were traumatized even as they continued with their duties as compared to 51% of female respondents. The finding indicated that gender did not influence their feelings on trauma (U=1923, P=0.37). It worth noting that 36% of males and 49% of females felt helpless but the majority of both genders never gave up. There was a lot of hope that irrespective of the attacks the security situation would improve and this keeps the industry going despite negative messages from the media. It is worth noting that 33% of male respondent disagreed that they at any time felt helpless but said that they were positive the situations would be managed. A majority of males (70%) and females (68%) agreed that they were scared to as they continued with their work. In this case, more males felt scared as compared to the female. The researcher expected that in all cases more male would be scared, fearful, sorrowful and angry as compared to the female. The reasons that in most cases the terrorist would target the males either maim or kill them or force them to be recruited as militia and them hostage. For most of the attacks, there were more male's causalities than females. These findings were not significant at p=0.05 thus the null hypothesis that said that there was no significant difference between the respondent's gender and their reactions toward media report on terror attacks was not rejected. This means that gender did not significantly influence their response Table 3.3.

Table 3.3: Influence of respondent's gender on their emotional feeling on the terrorist attack

Respondents Emotional feeling per gender	Gender	N	Mean Rank	Sum of Ranks	Mann-Whitney U Asymp. Sig. (2-tailed)
I Felt Scared	Male	90	71	6359	*U=1966.5,p=0.468*
	Female	47	66	3095	
	Total	137			
I Felt Sorrow Full	Male	90	70	6260	*U=2065,P=0.812*
	Female	47	68	3193	
I Felt Sympathetic	Male	90	69	6201	*U=2105.5,P=0.963*
	Female	47	69	3253	
I Felt Fearless	Male	90	70	6270	*U=2055,P=0.777*
	Female	47	68	3183	
I Felt Helpless	Male	90	73	6538	*U=1787,P=0.126*
	Female	47	62	2915	
I Felt Angry	Male	90	71	6402	*U=1923,P=0.37*
	Female	47	65	3051	
I Felt Traumatized	Male	90	71	6415	*U=1910.5,P=0.342*
	Female	47	65	3039	

ii. *Interpretation of finding*

This study noted that there no significant difference between respondents gender and the way they reacted toward information on terror attacks. Most of them were angry while other was traumatized. Others indicated that they were sorrowful for the affected families despite them being kilometre way from where most hotels were located. The majority said felt helpless since they could nothing to help the victim. All of them agreed that these attacks affected their concentration at work, their effectiveness and efficiency. They were scared since they were not sure whether the terrorist may target them. In summary, the null hypothesis that said that there was a significant difference between the respondent's gender and their reactions to the terror attack as reported by media was upheld.

c) Other effects of insecurity on hotels/lodges operations

Asked to give the effect of the terror attack on their hotel business, about 66% of respondents strongly agreed that it reduces their sales volume while 61% claimed that customer growth had reduced significantly due to the cancellation of bookings. About 44% agreed

© 2018 Global Journals

that they have reduced the cost of their service as compared to 32% who disagreed. About 54% said that their promotional cost has increased as compared to 49% who said that their distribution cost has increased. Majority of the respondents disagreed that insecurity affected the brand of their product and services (Table 3.4).It was noted that 62% of firms reported that their companies did not face negative publicity even when security incidences occurred. These are the hotels that are located far away from the areas where attacks took place. But one year later, the finding indicates that all stakeholders were affected either directly or indirectly. The reason was that they normally kept their customers updated on these incidences giving them detailed information of the actual location of any incidence assuring them that Kenya is a safe destination. These details are also shared with their overseas sales agents and wholesalers who act as their representatives.

From the findings, it can be concluded that most firms in Kenya have been affected by security incidences. Among the areas badly affected are: sales volume, increased in marketing budget and finally the brand name of the destination has been affected. To ascertain the actual amount of money lost by the industry, another research would be recommended. About 36% of respondents agree to have lost between 6 to 15 % of the annual revenue while 18% agreed to have lost between 16 to 30% of their annual revenue.

