FACEBOOK AS A MARKETING TOOL IN THE TOURISM INDUSTRY: A CASE STUDY OF KENYAN TOUR OPERATORS

BY
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UNITED STATES INTERNATIONAL UNIVERSITY AFRICA

SUMMER 2014
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A Project Report Submitted to the Chandaria School of Business in Partial Fulfillment of the Requirement for the degree of the Executive Master of Science in Organizational Development (EMOD)

UNITED STATES INTERNATIONAL UNIVERSITY AFRICA

SUMMER 2014
STUDENT’S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the United States International University Africa in Nairobi for academic credit.

Signed: __________________________  Date: __________________________
Olivia Otieno (ID 611625)

This project has been presented for examination with my approval as the appointed supervisor.

Signed: __________________________  Date: __________________________
Mr. Godwin Njeru

Signed: __________________________  Date: __________________________
Dean, Chandaria School of Business
ABSTRACT

The purpose of this research was to investigate Facebook usage for the purposes of marketing products and services offered by tour operators in Kenya. The research questions that guided this study were (i) To what degree are Kenyan tour operators present on Facebook? (ii) What are the challenges faced by Kenyan tour operators in using Facebook as a marketing tool? (iii) What strategies can be implemented to mitigate the challenges faced by Kenyan tour operators in using Facebook as a marketing tool?

The study used a descriptive survey research design. The total population was made up of Facebook managers from registered members of the Kenya Association of Tour Operators (KATO) focusing on two hundred tour operators for the purpose of this study. The author prepared structured questionnaires for the Facebook managers to complete. Prior to distribution the questionnaire was piloted, to discern its clarity and ease of execution by the respondents. Respondents were selected using random sampling. Questionnaires were administered on a “drop and pick” method to the selected respondents. Data analysis involved the categorization of the variables as either nominal or interval, coding and tallying of the results using Microsoft Excel and Statistical Package for the Social Sciences (SPSS) then presenting the results using figures and tables.

The study revealed that only 35% Kenyan tour operators are present on Facebook and that less than 10% are consistently active. Research indicated that the major challenges faced in using Facebook as a marketing tool were an understanding of social networking as a marketing medium, a lack of budget allocation for Facebook, a need for more human resources generating content for Facebook and a severe lack of visitor interaction and feedback. As a result of the survey certain strategies are suggested for mitigating these challenges. These included a need for Kenyan tour operators to understand their target audience, cross promoting their Facebook pages on other marketing collateral for example; company website, business cards, and email signatures, and the incorporation of gaming and competitive content exclusive to Facebook. The study also identified a need
for staff social media training, in particular those with first hand contact with clients. Furthermore, there is a need for the allocation of part of the organizations marketing budget, to the promotion and management of the organizations Facebook page, and an active campaign to attract visitors and elicit their responses.

The study concludes that, Kenyan tour operators are not sufficiently using Facebook as a marketing tool. This challenge requires mitigation in the form of awareness of the social media website, the acquisition of the technical skills necessary to navigate it and the allocation of both human and financial resources. The study recommends national awareness campaigns financed and conducted by the Ministry of Tourism in conjunction with the Kenya Tourism board (KTB) and KATO to promote Facebook as a marketing tool for the tourism industry. In addition the study recommends that KTB hosts training workshops for KATO members on how Facebook may be managed, monetized and used as a marketing tool in the tourism industry.
ACKNOWLEDGEMENT

I would like to acknowledge all the Kenyan tour operators that provided support in my quest for knowledge and in particular to Mr. Jake Grieves-Cook who availed himself for a personal interview.

Secondly, I would like to acknowledge Mr. Godwin Njeru for his invaluable support during the research period. I wish to thank all my lecturers for their dedication in transferring their knowledge; Assoc. Prof. Amos Njuguna, Dr. George K’aol, Prof. Scott Bellows, Prof. Stephen Nyambegera, Dr. Caren Ouma, Dr. Damary Sikalieh, Dr. Francis Wambalaba, Dr. Theresea Kavoo-Linge and Dr. Maina Machara,

Finally, I would like to extend my gratitude to my colleagues and in particular to the members of my group; Wood Gitobu, Mary Mbugua, Winnie Munuthi, Beryl Otieno and Mary Nduru for continuously supporting me, providing a stimulating learning and sharing atmosphere.
DEDICATION

Dedicated to Fr. Luigi Anataloni and Mr. Michael Joseph.
# TABLE OF CONTENTS

STUDENT'S DECLARATION........................................................................................................... ii
COPYRIGHT.................................................................................................................................... iii
ABSTRACT....................................................................................................................................... iv
ACKNOWLEDGEMENT.................................................................................................................... vi
DEDICATION ..................................................................................................................................... vii
TABLE OF CONTENTS .................................................................................................................... viii
LIST OF TABLES .............................................................................................................................. x
LIST OF FIGURES ............................................................................................................................ xi
LIST OF ABBREVIATIONS ............................................................................................................... xii
CHAPTER ONE ................................................................................................................................. 1
  1.0 INTRODUCTION ....................................................................................................................... 1
    1.1 Background of the Problem ..................................................................................................... 1
    1.2 Statement of the Problem ........................................................................................................ 6
    1.3 Purpose of the Study ............................................................................................................... 7
    1.4 Research Questions ............................................................................................................... 7
    1.5 Significance of the Study ....................................................................................................... 7
    1.6 Scope of the Study ................................................................................................................ 8
    1.7 Definition of Terms ............................................................................................................... 8
    1.8 Chapter Summary .................................................................................................................. 9
CHAPTER TWO ................................................................................................................................. 10
  2.0 LITERATURE REVIEW .............................................................................................................. 11
    2.1 Introduction ........................................................................................................................... 11
    2.2 Tour Operator use of Facebook ............................................................................................ 11
    2.3 Challenges faced using Facebook as a marketing tool ......................................................... 15
    2.4 Methods to Mitigate the Challenges of using Facebook as a Marketing Tool ..................... 19
    2.5 Chapter Summary ................................................................................................................ 24
CHAPTER THREE ............................................................................................................................ 24
  3.0 RESEARCH METHODOLOGY .................................................................................................. 25
    3.1 Introduction ........................................................................................................................... 25
LIST OF TABLES

Table 3.1: Sample Size ...........................................................................................................27
Table 4.1: Hours Dedicated To Facebook Per Week .................................................................40
Table 4.2: Percentage of marketing budget spent on Facebook .............................................41
Table 4.3: Popular Facebook Content .....................................................................................47
LIST OF FIGURES

Figure 4.1: Gender Distribution ........................................................................................................30
Figure 4.2: Duration with Organization ............................................................................................31
Figure 4.3: Personal Facebook Page Status .......................................................................................32
Figure 4.4: Kenyan Tour Operator presence on Facebook .................................................................33
Figure 4.5: Primary use of Facebook by Kenyan tour operators .........................................................34
Figure 4.6: Facebook login Frequency ...............................................................................................35
Figure 4.7: Facebook Advertising Rate .............................................................................................36
Figure 4.8: Content upload rate on Facebook .....................................................................................37
Figure 4.9: Content Uploaded onto Facebook ....................................................................................38
Figure 4.10: Tourism Trade Shows ....................................................................................................39
Figure 4.11: Main Challenges to using Facebook as a marketing tool ..............................................42
Figure 4.12: Devices Used to View or Upload Content on Facebook .................................................43
Figure 4.13: Number of persons creating content for Facebook .......................................................44
Figure 4.14: Percentage use of Professional Photography .................................................................45
Figure 4.15: Frequency of Non-Employee Posts ...............................................................................46
Figure 4.16: Referencing of Organization Facebook Page .................................................................48
Figure 4.17: Viewing of Competitor Facebook Pages .........................................................................49
Figure 4.18: Social Media Training .....................................................................................................50
Figure 4.19: Relevance of Facebook as a Marketing Tool .................................................................51
# LIST OF ABBREVIATIONS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>AMA</td>
<td>American Marketing Association</td>
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<tr>
<td>ATTA</td>
<td>Africa Travel and Tourism Association</td>
</tr>
<tr>
<td>DMC</td>
<td>Destination Management Company</td>
</tr>
<tr>
<td>ECTAA</td>
<td>European Travel Agents and Tour Operators Associations</td>
</tr>
<tr>
<td>EIBTM</td>
<td>Exhibition for the Incentive Business Travel and Meetings</td>
</tr>
<tr>
<td>EIMEX</td>
<td>Exhibition for Incentive Travel, Meetings and Events</td>
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<tr>
<td>ETOA</td>
<td>European Tour Operators Association</td>
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<tr>
<td>FITUR</td>
<td>Feria Internacional de Turismo</td>
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<tr>
<td>GDP</td>
<td>Gross Domestic Product</td>
</tr>
<tr>
<td>ICT</td>
<td>Information and Communication Technologies</td>
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<tr>
<td>ITB</td>
<td>International Tourismus Borse (Berlin)</td>
</tr>
<tr>
<td>KATO</td>
<td>Kenya Association of Tour Operators</td>
</tr>
<tr>
<td>KES</td>
<td>Kenya Shillings</td>
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<tr>
<td>KTB</td>
<td>Kenya Tourism Board</td>
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<tr>
<td>MAU</td>
<td>Monthly Active User</td>
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<tr>
<td>SEO</td>
<td>Search Engine Optimization</td>
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<tr>
<td>SPSS</td>
<td>Statistical Packages for the Social Sciences</td>
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<tr>
<td>URL</td>
<td>Uniform Resource Locator</td>
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<tr>
<td>USD</td>
<td>United States Dollars</td>
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<tr>
<td>USTOA</td>
<td>United States Tour Operators Association</td>
</tr>
<tr>
<td>WOM</td>
<td>Word of Mouth</td>
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<td>WTM</td>
<td>World Travel Market</td>
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Problem

Tourism is one of Kenya’s main sources of foreign currency. According to the Ministry of East African Affairs, Commerce and Tourism (2014). In 2010 the sector earned Kshs.73.68 billion which makes it a major contributor to the countries gross domestic product (GDP). Former minister of tourism Hon. Najib Balala lauded the Kenya Tourism Board for their efforts in positioning Kenya as a high value tourist destination (Ministry of Tourism, 2014). However, perhaps Kenyan tour operators can achieve more with the incorporation of Facebook as a marketing tool.