Table 3.4: Effect of insecurity cases on hotels/lodges marketing

	Effect on marketing efforts	SA	A	NS	D	SD
i.	Sales volume has reduced	22%	44%	5%	12%	2%
ii.	Customer growth has reduced	22	39	8	14	3
iii.	The company has some customer cancelling their bookings	23	41	10	8	3
iv.	The prices of products and services are forced to be reduced to attract visitors	14	30	12	25	7
v.	The marketing strategy has been affected negatively	17	38	9	17	4
vi.	The promotion cost have gone up drastically	20	36	11	18	2
vii.	The marketing plan has been affected negatively and reflecting reduced demand	16	36	11	19	4
ix	The company is getting more competition from source market which is affecting growth projection	15	38	12	17	1
x.	The promotional methods (mix) has been affected	10	44	15	13	2
xi.	The distribution costs has gone up	9	40	16	11	4
xii.	The companies brand name has been negatively affected	6	14	15	36	14
xiii	The demandfor services from customers has reduced	12	30	10	25	6

Strongly agree (SA), Agree, (A) Not Sure, (NS) Disagree (D) and Strongly Disagree (SD)

d) Effect of Terror on short, medium and Long-Term Strategies

There was a need to examine how security incidences have impacted on company's annual goals and targets. Respondent's opinion was sought to describe how insecurity has affected their short term, medium and long-term goals and respondents were give how their companies have adjusted their goals to reflect the changing business environment. Majority of the respondent 66%agreed that it's taking more time to achieve short-term goals while a 63% of them concurred and said that it also takes longer time than anticipated for the firms to achieve medium-term goals. More than 62% agreed that their long-term goals have been affected and 71% of them have had their companies adjust their strategic plans to cope with the changing environment (Table 3.5).

Table 3.5: Effect of insecurity on short, medium and long -term objectives of hotels and lodges

	Company goals and objectives	SA	A	NS	D	SD
i.	It has taken more time to achieve Short terms goals	22%	42%	7%	15%	3%
ii.	It has taken more time to achieve Medium terms	14%	49%	15%	9%	2%
iii.	It has taken more time to achieve Long terms goals	22%	40%	9%	16%	2%
iv.	The company has been forced to adjust its strategic plans to cater to the changing business environment	23%	38%	11%	12%	4%

Strongly agree (SA), Agree, (A) Not Sure,(NS) Disagree (D) and Strongly Disagree(SD).

VI. Tourism Recovery Marketing Strategy used by Kenya

This section gives some of the recovery strategies that were used by Kenya that saw the tourism industry rejuvenate from reduced tourist arrival in 2013 to the increase in 2017. The industry took five years to recover. Different countries have applied different strategies to rejuvenate their tourism industry after crises. Literature is available on recovery strategies in Israel by (Mansfeld, 1999), Cyprus by (Ioannides, & Apostolopoulos, 1999), Maldives by (Carlsen, 2006) and the USA by (Paraskevas, & Arendell, 2007). Al-Hamarneh, and Steiner, (2004)documented a Comparative Studies of recovery strategies used by

© 2018 Global Journals

South Asia, Africa and the Middle East and concluded that there is no any uniform strategy and each destination used their suitable one depending on the nature of crises and the magnitude of destruction they intend to manage.

In Kenya, the government through responsible ministries embarked on tourism recovery strategy dumped as "Tourism Sector Master Plan 2013-2017'. The following targets were set; Increase tourism arrivals from 1.7 million in 2012 to 3 million visitors by 2017; Increase tourism earnings from Kshs.96.02 billion in 2012 to Kshs.200 billion by 2017; Increase bed- nights by domestic tourists from 2.8 million in 2012 to 4 million by 2017; and develop an additional 30,000 beds in high quality accommodation facilities by 2017 spread throughout the country GOK, (2013).

To realize this, a number of programs and projects required the participation of the Government (both national and county), the private sector, and development. Some of the key programs and projects were destination marketing programs which include Magical Kenya Brand Refreshment, Global Brand awareness campaign, Source Market Penetration Initiative, Marketing Domestic Tourism; Premium Parks Initiative; Underutilized Parks initiative; Expansion of Tourism Training; Development of Niche tourists Products which include ;Heritage tourism ,Home Stay ,Cultural Tourism , Health and Medical Tourism; Business and Conference Tourism Initiatives and tourism Infrastructure development including Resort Cities development GOK,(2013).

a) International Marketing

Kenya Tourist Board (KTB) led the industry in implementing Tourism Market Recovery initiatives dubbed "TMRP II" which included a global electronic media advertising campaign with CNN and BBC and later Euro news, covering Europe, Middle East, Asia and Africa, with the USA is covered by CNN online, an outdoor advertising in five key markets as well as new and emerging markets to address concerns of market diversification to UK, Italy, France, Germany, Switzerland, India and South Africa. The government has well been participating in global exhibitions such as World Travel Market - WTM, International Travel Bourse – ITB and many more. The integrated campaigns addressed the first objective of rebuilding the destination image, and the second, of driving sales GOK, (2013).