Marketing is ‘the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods and services to create exchanges that satisfy individual (consumer) and organizational objective’ (Hudson, 2008 p. 253). This paper is concerned with promotion and distribution as facilitated by Facebook. ‘A company’s total marketing and communications program’ (Hudson, 2008 p. 253) or Promotional Mix is made up of advertising, sales promotion, public relations, personal selling, word of mouth, direct marketing and Internet marketing.

The American Marketing Association (AMA) defines advertising as ‘any paid form of non-personal promotion of ideas, goods or services by an identified sponsor (George, 2008). George (2008) purposes advertising to be the most powerful tool in a promotional mix. The concept is reinforced by Ferris, Bendel, et al. (2009) who go on to say that advertising is considered the cornerstone of numerous marketing tactics and as an integral component to a company’s marketing mix.

George (2008) describes sales promotion is a tactical promotional response strategy used to fix short-term seasonal problems such as climatic occurrences or unexpected events like
acts of terrorism. Employing sales promotions indefinitely may leave clients feeling that the sales promotion is the norm instead of a value added item or service (George, 2008). Sales promotion could be a highly effective tool especially in the hospitality industry given the industry’s seasonal nature.

Hudson (2008) describes public relations as the initiatives undertaken by a company in the tourism industry to retain or positively advance its relationship with other organizations or individuals. It is primarily used to maintain a positive public presence, handle negative publicity, and to enhancing effectiveness of the promotional mix elements (Hudson, 2008).

Personal selling is described by Hudson (2008) as a personalized form of communication in which a seller presents the features and benefits of a product to a buyer for the purpose of making a sale. It is more expensive than other methods that are targeted towards a larger audience, as it requires strategies that are tailored to the individual customer (Hudson, 2008).

Word-of-mouth (WOM) marketing according to George (2008) is a form of relationship marketing and possibly the only may be the only marketing strategy that is available to some small business. That is not to say that larger organizations do not benefit from word-of-mouth recommendations or referrals. Regardless of the face that word-of-mouth marketing is intangible, other customers recommendations be they friends, family or strangers on websites such as Trip Advisor can greatly impact another buyers decision-making process (George, 2008).

Hudson (2008) lists forms of direct marketing as direct mail, telemarketing and travel exhibitions. The advantages of direct marketing include the ability to; track prepared mailing lists, prepare and distribute audience and geographically selective high information content, reach a large number of customers simultaneously and attract new customers whilst simultaneously retaining existing clients (Hudson, 2008). Direct marketing however requires the creation and maintenance of databases, the set-up and
staffing of trade fairs all of which can prove costly and time consuming. Hudson (2008) goes on to say that should direct marketing be conducted improperly it can also lead to a poor image for the organization.

Internet marketing or eMarketing (El-Ansary and Frost, 2006) is defined as the use of Information Technology in the process of creating, communicating and delivering value to customers, and for managing customer relationships in ways that benefit the organization and its stakeholders (George, 2008). According to George (2008) the effectiveness of a promotion mix greatly depends on how it is communicated. In other words regardless of how a company communicates to the client is as important as what is being communicated. The method of information transfer at times called the communications mix includes but is not limited traditional media sources such as radio, television and print (George, 2008). Print media includes newspapers, magazines and displays such as banners and billboards. Other media available in the communication mix is the Internet comprising of websites, Google advertisements, banners, etc. However in addition to media companies should also consider the inclusion of word of mouth marketing in the communications mix.

Social networking has rapidly gained popularity over the last decade. Facebook is the world's most popular social networking site with a billion Monthly Active Users (MAU’s) as of October 2012 (Delaney, 2013). In Kenya the end of 2012 saw the Facebook penetration rate stand at 4.8% with more than 2 million Kenyan Facebook users (Internet World Stats, 2013).

In the tourism industry information and communication technologies (ICT’s), facilitate the flow of information to and from the consumer (Page and Connell, 2006). Internet World Stats (2012) claim that at the turn of the century the there were 200,000 Internet users in Kenya and as of July 2012 that number had risen to 12,043,735. In 2010 Kenya was awarded the Government Leadership Award at the 15th International Global Mobile Awards during the Mobile World Congress in Spain (Communications Commission of
Kenya, 2010). The award was in part due to Kenya’s emergence as “one of the most active users of the social networking site Facebook”.

The use of computers and other electronic technologies in the communications industry is commonplace today (Page and Connell, 2006). This makes it imperative for businesses to stop relying solely on their websites as a virtual presence and channel their advertising and marketing strategies towards sites like Facebook that already have a ready audience. Studies by web analytics provider comScore show that the average Facebook member visits the site at least 18 times per month (Dunay and Krueger, 2010). The influence of Facebook on consumer behavior is evident as “75 percent of users now consult Facebook to gain opinions on products they are interested in purchasing and half have tried a new product based on these recommendations” (Delaney, 2013, p89).

Internationally, in order to capture this ever-expanding market both public and private organizations be they for profit or not-for-profit are signing up to Facebook and creating Pages. These Pages generally include contact information, photographs, a brief of the organization and the nature of its business, information on the products and services, special offers, video and audio clips, customer testimonials and feedback, among other items (Facebook Corporation, 2013). Firstly, businesses use Facebook as a marketing tool to make potential customers aware of their existence and to interact with their existing customer base (Dunay and Krueger, 2010). Secondly, Facebook is used as an advertising platform for businesses. The most direct form of advertising on Facebook is the Social Ad, which stands for Social Advertising. The main attraction of this form of advertising is the ease with which businesses can have their adverts up and running (Abram and Pearlman, 2010). Thirdly, businesses use Facebook for communication, including the release of press statements, the launch of new products and services and the execution of online competitions.

Facebook gives the tourism industry a global platform to market the country as a destination. The site can be used to highlight key tourism commodities like
accommodation, transportation, entertainment and attractions (World Travel & Tourism Council, 2012) to the high number of active Facebook users. In addition Facebook has cheap advertising rates, starting at just USD 10 per day (Facebook Corporation, 2013). In addition businesses can create, pay for and launch a Social Ad targeted towards a specific audience. The reach can be based on some of the parameters that are known to influence tourism such as age, family life cycle, gender, disability, nationality, occupation, social class and income (Page and Connell, 2006).

In the tourism industry information and communication technologies (ICT’s), facilitate the flow of information to and from the consumer (Page and Connell, 2006). Internet World Stats (2012) claim that at the turn of the century the there were 200,000 Internet users in Kenya and as of July 2012 that number had risen to 12,043,735. In 2010 Kenya was awarded the Government Leadership Award at the 15th International Global Mobile Awards during the Mobile World Congress in Spain (Communications Commission of Kenya, 2010). The award was in part due to Kenya’s emergence as “one of the most active users of the social networking site Facebook”.

A quick search on Facebook revealed that Kenyan tour operators are present on Facebook (Facebook Corporation, 2013). They have attended e-tourism seminars like the E-tourism Frontiers held at the Crowne Plaza hotel in September of 2010. During the conference sessions were also held to train delegates in the use of social media and digital marketing for tourism, however, one has to wonder how many were paying attention (E-tourism Frontiers, 2011). Whilst the social aspect of Facebook is well known and used in Kenya by individuals very little of this is translated to tour operators (World Internet Stats, 2013).

There needs to be a constant engagement and communication with the individuals that like your page as is demonstrated on the Thompson Holidays Facebook page. Thomson Holidays are one of the oldest Tour operators in the United Kingdom. With over 500,000 likes on Facebook they continuously post what appear to be professional high-resolution photographs. The welcome page includes a brief on the history of organization, the
services provided, including special deals, and the option to sign up for their newsletter. On Facebook, Thompson Holidays also run competitions where visitors can win a variety of prizes. The House Rules icon acts like a corporate disclaimer by clearly stating to visitors of the page the parameters of interaction allowed. Most notably however, is the way in which the page interphases with other forms of social networking and new media: Twitter, YouTube and Instagram.

1.2 Statement of the Problem

The former Chairman of the Kenya Tourism Board Jake Grieves-Cook (2013) described Facebook as a customer relationship management tool. Research has shown that there are links between social media and e-commerce that are not being exploited globally and the tour operator industry in Kenya is no exception. For example in the United Kingdom research focusing on the hotel industry showed that out of one-hundred-and-fifty-six (156) hotels evaluated on search engine marketing, web design, user experience and social media eighty-five percent (85%) had Facebook pages however; only forty-three percent (43%) had any details on offers or promotions (Gerrard, 2012).

Christian Taylor the chief executive officer of the leading electronic commerce (eCommerce) platform on Facebook in 2010 said that “as we move toward a world where every industry is becoming social, major retailers are starting to see the value of social commerce. If they don’t, they risk becoming irrelevant” (Payvment Incorporated, 2010). An organization’s Facebook page is not intended to be static as the job is not complete with the launch of the page. It requires continuous updates and posts of current and upcoming events, offers and news (Abraham and Pearlman, 2010). Facebook’s Head of Travel Lee McCabe (2013) notes the highest increase in the use of Facebook as a tool for travel in Latin America. In particular Lee mentions viajanet.com and hotelurbano.com.br claiming that in Latin America companies are latching onto Facebook really early.

The lack of social media knowledge, and in particular how to effectively use Facebook has transcended into a lack of investment into Facebook as an awareness platform, marketing
and communications tool by Kenyan tour operators. Paid media not only vastly improved total reach, but also increased organic and viral impressions on most posts by a factor of 2 (Social Fresh, 6 October 2013).

Little research has been conducted with regards to how Facebook is being used as a marketing tool by tour operators in Kenya. This study aimed to highlight to what degree Kenyan tour operators are using Facebook as a marketing tool, what challenges they were facing and how they went about mitigating those challenges.

1.3 Purpose of the Study
The purpose of the study was to investigate the implications of Kenyan tour operators using Facebook as a marketing tool.