b) Domestic Tourism Marketing

The government together with the private investors launched series of programs targeting domestic market through cultural festivals, events sponsorships, regional exhibitions and media advertising. Currently Kenya has regional Cultural festivals such as the Lamu Cultural Festival, Lake Turkana cultural festival, Maralal International Carmel Derby, domestic exhibitions and events such as Magical Kenya Tourism expo, Getaway Holiday expo at Sarit Centre, Magical Kenya Jockey Club Race, and the Kenya Open Golf sponsorship were also pursued.

c) Market expansion and diversification

Kenya expanded and diversified its tourist source markets with an additional 20 markets. Some of the latest entrants were Brazil, China, Japan, India, UAE, Uganda, South Africa, Nigeria, Russia and Australia, among others. The growth of the arrivals from the new markets has been equally at a fast rate among the new markets.

d) Marketing of a more diversified tourism product mix

During the plan period the marketing programs involved a more diversified tourism product beyond the traditional wildlife and beach. Thus marketing of cultural tourism, sports tourism, eco-tourism and many others became more pronounced than in the past.

e) Route development

The government also worked with industry stakeholders, global airlines and international charter companies in a bid to enhance air connectivity flights between key tourist markets such as India, Korea, China, African states etc

f) Niche Products Development Programs

On the niche products, the government continued to engage private investors to develop western Kenya Eco-tourism hub, provide additional beds in Kakamega forest, Mt. Elgon, Lake Victoria and launch high-value cultural products and cultural festivals and license homestays. Construction of new cottages in Kakamega Forest National Reserve was completed and is now operational. In Chyulu accessibility to Kisyula cave was improved while in Tsavo Conservation Area several sites were identified for development. National Parks have been segmented by product and price. The premium park initiative is aimed at reducing pressure on the two highly visited Parks (L. Nakuru and Amboseli). It also aimed at improving visitor facilities and roads to ensure tourists get value for their money. Infrastructure has been upgraded. Park entry fees for Amboseli and Nakuru has been reviewed upwards. The review is meant to regulate demand for these Parks which are made up of fragile ecosystems. The Kenya Wildlife Services (KWS) is also carrying out various product development activities with the aim of improving the competitiveness of the wildlife product within Parks. Amongst this products are: Therapeutic tourism, Via Ferrate climbing trail on Mt. Kenya, Improvement of campsites and visitor facilities and, Parks Branding and Beach Management program.

VII. Conclusion and Recommendations

The study noted that respondents work experience had some positive correlation with

© 2018 Global Journals

respondent's opinion on the effect of terror on their operation. However the relationship was not significant at p=0.05

There was some dependence between respondents' gender and their reaction to terror attacks. However these relationships were not significant at p=0.05 thus the null hypothesis that said that there was a significant difference between the respondent's gender and their reactions toward media report on terror attacks was rejected. This means that gender did not influence their response. Respondent's opinions were independent of their gender.

The objective of the study was to investigate the effect of terror attacks on the operation of hotels, lodges and tour operators in Kenya. The finding indicated that though the targets for these attacks were not atourist, nevertheless, it affected the tourism industry and other industries in Kenya. Most companies have been forced to invest more in marketing in order to assure the potential customers that Kenya is a safe destination. This has not been very easy since most firms have a limited budget for such extensive marketing. Some insurance firms are shunning away from tourism investments which they categorize as a risky venture. Perception of Kenya as a risk destination has cause booking cancellation for accommodation providers in the Kenyan coast the most affected being Mombasa, Malindi and Lamu where some terror attack has taken place. As per May 2014 more than 20 hotels along the coast had closed while those located in the wildlife sanctuaries, parks and reserves witnessed low booking and massive cancellation.

Insecurity has affected sales volume, customer growth, and implementation of short and long-term strategies for most firms. This in turn has reduced their revenue where most firms have reduced the number of employees to the lowest.

Kenya as a destination is currently facing serious competition from other East African countries such as Tanzania, South Africa Morocco and Tunisia which are perceived as a safe destination. Most firms have spent substantial amounts of resource in training their employees on terrorism and purchase of security equipment.

VIII. Lessons from the Terror Attack in Kenya

Terrorism-related attacks unless well managed is capable of bringing down the economy of Kenya. A joint effort is needed between African nations and the world at large to combat terror attacks. Al- Shabaab terror group has taken a new twist of training Kenyan youths and are using them for the attacks. This kind of targeting soft target has proved successful to them and might easily be replicated in other countries. Terrorism is not a problem for the Kenya government alone but a global threat. The Kenyan government should empower Kenya Tourist Board so that they can effectively manage communication centre that will disburse information in time any crises that may affect tourism. Management and coordination of media reporting are necessary since if not well managed togive biased and exaggerated information which scares visitors and other investors in Kenya. A join Tourism recovery strategy is needed to coordinate recovery process whenever cases of insecurity are experienced in Kenya.

In conclusion, the following must be managed for Kenya tourism industry to thrive;

a) Actual and perceived concerns regarding safety and security, with resulting negative publicity in the international and local media.
b) Negative travel advisories against travel to Kenya issued by the Governments in the main international source markets.

References Références Referencias

1. Alderighi, M., and Cento, A. ,(2004). European airlines conduct after September 11. Journal of Air Transport Management, 10, 97-107.
2. Al-Hamarneh, A., & Steiner, C. (2004). Islamic tourism: Rethinking the strategies of tourism development in the Arab world after September 11, 2001. Comparative Studies of South Asia, Africa and the Middle East, 24(1), 173-182.
3. Aziz. H.,(1995)Understanding attacks on a tourist in Egypt: Tourism Management (16). 91-95
4. Bar-On, R., (1996). Measuring the effect of tourism violence and of promotion following the Act.
5. Beaud, M., Blayac, T., & Stéphan, M. (2016). The impact of travel time variability and travellers' risk attitudes on the values of time and reliability. Transportation Research Part B: Methodological, 93, 207-224.
6. Brunt, P., Mawby, R., and Hambly, Z., (2000). Tourists victimization and the fear of crime on holiday. Tourism Management (21) 417-424
7. Carlsen, J. (2006). Post-tsunami tourism strategies for the Maldives. Tourism Review International, 10 (1-2), 69-79.
8. Cohen, N. J. (2016). Travel and border health measures to prevent the international spread of Ebola. MMWR supplements, 65.
9. de Sausmarez, N., (2004) Implication for tourism and sectoral crises management: Journal of travel and tourism marketing,15(4) 217-232.
10. Eric, L and Bruce P.(2005) Management responses and Theoretical Insight: Journal of Travel and Tourism Marketing,9(2/3).
11. Fallon, F. (2004), After the Lambok riots, Is sustainable tourism achievable? Journal of Travel and Tourism Marketing,15(2/3)139-158.