1.4 Research Questions
1.4.1 To what degree are Kenyan tour operators present on Facebook?
1.4.2 What are the challenges faced by Kenyan tour operators using Facebook as a marketing tool?
1.4.3 What strategies can be implemented to mitigate the challenges faced by Kenyan tour operators using Facebook as a marketing tool?

1.5 Significance of the Study

1.5.1 To the Management of Tour Operating Companies
This study will go towards assisting Kenyan tour operators to more effectively and efficiently use Facebook as a marketing tool.

1.5.2 To Policy Makers
The study will aid policy makers in the Kenyan tourism industry to better understand the degree to which Kenyan tour operators are present on Facebook and the challenges the tour operators face in using the social media platform as a marketing tool. This
understanding should enable policy makers in the Kenyan tourism industry to assemble viable strategies to mitigate the challenges highlighted.

1.5.3 To Other Researchers
The study acts as a foundation for further research into social networking and its implications on tour operators in Kenya.

1.6 Scope of the Study
To be recognized as a Kenyan tour operator the organization has to be a registered member of the Kenya Association of Tour Operators (KATO). The population thus comprised of the four-hundred-and-eighteen (418) registered KATO members as published on the KATO website accessed on October 4, 2013. The scope of the study was restricted to Nairobi as it is the location where a majority of Kenyan tour operators are based. Within the organizations the population consisted of Facebook managers as administrators of the tour operators’ Facebook page. The sample size of seventy-five was reached with the assistance of an online sample size calculator. By using a confidence level of ninety-five percent (95%) and a confidence interval of ten percent (10%) the number of Kenyan tour operators surveyed were two hundred (200). The sampling method used was random sampling.

1.7 Definition of Terms

1.7.1 Facebook
A social networking platform that is open to anyone over the age of 13 with an email address (Delany, 2013).

1.7.2 Page
This is the corporate version of a profile containing the information about a company that you would like visitors on that page to know (Facebook Corporation, 2013).
1.7.3 Tour Operator
Organizations that offer packaged vacation tours to the general public (Hudson, 2008)

1.7.4 Post
This is the process of imparting information onto a page or profile (Facebook Corporation, 2013).

1.7.5 Follow
Follow is a way to hear from people you’re interested in, even if you’re not friends. The Follow button is also a way to fine-tune your News Feed to get the types of updates you want to see (Facebook Corporation, 2013).

1.7.6 Like
Liking a page by clicking the Like button is a way to give positive feedback and connect with things you care about (Facebook Corporation, 2013).

1.7.7 Facebook Manager
A Facebook manager is an individual within an organization that has administrator status of the organizations Facebook page (Facebook Corporation, 2013).

1.8 Chapter Summary
Chapter 1 is an introduction to the research topic with an indication as to its relevance. To that end it includes the background of the problem, followed by, the statement of the problem. The chapter highlights the purpose of the study, which is to investigate the implications of Kenyan tour operators using Facebook. Chapter 2 reviews the relevant literature based on the three research questions that guide this study. Chapter 3 is a description of the research methodology used in the study. This is made up of the research design, population and sampling design, data collection methods, research procedures and the data analysis methods. Chapter 4 reports on the major findings of the study based on the three research questions. Chapter 5 is a summary of the most important elements of the
study. It then goes on to discuss the major findings of the study in line with the three research questions, the answers to which are the objective of the study. The result is the drawing of a conclusion and recommendations for subsequent studies.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction
This Chapter reviews the relevant literature based on the three research questions. (i) To what degree are Kenyan tour operators present on Facebook? (ii) What are the challenges faced by Kenyan tour operators in using Facebook as a marketing tool? (iii) What strategies can be implemented to mitigate the challenges faced by Kenyan tour operators in using Facebook as a marketing tool?

2.2 Tour Operator use of Facebook

2.2.1 Tour Operators and the Internet
A tour operator is an intermediary between hotels, transport companies, activity centers and the customer (Hudson, 2008). The primary role of the tour operator is to offer packaged tours or incentive tours to clients on behalf of the service provider (Sharpley, 2006). In essence tour operators operate on discounted rates as a result of the volume that they are able to generate or promise to their prospective suppliers (George, 2008). Over the years the industry has evolved and with it the tools that are used in sales and marketing. Like all businesses is it important that tour operators market their products and services effectively using various avenues such as; word of mouth, direct marketing, personal selling, public relations, sales promotions, advertising and Internet marketing (Hudson, 2008).

Promotion according to Raju (2009) is a key component in the marketing of package tours. However tour operators should ensure that the promotion is not only geared towards potential clients but to individuals and organizations that work as intermediaries such as retail agents, suppliers, journalists, travel writers, et cetera.
Syratt (2003) predicted that there was a trend towards using the Internet to research and book holiday destinations. In this pre-era of Facebook the use of the Internet with regards to travel was limited to tour operator websites with the pioneers of this being the Swiss based Destination Management Service (DSM) Kuoni (Kuoni Group, 2014). The benefits of the Internet were clear even then with needing less staff to man the phone lines, fewer hard copy brochures to be printed and the ability to reach a greater number of potential customers (Syratt, 2003). In three years the revolution was well and truly underway with tour operators reporting online sales in the region of £9 million whilst still being able to offer holidays at even lower prices (Page and Connell, 2006).

2.2.2 Tour Operator Presence on Facebook

The information age demands that there be a free flow of information to remain relevant and to enhance credibility (Martin, 2010). Studies show that Internet users place 20% more trust on information they gather from people generated content websites such as TripAdvisor.com and Facebook.com rather than company websites (Procopio, Thomson and Spielvogel, 2012). Facebook does however require a significant investment in terms of man-hours that cannot be excused for a lump some payment to what is most probably a con artist (Fouts, 2009). It is possible for tour operators to successfully conceptualize, launch and manage their Facebook pages with simple guidebooks (Fouts, 2009).

The extent to which a tour operator is on Facebook can vary from nil to mere registration to continuous daily interaction. Dunay and Krueger (2010) advise that the setting up a Local Fan Page is the best mode to attract the local market. This type of page works well for tour operators as they are trying to present themselves as local travel experts (O’ Sullivan, 2012). In addition to local registration the Facebook pages may include status updates, events, audio, video and virtual products (Dunay and Krueger, 2010).

Status updates simply involves composing a statement about a recent or upcoming experience relevant to the organization (Dunay and Krueger, 2010). Abram and Pearlman (2010) describe Facebook events as organized activities that an individual, group or
organization is either hosting or participating in and would like to promote. Whilst audio and video is self-explanatory virtual products may include digital brochures and virtual tours of destinations and the facilities in place (George, 2008). Martin (2010) understands that competition is part of business and rather than trying to avoid it, competition should instead be properly managed. Tour Operators can accomplish this by monitoring the activity on their competitor’s pages and to an extent even reaching out to their client base using the direct message application on Facebook (Martin, 2010).

2.2.3 Facebook as a Marketing Tool
Yeoman (2008) predicts that that tomorrow’s tourist will be driven by technology and information and choice and that time is upon us with the dawn of social media and especially Facebook. The need for specialized tours that are tailor-made to the individual’s needs be they relaxation, rejuvenation or recuperation is paramount (Yeoman, 2008). This trend shows 95% of all flights resulting from online booking by 2030 (Yeoman, 2008) but does this intently spell doom for the tour operator?

Facebook; one of the most popular sites for social networking, is growing with regards to users 35 years of age and older and travel companies are jumping on with the realization that it is a great way to communicate with their customers and to attract new ones (Margolis, 2012). Labbé (2011) ascertains that according to a recent L2 Digital IQ index for Travel report 20% of visitors to travel sites originate from social media sites like Facebook.

There are hundreds of tour operators on Facebook (Facebook Corporation, 2013). This conclusion is derived from a simple search on the social networking site for a tour operator that yields thousands of pages. For the purpose of this study the researcher have limited my scope to tour operators registered under the United States Tour Operators Association (USTOA), the European Tour Operators Association (ETOA) and the African Travel and Tourism Association (ATTA). These three associations represented the global sample as the researcher endeavored to discern the scope of tour operators on Facebook.
On Facebook, tour operators are able to accomplish the four P’s of a marketing mix. These are product, which are the tangible aspects, service element and branding, price; discounting, value for money, place; the role of intermediaries, direct sell and promotion; advertising, brochures and sales promotion (Swarbrooke and Horner, 2007). The above is achieved using the different features of a Facebook page include but are not limited to; status updates, news feeds and discussions (Dunay and Krueger, 2010). According to Procopio, Thomson and Spielvogel, (2008) 60% of online users were shown to benefit from content they read online from other users on social media sites, blogs, et cetera.

Tour operators have the option of two types of pages on Facebook. The Community page is dedicated to the brand but offers less control as it can be registered and managed by third parties and is open to all (O Connor, 2011). The alternative is a Fan Page that is registered and managed by the tour operator and gives them control over the content on the page (O Connor, 2011). A Fan page must include a Wall; which is the location of where information is placed. The information may be in the form of text, pictures, video or audio content (Dunay and Krueger, 2010).

Tour operators registered as of September 1st, 2013 as corporate members of USTOA stand at forty-seven (47). The reason for the low number is that as a membership requirement, USTOA holds a $1 Million security posted by the companies. The brands listed below each company name may share in their USD 1 million security (United States Tour Operators Association, 2013). It is important to note that there are some corporate members like Tui Travel PLC that has twenty-nine brands listed under them. Though this is an extreme case it is not unusual for companies to have approximately five brands. For the purpose of this study the researcher only focused on the companies and not the individual brands that operate under them.

In 2009 The European Travel Agents’ and Tour Operators’ Associations (ECTAA) estimated that the number of tour operators and travel agents in Europe to be seventy-seven thousand five hundred and forty-nine (77,549) (The European Travel Agents’ and
Tour Operators’ Associations, 2009). This is a Figure that is sure to have changed since then however; the researcher was unable to find more recent data. The membership category for Ground Handlers, Local Tour Operators and Destination Management Companies (DMC’s) within the European Tour Operator Association (ETOA) website lists 55 members from different countries across Europe. The data offered includes a brief description of the company and a link to their website. There is no link to company Facebook pages. Under the heading Policy Areas, there is an Online Marketing tab that encourages ETOA members participate in seminars and conferences to maximize online marketing and selling potential (European Tour Operators Association, 2012).

2.3 Challenges faced using Facebook as a marketing tool

2.3.1 Adapting to New Technology
Globally there are thousands of tour operators on Facebook (Facebook Corporation, 2013). There are however; thousands more that are not making use of the social networking site. The data collected from the United States Tour Operator Association (USTOA), the European Tour Operator Association (ETOA) and the African Travel and Tourism Association (ATTA) clearly indicates that internationally tour operators are either not aware of Facebook, do not feel that it could be an advantage to their business or do not know how to use the social networking website to enhance the marketing of their core business. Alternatively the issue could also be that tour operators are facing challenges to using Facebook and are unable to find ways of mitigating them. The researcher highly doubted the first option and lean towards the remaining three and in particular that the lack of understanding on how to use Facebook for business marketing effectively to the last option as even the tour operators that are on Facebook use the site in a very rudimentary fashion.

Abram and Pearlman (2010) state that social media is no different to any new technology in that with its novelty comes the challenge of unfamiliarity and skepticism. In addition just because you may have heard about Facebook does not mean that you are in any way
proficient in its use. This lack of understanding of social media and particularly how to launch, maintain and navigate Facebook is a barrier for a lot of businesses that are run by the Baby Boomer generation most of which are now between 40 and 60 years of age (Dunay and Krueger, 2010).

2.3.2 Facebook Costs and Planning
There is no cost to setting up a Facebook page however organizations still need to invest. Facebook requires that you invest time to create or locate content for it. This is not a one-time affair and the necessity to constantly post information on an organization's Facebook page is something tour operators find challenging. The way to measure the success of the time you invest in your Facebook page as an organization is to track if there is a return with regards to profit (Hall, 2010).

Planning to incorporate Facebook into the marketing strategy is essential. According to Martin (2012) most marketing campaigns fail because of poor planning. Facebook is no different from a billboard, radio or print campaign and as such requires the same dedication and planning. Facebook may actually require more as unlike conventional marketing campaigns your Facebook page runs 24 hours a day, 7 days a week and incorporates a global reach.

The lack of clear policies and guidelines can be a major challenge for employee use of Facebook. The greying line between the corporate and the personal image can be a potential minefield for both employees and the company (Sweeny and Randall, 2011). That said employees should be aware that the laws that do exist currently favor the company (Delaney, 2013).

2.3.3 Facebook Marketing and the Bottom-line
The inability to associate marketing actions with the company’s bottom line is another major challenge (Martin, 2012). Tour operators need to realize that Facebook is capable of contributing towards their overall profit margin either by reducing their conventional
marketing costs or by exposing their products and services to a global audience but specifically targeted at their potential clients. Facebook can do this by associating the advertisement you place to the profile pages of those searching for or appear to be interested in your products and services (Dunay and Krueger (2010).

The fear of using social media to market ones products and services, promote social corporate responsibility initiatives may sound irrational but it is one of the challenges faced by tour operators using Facebook. The fear stems from the feeling that unlike an office premises that can be easily monitored and controlled Facebook is its own animal. That it is equivalent to the “bad lands” from the Mad Max movies of the late 80’s and early 90’s; a lawless place in cyber space where anything goes. This is a highly inaccurate perception

Conventional marketing is a one-way street where you communicate to your audience and they either listen or they don’t. Facebook however is not just a two-way but also a three way street (Martin, 2012). The platform makes is possible for you to post your content, have your audience comment and then act as ambassadors for your organization by the nature of their comment, a share or a mention on their personal Facebook pages. With the average Facebook user having 130 friends (Sweeny and Craig, 2011) it can be said that statistically having a single Facebook ambassador is equivalent to having that individual distribute a flyer with your company’s content on it to 130 friends. This multifaceted method of communication is superior to radio and television commercials billboard and print advertising that offer one or with the radio promotion offer two dimensions.

The most obvious problem may actually be one that is the most easily fixed. However like disease, prevention is better than cure. When choosing a name for the page is it very important to ensure that it is not just attention grabbing but also that it reflects the true name of the organization it represents (Sweeny and Randall, 2011). For example if the company is called Baobab Tours and Travel calling the Facebook page Baobab Safaris simply to try and stand out may be confusing to clients. This is especially true for existing
and established clients that may already have a strong association with the brand. The new clients may become wary or skeptical if once directed to your physical address or website find a different moniker. Related to the name is the Uniform Resource Locator (URL) that according to Funk (2011) is an integral part in how easy it is for potential friends and clients to locate your Facebook page.

Berkowitch (2010) has noted that many businesses that venture into social media as part of their integrated marketing plan lack focus. This lack of focus not only makes it difficult for businesses to measure social media’s Return on Investment (ROI) but also can actually be extremely harmful and at times even illegal (Procopio, Thomson and Spielvogel, 2008). Facebook is simply an extension of a tour operator’s online presence and thus should not be treated as a separate entity but rather as part of an integrated strategy to reach, acquire and maintain a satisfied client base (Abram and Pearlman, 2010).

Cyber terrorism or “hacking” is a problem that all Internet users face and tour operators using Facebook are not immune. Though this may not be the only or even the primary reason to keep Facebook social rather than commercial Funk (2011) suggests that it has certainly made it more difficult for tour operators to include online booking and payment systems using Facebook and thus majority of traffic is still directed towards the company website. Funk (2011) goes on to say that hacking is not always anonymous as disgruntled former employees, competitors or even unsuspecting current employees could post (the latter perhaps being accidental) damaging content on the Facebook wall.

In order to not lose focus of their target market, made up of a combination of existing and potential clients, Raju (2009) advises that tour operators not focus too much marketing aimed towards their secondary and tertiary markets. On Facebook tour operators should be weary of their page turning into a platform for travel writers and retail agents with regards to the content that can be intimidating and/or off putting to potential clients who may not understand industry lingo (Dunay and Krueger, 2010). Keeping in line with the above
another challenge tour operators face is how to display successes and awards without flaunting the achievement or appearing arrogant.

The notion that Facebook is not the place to sell your product may come as a surprise to a majority of Marketing Managers (Evans, 2008). That does not mean that you cannot successfully advertise your product to an audience that is keen on what you have to sell (Dunay and Krueger, 2010). O’Sullivan (2012) cites creativity is a stumbling block, the onus to always remain fresh and engaging can be a daunting task for tour operator Facebook managers who are tasked with having to post daily. Interactivity is key, as this will affect your Facebook ranking, which leads to more people seeing your post and potentially, liking and sharing it with their friends (O’Sullivan, 2012).

2.4 Methods to Mitigate the Challenges of using Facebook as a Marketing Tool

2.4.1. Creating Awareness and Return on Investment
Dunay and Krueger (2010) site identification of the primary client base and dissecting it into as much detail as possible as the first step to creating a successful marketing campaign. Research by Levinson and Lim (2013) has shown that when organizations have an in-depth understanding of their target audience and demographic detail such as age, gender, geographic location, average annual income, language preference, occupation, hobbies etc. they are better able to market their products and services using their Facebook pages. This is because the content they produce and have on their Facebook pages specifically appeals to that target market and that appeal can be seen through an increase in likes (Abram and Pearlman, 2010).

To increase awareness of their Facebook page, which in turn could lead to an increase in, likes tour operators should tap into their existing client base (George, 2008). According to Funk (2011) this can be accomplished by sending an email to clients informing them of the launch or existence of the tour operators Facebook page. However, this strategy may be too generic and may even work against the tour operator in that the emails may end up
classified as *spam* (a form of electronic mail that is unsolicited and direct that does not have the consent of the receiver and that the recipient has to way to request that it desists) which could result in the blacklisting of the tour operator’s email address. Alternatively, tour operators can *drive traffic* (methods of increasing the number of visitors) to their Facebook pages can be achieved though games, competitions and promotions that incorporate the Facebook page requiring liking the page for participation (Abram and Pearlman, 2010).

Funk (2011) suggests that integrating Facebook with the company website is a good way for tour operators to cross promote the two mediums and drive potential clients to their website whilst still offering pertinent, useful information and marketing their products and services whilst simultaneously being able to answer queries on their Facebook page. In addition tour operators should ensure that their Facebook page is representative of the overall online presence and that it ties in to the brand as a whole (Dunay and Krueger, 2010). One of ways is to ensure that there is not conflicting information with the company’s website and that there is an accurate and complete description of the company in the “About” section at the top the Facebook landing page (Procopio, Thomson and Spielvogel, 2012).

Berkowitch (2010) suggests that one of the biggest problem facing businesses that are on Facebook is how to measure the return on investment. The problem can be mitigated with clear definition of purpose and focus towards a specific goal whilst also understanding what your competitors are doing on social media (Berkowitch, 2010). Part of measuring ROI involves having a dedicated individuals or individuals who measure and monitor the Facebook page at least once a day and if possible once every hour, especially during what times prior research has deemed as peak hours based on the market being targeted (Dunay and Krueger, 2010).

Procopio, Thomson and Spielvogel (2012) believe that you should use the Facebook Insights option to track your progress, in particular tour operators should take note of
which posts have received the greatest amount of response be they positive or negative. Gillin (2008) recommends courting social media influencers. These are the individuals with large numbers of fan’s, followers, or likes and to make them acquainted with your product. This approach similar to an endorsement could catapult brand awareness and visibility and offer a greater return than a Social Ad. Opinion polls on current events or controversial issues coax visitors into leaving a footprint and engaging thus increasing your overall Facebook and Search Engine Optimization (SEO) ranking and visibility (O’Sullivan, 2012).

Facebook does have its rules of engagement, policies and limitations, however by understanding what they are, and with a little planning, this can be overcome (Abram and Pearlman, 2010). One such limitation as identified by Hall (2010) is that of the number of fans you can have fans a group can acquire. The number rests at 5,000 but this can be easily circumvented by tour operators registering Facebook pages instead of groups. The former have no limitations to the number of fans allowed. The use of member lists and directories from club and organization websites could be a good way to make valuable connections (Martin, 2010). Tour operators should carry out similar searches on Facebook.