© 2018 Global Journals

12. Floyd, M.F., Gibson, H., Pennington-Gray,. &Tampa. B.,(2004) The effect of risk perception on intention to travel in the aftermath of September 11 2001. Journal of travel and Tourism Marketing,15(2/3) 19-38.
13. George, R. (2010). Visitor perceptions of crime-safety and attitudes towards risk: The case of Table Mountain National Park, Cape Town. Tourism Management, 31(6), 806-815.
14. George, R., & Booyens, I. (2014, December). Township tourism demand: Tourists' perceptions of safety and security. In Urban Forum (Vol. 25, No. 4, pp. 449-467). Springer Netherlands.
15. Goldstone, J. A., Bates, R. H., Epstein, D. L., Gurr, T. R., Lustik, M. B., Marshall, M. G., ... & Goodrich, J.N.,(2002). September 11 attack on America. A record of the immediate impact and reaction in the USA Travel and Tourism Industry. Tourism Management (23),537-580.
16. The government of Kenya, (2013): Sector plan for Tourism Medium Term Goals 2013-2017.
17. Hall, G.M.,Timothy,D.J. Duval, D.J. (2003). Security and tourism: Towards a New understanding. Journal of Travel and Tourism Marketing,15(2/3) 139-158.
18. Hall., G.M. (2002). Travel safety, terrorism and the media: the significance of the issue attention cycle. Currents issue in Tourism. 5(5), 458-466.
19. Henderson, J.C.,(2003) Terrorism and Tourism: Managing the consequences of Bali bombing. Journal of Travel and Tourism Marketing, 15 (1) 41-58.
20. Hills, A. (2006). Trojan horses? USAID, counter-terrorism and Africa's police. Third World Quarterly, 27(4), 629-643.
21. Hitchcock, M.(2001) tourism and total crises in Indonesia: The case of Bali. Asia Pacific Business Review, 8(2), 101-120.
22. In Pizam & Y., Mansfeld (Eds) Tourism crime and international security issues. Chichester, UK, Wisely.
23. Ioannides, D., & Apostolopoulos, Y. (1999). Political instability, war, and tourism in Cyprus: Effects, management, and prospects for recovery. Journal of Travel Research, 38(1), 51-56.
24. Israel, A.A. & Reichal, A. (2003) Hospitality crises Management: the Israel Case. International Journal of Hospitality Management, 22, 353-372.
25. Johnson, L. C. (2001). The future of terrorism. American Behavioral Scientist, 44(6), 894-913.
26. Lovelock. B., (2003). New Zealand travel practice in the provision of advice to travel to risky destinations: Journal of Travel and Tourism Marketing, 15 (4) 259-280.
27. Manfeld, J., (1999) Cycles of war terror and Peace: determinant and Management of crises and recovery of Israel Tourism industry. Journal of Travel Research 38(1)30-36.
28. Mansfeld, Y. (1999). Cycles of war, terror, and peace: Determinants and management of crisis and recovery of the Israeli tourism industry. Journal of Travel Research, 38(1), 30-36.
29. Mckercher, B., and Hui, E.L. (2003) Terrorism, economic uncertainty and outbound travel from Hong Kong. Journal of Travel and Tourism Marketing, 15(2/3)159-172.
30. Miller, K.L. (2002) Shock of recovery Newsweek P.38.
31. Miller, P. H. (2002). Theories of developmental psychology. Macmillan.
32. Mitroff, I.I & Person, C.M. (1993) .the crises management; A diagnostic guide for improving your organization crises preparedness. San Francisco.
33. Mohammad, A. A. A. (2014). Managing Demand for Hotel Establishments during Downturn Times and their Impact on Hotel Revenues: A Case Study of Cairo Hotels (Doctoral dissertation, School of Management, Cardiff Metropolitan University).
34. Muthoka, M. N. (2014). Effects of Strategic Management Drivers on Organizational Performance In The Tourism Sector In Kenya. Strategic Journal Of Business & Change Management, 1(2).
35. Mwakio, P., (2014) Kenya's Airport Unsafe, Warns The US, Nation Daily 22 July 2014.
36. Nuttal, M.W., Seggighi, H.R., and Theocharoui, A.L., (2001). Does cultural background of tourist influence destination choice? Journal of Management (15) 181-191.
37. Otiso, K. (2009). Kenya in the crosshairs of global terrorism: fighting terrorism at the periphery. Kenya Studies Review, 1(1), 107-132.
38. Paraskevas, A., & Arendell, B. (2007). A strategic framework for terrorism prevention and mitigation in tourism destinations. Tourism Management, 28(6), 1560-1573.
39. Paraskevas, A., & Arendell, B. (2007). A strategic framework for terrorism prevention and mitigation in tourism destinations. Tourism Management, 28(6), 1560-1573.
40. Pizam, A., (1999). A comprehensive approach to classify acts of crime and violence at tourism destinations; Journal of Travel Research (38) 5-12 a.
41. Ritchie, B.W., Dorrell Miller, D., and Miller, G.A., (2004) Crises communication and recovery for the tourism industry, Lesson from 2001 foot and Mouth outbreak in the UK. Journal of Travel and Tourism Marketing,15(4) 199-216.
42. Sanga, B., (2014) Lamu hotels closing down, laying off workers after months of violence. The standard 23rd July 2014.
43. Sanga,B.,(2014) Terror alerts bite as 20 hotels closes down at the coast. The standard 28th May 2014.
44. Seddighi, H.R. and Theocharous, A.L., (2002). Model of tourism destination choice. Theoretical

© 2018 Global Journals

and empirical analysis. Tourism Management (23) 416-456.
45. Sedigghi, H., Nuttal, M., & Theocharous, A., (2001) Does cultural background of influence the destination Choice? Tourism Management. 22 (2). 181-191.
46. Shaw, G. & William, A.M. (2002) .Critical Issues in Tourism: A geographical perspective. Oxford Black-Well.
47. Sonmez, S.F. (1998) Tourism terrorism and political instability. Annals of Tourism Research, 25 (2) 416-456.
48. Sonmez,S., Apstolopouls, Y., & Tarlow, P. (1999): tourism in crises: Managing the effect of terrorism. Journal of Travel Research. 38 (1) 13-18.
49. Tasci, A. D., & Kozak, M. (2006). Destination brands vs destination images: Do we know what we mean?. Journal of vacation marketing, 12(4), 299-317.
50. Tate, P (2002) The impact of 9/11 Caribbean London and New York cases. The Travel and Tourism Analyst 5 (October). 1-25.
51. Thampa, B., (2004) Tourism in Nepal. Journal of Travel and Tourism Marketing,15(2/3)117-139.
52. Woodward, M. (2010). A global model for forecasting political instability. American Journal of Political Science, 54(1), 190-208.
53. Young, W.B., & Montogomery, R.J. (1998). Crises management and its impact on destination marketing. Journal of Convention and Exhibition Management 1(1) 3-18.

© 2018 Global Journals

This page is intentionally left blank

© 2018 Global Journals