Hall (2010) recommends taking advantage of the thousands of Facebook applications that can be found via http://www.facebook.com/apps/directory.php and take advantage of functions such as calling and messaging which can cut down tour operator telephone costs and make it easier for those already logged on Facebook to communicate with you directly. Whilst Sweeney and Craig (2011) are aware of the fun applications on Facebook the service does have a business, productivity and marketing element to it. For example, tour operators are able to manage their calendars and even set up meetings with clients by using particular Facebook applications.

It may sound like a disease but on social media going viral is a good thing (Hall, 2010). Tour operators can take advantage of the most effective and most trusted form of
advertising; word-of-mouth or referral advertising by creating or incorporating potentially viral content on their Facebook page (Hall, 2010). More often than not this content is visual, that is in the form of a picture of video and there is an emotional context that can range from shock and disgust to humor and relief.

2.4.2 Solving Challenges with Posts
Levinson and Lim (2013) suggest that organizations try to use Facebook as a Guerrilla Marketing platform. Defined by the two as a method of low-cost, often unconventional marketing tactics. By understanding the concept of ‘selling a promise’ it is important for tour operators to build trust and brand loyalty by ensuring conversations on their Facebook pages have tangible, appealing, real-time content.

Preventing cyber terrorism is a big challenge that could easily erase or corrupt all online data including a tour operators Facebook page. Procopio, Thomson and Spielvogel (2012) advocate a custom tab that make visitors aware that there are terms and conditions to the level of interaction that are permitted on the page. The trio adds that the tab is not a carte blanche (that is, complete freedom to act as one wishes) to forgo etiquette and thus delete all posts as research suggests response to criticism and genuine action has positive repercussions and at times even converts critics to fans.

Conversing with and not speaking at your Facebook audience is a great way to foster engagement. According to Procopio, Thomson and Spielvogel (2012) this can be achieved by asking questions that as much as possible are open ended to acquire the most diverse range of answers. Research shows that visually stimulating posts receive greater responses than plain text and as Fouts (2009) suggests tag people in the images so that the notification appears on their walls as well. Posts that evoking emotions be they fun, intrigue, or curiosity from visitors helps to create a bond between them and the tour operator (Dunay and Krueger, 2010).

The greater the diversity in the way the information is presented on Facebook the greater the interest from visitors to the page and the higher the chances of return visits and data
and content sharing (Levinson and Lim, 2013). According to the duo organizations can leverage those who visit and like their page by inspiring them to share the content with others easily and effortlessly using the existing share icon present on every post uploaded on a Facebook pages timeline.

Facebook requires more updates than a website. While you might update your website on a monthly basis Facebook demands that you update one a day (Procopio, Thomson and Spielvogel, 2012). However, you should not get over zealous and post continuously during the day unless there is an event or function that deems it necessary as the behavior has been shown to be off-putting to users (Procopio, Thomson and Spielvogel, 2012). Posts should not only be in line with the corporate brand standard guidelines but with the law and the policies of Facebook Corporation. As the latter change frequently tour operators on Facebook need to be abreast with the latest policy changes to maintain and/or enhance customer interaction (Abram and Pearlman, 2010). Improving your social media ranking with SEO is as simple as linking your posts to your website, ensuring that key words that describe your product or service are present and that you also leave your footprint on the other sites that you visit by linking your comment back to your page or site (Sweeney and Craig, 2011).

2.4.3 Navigating the Advertising Minefield
Tour operators should try to avoid falling into an advertising pit. That is they need to be more discerning in the choices they make with regards to where, when and how they advertise on Social Media. Evans (2008) emphasizes the importance of not falling to the allure of the low cost of social media advertising. Advertisements come in the form of paid banners on specific Facebook pages and targeted advertisements that it is important to leverage the Facebook platform (Evans, 2008). An advertisement does not guarantee engagement and thus to boost the social aspect tour operators should work towards incorporating a game or application that forces participants to interact (Curtis and Giamanco, 2010). Gillin (2008) advocates that advertising should garner conversation from visitors to the page whilst the timeline should incorporate company milestones.
Creating the advertisement is not the final step as Facebook’s Advertisement Manager enables you to track response from your advertisement and even make changes to suit the occasion or audience may not be as responsive to it as you initially hoped (Sweeney and Craig, 2011).

The cost of a single full-page advertisement running for one day in the Daily Nation newspaper coasts between KES 250,000 and KES 550,000 (Nation Media Group, 2013). Advertising on Facebook is a fraction of the cost starting at a mere USD 10 per day (Facebook Corporation, 2013). In addition there is the added convenience of being able to create, pay for and launch a Social Advertisement online. Furthermore Social Advertisements can be targeted to a specific audience based on some on parameters that are known to influence tourism (Page and Connell, 2006) such as age, family life cycle, gender, disability, nationality, occupation, social class and income.

2.5 Chapter Summary
Chapter two is aimed at reviewing literature based on the three research questions that guided this study. To this end the chapter highlights the literature from books, and academic journals that offer a global, continental and Kenyan perspective on the presence of tour operators on Facebook, the challenges faced by them using Facebook and how internationally tour operators are attempting to mitigate those challenges.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction
This chapter discusses the research methodology used in the study. This is made up of the research design, population and sampling design, data collection methods, research procedures and the data analysis methods.

3.2 Research Design
Research design as defined by White and McBurney (2012) is a plan of selecting subjects, research sites and data collection procedures for the purpose of answering research questions. The research design for this study is survey research design. Another term for survey research is Ex Post Facto studies, which is Latin term meaning after the fact. The factor in this study for the purpose of comparison is the social networking site Facebook whilst the subjects were made up of all members of the Kenya Association of Tour Operators (KATO). The technique used to conduct the survey research design was descriptive and non-experimental.

One of the key merits of a survey research design is that when conducted accurately it allows the researcher to make generalizations from a relatively small sample size to a larger one or the population at large (Connaway and Powell, 2010). In addition, Connaway and Powell (2010) add that survey research aims at gathering contemporary data and is thus more bound to the scientific method of inquiry. The descriptive survey research design include the ability to measure types of activities by answering research questions in order to ascertain how often, when, where, what and by whom in a non-relational manner. This form of research design was justifiable in that the author sought quantitative information on Kenyan tour operator presence and use of Facebook as a marketing tool. In addition the design allowed for an electronic survey to be administered. The survey consisted of highly structured content with questions fixed in advance. Only
one respondent completed each questionnaire and the author ensured respondent confidentiality and anonymity. This research design enabled the researcher to gather information regarding the use of Facebook by tour operators and then to use the data to make cross-classification comparisons.

3.3 Population and Sampling Design

3.3.1 Population
The population is comprised of all Kenyan tour operators that are registered by the Kenya Association of Tour Operators (KATO). The official KATO website lists four hundred and eighteen (418) members.

3.3.2 Sampling Design

3.3.2.1 Sampling Frame
Gill and Johnson (2010) define a sampling frame as a list of members of the research population from which a sample is obtained. For the purpose of this study a comprehensive sample was drawn from an online inventory. The sampling frame to be used in this study is obtained from an online list of four hundred and eighteen (418) KATO registered tour operators from the official KATO website.

3.3.2.2 Sampling Technique
The author used simple random sampling to select the two hundred tour operators. The technique is formulated in such a way that the sample size selected is a true representation of the population and thus enabling the researcher to draw accurate conclusions (Connway and Powell, 2010). A list of all KATO registered tour operators is obtained from the official KATO website. The list of four hundred and eighteen (418) members is used to discern how many tour operators in Kenya have Facebook pages.
3.3.2.3 Sample Size
The sample size from an online inventory tally of four hundred and eighteen (418) KATO registered tour operators. It is important to note that the sample size should not be too small nor should it be too large (Connway and Powell, 2010). A sample size calculator using a confidence level of ninety-five percent (95%), a confidence interval of five percent (5%) from a population of four hundred and eighteen (418) resulted in a sample size of two hundred (200).

Table 3.1: Sample Size

<table>
<thead>
<tr>
<th>Category</th>
<th>Sampling Frame</th>
<th>Sample Size</th>
<th>Population Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facebook Managers</td>
<td>418</td>
<td>200</td>
<td>47.8%</td>
</tr>
</tbody>
</table>

3.4 Data Collection Methods
The data collection method to be used for this study was comprised of structured questionnaires and qualitative in-depth interviews. The two methods were administered by trained interviewers or by the researcher. In order to test the accuracy and efficiency of the questionnaire and interview methods, both the questionnaire and the interview guides were administered to a Facebook manager as a pilot sample in order to identify and correct any weaknesses. The data obtained from the pilot sample is not included in the final study.

The questionnaires, which were structured according to the research questions, were comprised of close-ended questions. The questions primarily ascertained the tour operators’ purpose for the Facebook page, the Facebook manager’s knowledge of Facebook, possible challenges the Facebook manager may have encountered whilst using Facebook and the possible measures that were used to mitigate those challenges. Upon analysis of the data from the questionnaires the researcher conducted in-depth interviews to fill in possible gaps left behind from the questionnaires. Upon completion and analysis
of the data collected the researcher conducted an in-depth interview with the Facebook managers as a secondary method of data collection.

3.5 Research Procedures
The research procedures to be used involved desktop online research to discern KATO registered members. This comprised of a visit to www.katokenya.org and reviewing the list of registered tour operators. The result was a list of 418 registered members. Random selection was then used to select the 200 tour operators who would be contacted and asked to participate in the study by means of completing an anonymous questionnaire.

3.6 Data Analysis Methods
Data analysis involves the use of logical and statistical techniques that are applied systematically to turn raw data into useful information that can be used to make decisions. Completed questionnaires were edited for completeness and accuracy before processing. The data collected was coded in order to allow the author to conduct a uni-variate descriptive statistical analysis. The analysis allowed for the measurement of each individual variable noting its distribution (frequency). The results were summarized in tables and figures.

3.7 Chapter Summary
Chapter three is the research methodology aimed at defining and demonstrating the research design, specifying the population and sampling frame, technique and size, the data collection methods, research procedures and data analysis methods. The research design and technique to be used is descriptive survey research design. The population is all Kenyan tour operators. The sample frame is limited to the tour operators on Facebook and the sample size for convenience is limited to two hundred of the Kenyan tour operator Facebook managers.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction
This Chapter reports on the major findings of the study based on the three research questions. (i) To what degree are Kenyan tour operators present on Facebook? (ii) What are the challenges faced by Kenyan tour operators using Facebook as a marketing tool? (iii) What strategies can be implemented to mitigate the challenges faced by Kenyan tour operators using Facebook as a marketing tool?

The study approached two hundred tour operators by means of questionnaires. Eighty questionnaires were received in return thus making it a 40% response rate. The findings are presented in the form of tables and figures.

4.2 General Information
The general information is comprised of the respondent’s gender, the length of time they have been working at the organization, and whether or not they have a personal Facebook page.

4.2.1 Gender Distribution
The respondents were asked to indicate their gender, either male or female in the appropriate space. The findings indicate that of the sample population 67.5% of the respondents were female and 32.5% were male. This showed that female respondents were almost double those of male respondents as indicated in Figure 4.1.
Figure 4.1: Gender Distribution

4.2.2 Duration with the Organization

In order to ascertain how long the tour operator Facebook managers had been working for their respective organizations they were asked to select the duration of time that applied to them.

The findings revealed that 40% of the respondents had worked for their respective organizations for longer than 6 months but less than 2 years. 35% of the respondents had worked for their respective organizations for between 2 years and 5 years. 20% of the respondents had worked for their respective organizations for less than 6 months and 5% had worked for their respective organizations for over 5 years. The distribution is shown in Figure 4.2.
4.2.3 Personal Facebook Page Status

The respondents were asked to indicate whether or not they had a personal Facebook page in order to ascertain their familiarity with the social networking site. As a Facebook manager personal Facebook page would indicate proficiency and a personal liking for the social networking website.

The findings are represented in Figure 4.3 are in line with expectations as they indicate that a majority of the respondents have personal Facebook pages. 82.5% of respondents had personal Facebook pages while 17.5% of the respondents do not have personal Facebook pages.
4.3 Kenyan tour operator presence on Facebook

In order to establish tour operator presence on Facebook, the respondents were asked to indicate whether or not their organization had a Facebook page. The results of the study as shown in Figure 4.4 indicate that Kenyan tour operator presence on Facebook is only at 35% as only 28 of the 80 respondents stated that their organization has a Facebook page. This in contrast to 65% of the respondents that indicated that, their organization does not currently have a Facebook page.
4.3.1 Facebook Primary Use

Presence on Facebook is not just a matter of a tour operator having a Facebook page. It is also important to understand the tour operators’ primary reason for having the Facebook page. As the study seeks to determine the marketing viability of Facebook the author asked the respondents to indicate if the organizations Facebook pages seeks to communicate primarily with local clients, international clients or if the page is used as a means of internal communication within the organization.

The findings displayed in Figure 4.5 ascertain that Kenyan tour operators primarily use Facebook as a means to communicate with international clients. The distribution of international clients at 74%, local clients at 26% and internal communication at 0% suggest that Kenyan tour operators do not understand how widespread Facebook use is in the East African region and in Kenya in particular.
Figure 4.5: Primary use of Facebook by Kenyan tour operators

4.3.2 Frequency of Facebook Login

Presence on Facebook requires tour operator Facebook managers to continuously and systematically login to Facebook to view, upload and monitor their website as well as those of their suppliers, competitors, potential and existing clientele. The study as represented in Figure 4.6 shows that a majority of the respondents, that is 33%, login to the organizations Facebook page once a month. 26% login once a week, 15% once a day, and equal 15% have not logged into the page after its creation. Only 11% of the respondents login twice at least day.
4.4 Challenges to using Facebook as a Marketing Tool

In this section the researcher looked towards certain elements that the tour operators may or may not be employing that may make the use of Facebook as a marketing tool more challenging.

4.4.1 Advertising on Facebook

Advertising is a key component in marketing and as Social Adverts are easy to set up and cheaper than mainstream advertising to launch my expectation was that at least 50% of Kenyan tour operators would be advertising on Facebook.

The data from Figure 4.7 contrary to expectations indicates that only 15% of Kenyan tour operators currently advertise on Facebook. 85% of respondents revealed that they do not advertise on Facebook, 11% advertise annually and 4% advertise biannually.
4.4.2 Uploading Content on Facebook

To keep visitors engaged and to elicit repeat visits literature suggests that Facebook managers should upload content as often as possible. To gather insight the respondents were asked to indicate how often they uploaded content onto organizational Facebook pages. Information gathered from the respondents displayed in Figure 4.8 is not sufficient to keep visitors engaged or to elicit repeat visits as 44% of respondents have not uploaded any content onto their organizations Facebook page since the creation of the page. 37% upload content once a month, 19% upload content once a week and that there is no daily or hourly uploading of content onto Facebook by Kenyan tour operators.
4.4.3 Content Uploaded onto Facebook

In order to discern the nature of the content uploaded by the Facebook managers onto their organizational Facebook pages, the respondents were provided with several options and were able to select more than one. Literature review revealed imagery to be most popular form of content on international tour operator Facebook pages and thus the author made assumptions to the same. Figure 4.9 is in keeping with expectations suggesting that 52% of the respondents uploaded worded posts, 48% uploaded pictures, 30% uploaded company news, 15% uploaded special offers, 11% uploaded digital brochures, 7% uploaded information on nearby attractions and 0% of the respondents indicated uploading videos or press releases. A final option was other where the respondents were able to specify content not listed. 9 of the 14 respondents indicated not uploading any content, 4 indicated having uploaded organizational contact information a single respondent uploaded interesting tit bits and customer feedback.
Figure 4.9: Content Uploaded onto Facebook

4.4.4 International Trade Shows

The respondents being allowed to choose more than one option were asked to indicate if they liked the Facebook pages of any of the tourism bodies or international trade fairs. As registered members of KATO the assumption that a majority of tour operators would like at least 80%.
The data in Figure 4.10 reveals results that are significantly below expectations as 81% of respondents do not like any of the pages, 22% like the Kenya Tourism Board (KTB) page, 7% like the INDABA Durban, the World Travel Market (WTM) London and the Internationale Tourisms Borse (ITB) Berlin pages respectively, 4% like the Worldwide Exhibition for Incentive Travel, Meetings and Events (IMEX) Frankfurt page and 0% like the Exhibition for the Incentive Business Travel and Meetings (EITBM), PURE or Feria Internacional de Turismo (FITUR) Facebook pages.

**Figure 4.10: Tourism Trade Shows**

**4.4.5 Hours dedicated to Facebook**
To gain insight into the amount of time Kenyan tour operator Facebook managers are dedicating to Facebook they were asked which duration of time most applies to them. Should managing the page be the manager’s primary occupation then it would be
reasonable for the author to assume that least 10 hours a week would be the time dedicated.

The results in Table 4.1 are not favorable towards the use of Facebook as a marketing tool as 78% of the respondents dedicating no more than 1 hour per week to Facebook and 22% of respondents dedicating no more than 5 hours per week to Facebook.

Table 4.1: Hours Dedicated To Facebook Per Week

<table>
<thead>
<tr>
<th>Time Dedicated to Facebook Per Week</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 to 1 hours</td>
<td>21</td>
</tr>
<tr>
<td>2 to 5 hours</td>
<td>6</td>
</tr>
<tr>
<td>6 to 10 hours</td>
<td>0</td>
</tr>
<tr>
<td>11 to 15 hours</td>
<td>0</td>
</tr>
<tr>
<td>More than 15 hours</td>
<td>0</td>
</tr>
</tbody>
</table>

85% of respondents admitted that their organization does not spend any of the organizations marketing budget on Facebook, while the remaining 15% spent only between 1% and 15%.

4.4.6 Marketing Budget Spent on Facebook

Facebook is free to set up however it is not free to maintain as that requires human resources and it is also not free to advertise on Facebook using Social Advertisements. Respondents were thus asked to state within a given percentage bracket what portion of the organizations marketing budget was spent on Facebook.

Table 4.2 reveals that a staggering 85% of respondents admitted that their organization does not spend any of the organizations marketing budget on Facebook, while the remaining 15% spent only between 1% and 15%.
Table 4.2: Percentage of marketing budget spent on Facebook

<table>
<thead>
<tr>
<th>% Of Marketing Budget Spent on Facebook</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>85%</td>
</tr>
<tr>
<td>1% to 15%</td>
<td>15%</td>
</tr>
<tr>
<td>16% to 25%</td>
<td>0%</td>
</tr>
<tr>
<td>26% to 50%</td>
<td>0%</td>
</tr>
<tr>
<td>More than 50%</td>
<td>0%</td>
</tr>
</tbody>
</table>

4.4.7 Perceived Challenges

To discern what Kenyan tour operators find most challenging about Facebook and how it can be used as a marketing tool the respondents were asked to choose from a list of provided options. They were allowed to select more than one option.

As indicated in Figure 4.11 70% of respondents selected human resources required to manage a Facebook page as a challenge, 63% selected content creation, 59% selected grasping Facebook, 52% cited getting likes, 37% cited getting feedback, 11% selected advertising on Facebook (Ads on Facebook) and 7% selected internet access.
4.4.8 Hardware

To understand the nature of the device(s) used by the Facebook managers to create, access, and upload content onto Facebook the respondents were asked to select from a list of options. They were allowed to select more than one option. Statistics indicate that a majority of Kenyans access Facebook on mobile devices and thus this was also assumed of Kenyan tour operator Facebook managers.

100% of the respondents use a desktop computer to view or upload content onto their respective organizations Facebook pages. However, only 11% indicated using a laptop computer, with the remaining 7% using a mobile phone.
4.5 Strategies to mitigate the challenges of using Facebook as a marketing tool

4.5.1. Content Creation

Content creating was listed by the respondents as one of the challenges of using Facebook as a marketing tool. As such it is important to know how many people within the organization create content for Facebook. This in turn leads to the other challenge of Human Resources required to manage the page.

Illustrated in Figure 4.13 is that a majority of respondents that is, 89% only have between 1 and 3 people creating content for Facebook in their organization. 4% of the respondents have between 4 and 6, 7 and 10, and more than 10 respectively.
Figure 4.13: Number of persons creating content for Facebook

4.5.2 Professional Photography
Captivating imagery is required to capture the attention of visitors. These images can range from spectacular natural vistas to accommodation facilities to staff. To garner insight the respondents were asked if their organization used professional photography on Facebook. Contrary to expectations Figure 4.14 shows that 85% of the respondents stated that their organization does not use a professional photographer for Facebook imagery with only 15% doing so.
Interaction by visitors to Facebook pages is an indicator that the content posted on the page is of interest to the visitor. To discern whether there was interaction on their organizational Facebook pages the respondents were asked to indicate the frequency of non-employee posts.

The results shown in Figure 4.15 indicate a severe disinterest in Kenyan tour operator Facebook pages by non-employees. 0% indicated that non-employees posted comments once a day. 7% indicated once a week, 44% indicated once a month and 48% indicated that non-employees have never posted comments on the organizations Facebook page.
Figure 4.15: Frequency of Non-Employee Posts

4.5.4 Popular Facebook Content

In order to gain insight into what visitors to Kenyan tour operator Facebook pages are seeking, the respondents were requested to indicate what sort of content is the most popular on their respective organizational Facebook pages.

From Table 4.3, 67% is in keeping with expectations that pictures would be the most popular content on tour operator Facebook pages. 22% indicated written posts and 11% listed contact information. Brochures, upcoming events, special offers, and videos received a 0% response.
Table 4.3: Popular Facebook Content

<table>
<thead>
<tr>
<th>Type of Content</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Written Posts</td>
<td>22%</td>
</tr>
<tr>
<td>Pictures</td>
<td>67%</td>
</tr>
<tr>
<td>Brochures</td>
<td>0%</td>
</tr>
<tr>
<td>Contact Information</td>
<td>11%</td>
</tr>
<tr>
<td>Upcoming Events</td>
<td>0%</td>
</tr>
<tr>
<td>Special Offers</td>
<td>0%</td>
</tr>
<tr>
<td>Videos</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

4.5.6 Referencing Facebook

Cross promotion by means of referencing the organizational Facebook page on other form of marketing and sales collateral could mitigate certain challenges. This is achieved by making existing and potential clients, and suppliers aware of the existence of the page. To gather information on whether this practice is taking place in the Kenyan tour operator industry, respondents were asked to indicate either yes or no.

From Figure 4.16 70% is an extremely high percentage of the respondents who work in organizations that do not cross-promote by means of mentioning the organizational Facebook page in other sales and marketing materials and collateral. This leaves only 30% of respondents who work in organizations that do cross-promote.
81% of the respondents mentioned that they never view competitor Facebook pages. 15% mentioned that they competitor Facebook pages weekly and 4% viewed competitor Facebook pages monthly. A summary of the information is highlighted in Figure 4.15.
4.5.8 Social Media Training

Social media training mitigates the challenge of grasping Facebook. In addition it can provide insights into how to overcome other challenges such as human resources, content generation and how to elicit likes and advertise on Facebook. The respondents were asked to indicate either yes or no if staff at their organization had received social media training. Figure 4.18 illustrates that only 5% of respondents had received any form of social media training as compared to 95% of respondents that had not received any social media training.
4.5.9 Relevance of Facebook as a Marketing Tool

To understand tour operator perception of Facebook as marketing tool respondents were asked to indicate what their opinion of the social networking websites relevance was. From Figure 4.19 the majority of responds have the perception that Facebook is somewhat irrelevant as marketing tool. This is considerably more than was expected. More so are the findings that 39% of respondents selected highly irrelevant and only 10% selected somewhat important and 6% selected very important.
Figure 4.19: Relevance of Facebook as a Marketing Tool

4.6 Chapter Summary

This chapter presented charts, findings and results. The results were presented in the form of figures and tables. First the findings from the general information about the respondents and second the findings based on the three research questions. The first research question findings pertain to the presence of Kenyan tour operators on Facebook, the second research question findings pertain to the challenges faced by Kenyan tour operators using Facebook as a marketing tool and the third research question findings pertain to ways of mitigating the challenges faced by Kenyan tour operators in using Facebook as a marketing tool. Discussion, conclusions and recommendations based on the results are presented in the next chapter.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction
This chapter is a summary of the most important elements of the study. It then goes on to discuss the major findings of the study in line with the three research questions the answers to which are the objective of the study. The result is the drawing of a conclusion and recommendations for subsequent studies as this research is not exhaustive.

5.2 Summary
The purpose of the study was to determine Kenyan tour operator use of Facebook as a marketing tool. This was guided by the following research questions: Firstly, to what degree are Kenyan tour operators present on Facebook? Secondly, what are the major challenges faced by Kenyan tour operators in using Facebook as a marketing tool? Thirdly, what strategies can be implemented to mitigate the challenges faced by Kenyan tour operators in using Facebook as a marketing tool?

A descriptive research design was used in the study. The population of the study comprised of members of the Kenya Association of Tour Operators (KATO). Random sampling method was used in the selection of respondents and a standard questionnaire for the collection of data was created and distributed. The questionnaire targeted 200 Facebook managers however only 80 questionnaires were returned giving a 40% response rate. Microsoft Excel and SPSS were used to assist with the data analysis. The data once coded was entered into SPSS worksheets. The results were then presented in figures and tables. This allowed for the analysis of the perceptions of the respondents as well as their attitudes thus facilitating discussions and the interpretation of the findings.

The study revealed that Kenyan tour operator presence on Facebook is low with only 35% of the respondents indicating that their organization has a Facebook page. The primary use
for Facebook was revealed to be communication with international clientele and that the majority of the respondents, that is 33%, are on average only logging in to Facebook one a month.

The study revealed that the major challenges faced by Kenyan tour operators in using Facebook as a marketing tool was a lack of social media training, insufficient human resources dedicated to the creation, collection and management of Facebook content, and a need for the allocation of financial resources. In addition Facebook managers do not monitor competitor Facebook pages or like cooperative sites such as those of tourism trade shows and international tourism bodies. Lastly the challenge of dated content as most content is uploaded using desktop computers that are immobile.

5.3 Discussion

5.3.1 Kenyan Tour Operator Presence on Facebook
Yeoman (2008) predicted that tomorrow’s tourist would be driven by technology, information and choice. In the last 5 years social media has grown into a major means of communication being used by businesses to attract new customers (Margolis, 2012). Margolis (2012) emphasizes Facebook’s increasing popularity amongst users 35 years and older. Globally it is this group of individuals that have the economic capacity to be of significant interest to tour operators as a client base. According to Martin (2010) tour operators can increase their relevance and credibility by increasing their presence on Facebook. This is because according to Procopio, Thompson and Spielvogel (2012), user generated content, opinions and feedback from websites such as Facebook, is trusted 20% more than advertisements. The number of people using the Internet to research destinations and book holidays has increased (Syratt, 2003) and tour operators need to use this good will to promote their services and as predicted by Page and Connel (2006) increase sales.
United States Tour Operator Association (USTOA) members have an 85% presence on Facebook. Members of the European Tour Operator Association are slightly higher at 88%. In contrast, research resulting from the study indicates that the presence of Kenyan tour operators on Facebook is quite low, standing at only 35%. This low presence is in direct conflict to the simplicity involved in the launching and managing a Facebook page (Fouts, 2009).

In addition to the low presence, the tour operators that are on Facebook are there by name only. Most Facebook pages appear to be an after thought, mostly neglected or operated by individuals who do not have the skills nor the interest to afford Facebook the attention it requires. Tour operators need to focus more on their Facebook presence as 20% of visitors to travel websites originate from Facebook (Labbé, 2011). In addition Facebook provides tour operators with a platform for the 4 P’s of marketing that are price, product, promotion and place.

5.3.2 Challenges faced in using Facebook as a Marketing Tool
Research conducted by Abram and Pearlman (2010) indicate that awareness is a challenging factor to the use of Facebook as a marketing tool. To clarify it is not a lack of awareness of Facebook as a social networking website but rather an lack of awareness in how Facebook can be used in association with an organizations existing marketing strategies to increase the organizations ‘bottom-line’ (Martin, 2012). This challenge is also faced by Kenyan tour operators with the results of the study indicating that even with a majority of respondents (82.5%) having personal Facebook pages they work in organizations that do no have a Facebook presence. In addition awareness of the technology does not in any way imply that one is proficient in its use (Abram and Pearlman, 2010). Data collected from the study shows that 59% of respondents find understanding Facebook a challenge.

Abram and Pearlman (2010) advocate for the integration of Facebook into an organizations marketing strategy. The duo affirm that similar to an organizations website,
Facebook should be considered a part of an organization's digital presence and awarded the same resources in terms of time, human and financial resources (Abram and Pearlman, 2010). Martin (2012) however, goes a step further by suggesting that due to Facebook’s large number of registered users, global reach and potential for interactivity 24 hours a day and 7 days a week even more attention should be paid to the social networking website. The study revealed that a majority of the respondents (70%) found the human resources required to manage the organization Facebook page to be a challenge.

Financially Kenyan tour operators are not committing to Facebook. Study results reflect this as only 15% of respondents have money allocated from the organizations marketing budget to Facebook. That figure however is miniscule and ranges only between 1% and 15%. Hall (2010) attributes this resistance to allocating resources to Facebook as result of organizations not knowing how to monitor and measure success via Facebook. According to Martin (2012) organizations require Facebook to be linked to their ‘bottom-line’. That is they need to be able to see tangible returns as a direct result from investing resources in Facebook.

Return On Investment (ROI) requires methods of measurement. For most organizations it is an increase in sales and/or profits. Evans (2008) cautions against using Facebook to sell products and services. Rather tour operators should use the social networking website to promote their brand whilst simultaneously encouraging visitors to ‘click-through’ to their website where the digital infrastructure is better suited place to carry out booking and selling transactions (Dunay and Krueger, 2010). The two believe Facebook to be a fitting conduit as tour operators are able to create demographic specific advertisements that would accurately target those individuals that are interested in their particular products and services (Dunay and Krueger, 2010).

According to O’Sullivan (2012), creativity and the need to stay fresh on Facebook is challenging to many organizations. Tour operators are not spared this burden as visitors to Facebook pages expect them to be constantly refreshed and interactive (O’Sullivan, 2012).
The study revealed that 63% of respondents were challenged by content creation. The term content is broad as it is basically anything that is uploaded onto a Facebook page. Articles (long or short), pictures, videos, digital brochures, virtual tours, etc. are all considered content. This diversity makes it easier to generate content however; that ease is a challenge in itself. According to Berkowitch (2010), what leads many marketing campaigns to fail is a lack of focus. Planning is key to success and though Facebook is free to use, there are certain resources that are required in the creation, launch and monitoring of a strategic marketing campaign (Martin, 2012).

The human resource element is key not just to the success of an organizations Facebook page but also to its failure (Funk, 2011). According to Funk (2011), the potential for cyber terrorism has been a challenge for many organizations in their quest to monetize Facebook use. The threat may come from external sources such as hackers, competitors or disgruntled employees however; it may also come from existing employees who unintentionally upload damaging content.

5.3.3 Strategies to Mitigate the Challenges of using Facebook as a Marketing Tool
In chapter 2, Dunay and Krueger (2010) advise that understanding the target audience of the Facebook page is the first step towards creating content that will appeal to your audience. Furthermore research from Levinson and Lim (2013) suggest that there is a direct correlation between the depths of understanding an organization has of their target audience and the success of their Facebook marketing initiatives. This is due to the fact the organizations are better able to create content that has been designed to specifically appeal to that particular audience (Dunay and Krueger, 2010). Research from the study indicated that Kenyan tour operators find getting Facebook likes extremely challenging. When asked 52% of respondents listed getting likes as one of the main challenges associated with using Facebook as a marketing tool. According to Abram and Pearlman (2010) visitors are more prone to liking a Facebook page that has content that appeals to them.
Once there is a proper understanding of the target audience creating awareness of the Facebook page is crucial to be able to maximize and produce returns (Levinson and Lim, 2010). Creating awareness of a new Facebook page can be a challenge however according to George (2008), this can be mitigated by tour operators their existing client base. This method of using a guerrilla marketing campaign is unconventional but also low in cost (Abram and Pearlman, 2010). Funk (2011), advocates for the use of imputing the Facebook icon onto email signatures and by sending out an email to notify the existing clients of the launch of the Facebook page. In addition it would be beneficial for tour operators to cross-promote by including links to the company website on the Facebook page and vice-versa.

Awareness can also be increased through Search Engine Optimization (SEO) strategies that make the Facebook page and in fact an organizations entire digital presence more visible whilst simultaneously increasing its online ranking (O’Sullivan, 2010). Facebook managers can draw traffic to their organizations Facebook page by linking the comments they make on other pages to theirs. According to Sweeney and Craig (2011).

Abram and Pearlman (2010) discovered that incorporating activities such as games, competitions and promotions onto Facebook increase interactivity and are seen overall as a more interesting form of content. Research from the study indicates that content creation is the second biggest problem experienced by Kenyan tour operators in using Facebook as a marketing tool. 63% of the respondents found content creation challenging, as emphasized by Levinson and Lim (2010) it is essential that Facebook content be tangible, appealing and in real-time. This is so as to evoke trust and in turn increase brand loyalty. Tour operators, like other commercial Facebook users, require content that not only appeals to their target audience but that is purposeful, focused and in line with the organizations long term strategy (Berkowitch, 2010).

Keeping the content current and fresh on Facebook is important to attract repeat visitors however research from Procopio, Thompson and Spielvogel (2012) suggest that when
Facebook pages are updates more often than once a day visitors find it off putting. However, Kenyan tour operators are not updating their Facebook pages often enough with research indicating 44% of respondents never update their organizations Facebook page, 37% update once a month and 19% once a week.

According to Hall (2010), using the messaging service on Facebook can help organizations to reduce telephone costs and increase client interaction. This form of communication is significantly cheaper than telephone calls (only requiring an internet connection) and can be used to give real time customer service to out of town or overseas clients. In addition it is an efficient way for employees to communicate with one another especially in companies that have offices in different geographic locations. The study however, revealed that whilst tour operators in Kenya are targeting international audiences with Facebook (74%) the remaining 26% are using Facebook for regional and domestic audiences but none are using Facebook for internal communications.

5.4 Conclusion

5.4.1 Kenyan Tour Operator Presence on Facebook
The findings clearly show that the number of Kenyan tour operators on Facebook is at 35% and that those tour operators present on the social networking website are in no way near using the features offered by the website to its full potential. Kenyan tour operator presence on Facebook would need to be increased in order to be able to constructively use the social networking website as a marketing tool. This can be achieved via a national marketing campaign orchestrated by the Kenyan Ministry of Tourism in conjunction with the Kenya Tourism Board (KTB) and the Kenya Association of Tour Operators (KATO).

5.4.2 Challenges faced in using Facebook as a Marketing Tool
Understanding new technology as a major challenge and obstacle towards the use of Facebook as a marketing tool by Kenyan tour operators. It is thus reasonable to conclude that the greatest challenge faced by Kenyan tour operators in using Facebook, as a
marketing tool is an industry wide lack of understanding of Facebook for business, as opposed to nonbusiness social networking. Facebook is yet to be monetized it is difficult for tour operators to do so in an attempt to increase interest in their Facebook pages and the potential to garner tangible return on investment (ROI). The other major challenges are those of human resources, content creation and getting likes are therefore simply symptoms resulting from this lack of understanding.

5.4.3 Strategies to Mitigate the Challenges of using Facebook as a Marketing Tool
Kenyan tour operators should embark on social media training for their employees. This would mitigate several challenges such as understanding Facebook, placing Facebook advertisements. The challenge of insufficient human resources to manage the page can be eased by tour operators encouraging all staff, including non-information technology savvy employees to embark on to content creation. Tour operators should be cautions in granting employees all access to the organizations Facebook page as the content must remain in line with overall organizational goals. The generation of content need not be complex, as it could be a task as simple as a tour guide taking a picture with clients on safari. This would free the Facebook manager to simply sort, upload content and respond to visitor comments. The challenge of getting more likes and visitor feedback requires the tour operators to adequately understand the content that would most appeal to their particular clientele. This may vary however from tour operator to tour operator.

5.5 Recommendations

5.5.1 Recommendations for Improvement

5.5.1.1 Tour Operator Presence on Facebook
Kenyan tour operators need to invest time, finances and human resources to the understanding and continual management of their Facebook pages. It is important to monitor not just their activities but also those of other tour operators globally. This can
provide valuable information on the global tourism industry with potentially useful insights into long distance, regional and domestic tourism strategies.

The Kenya Tourism Board (KTB) should encourage members of the Kenya Association of Tour Operators (KATO) to attend and participate in in social media educational seminars and workshops. An example is the E-Tourism Frontiers that also offers virtual conferences and workshops. Furthermore an increase in the use of Facebook by the Kenya tourism board and campaigns to spread awareness including the use of Facebook advertisements would legitimize Facebook as a marketing tool in the Kenya tourism industry.

The Africa Travel and Tourism Association (ATTA) can also play a critical role in the promotion of Facebook as a marketing tool. By encouraging online engagement via Facebook both ATTA and the KTB would encourage Kenyan tour operators to use the social networking website and thus also outline its benefits.

5.5.1.2 Challenges in using Facebook as a Marketing Tool
Facebook pages should be updated weekly if not daily and with as much visually stimulating content as possible. Kenyan tour operators should also concern themselves with competitor Facebook pages and keep in mind any special offers or customer feedback offered to both themselves and their direct competitors. In addition to entertaining visitors to their Facebook pages. Kenyan tour operators Facebook pages have the potential to be informative, enlightening and inspirational. The posts can tell the stories of the communities and how tourism has impacted their lives. There can be updated information on national park fees, wildlife sightings, weather concerns etc.

5.5.1.3 Strategies to Mitigate Challenges
As much as possible all staff should receive social media training. This is particularly pertinent to staff that have direct client contact. These may include but are not limited to tour guides, drivers and receptionists. In addition equipping those members of staff out on the field with a telephone capable of taking pictures and connecting to Facebook would
enable instant uploading of imagery. Alternatively the images could be sent to the Facebook manager for approval first or the phone used by the client to upload imagery via their personal Facebook page. This client-centered approach could greatly improve non-employee postings on tour operator Facebook pages.

5.5.2 Recommendations for Further Studies

There is a need for more research into the impact of Facebook on the tourism industry in Kenya. Research should be conducted into why there is such a low presence of Kenyan tour operators on the social networking website. In addition further research should be carried out on the best practices for Facebook marketing that specifically targets Kenyan tour operators. Research should be carried out in conjunction with national and indeed international tourism bodies such as KTB, KATO and ATTA. The study should not only include Kenyan tour operator feedback but should incorporate the general Kenyan public and visitors to Kenya.
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62

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63


Grieves-Cook, J. personal communication, October 9, 2013


http://socialfresh.com/newfacebook-stats-will-make-you-a-social-advertising-hero-or-diva/


Dear Respondent,

I am a graduate student at United States International University, pursuing an Executive Masters in Organizational Development (EMOD) and currently conducting research on the topic above.

I humbly request your co-operation and participation in completing this questionnaire by filling it out. All the information you provide is confidential and will not be used for any other purpose outside the study. Please respond to all questions as honestly as possible.

Thank you in advance.

Yours sincerely,

Olivia Otieno
QUESTIONNAIRE

Survey Instrument: Questionnaire

SECTION A: Instructions
1. Please respond to all questions you sentence into.
2. Questions with a (     ) require a tick.

Personal Information
1. What is your gender?
   Male (     ) Female (     )
2. How long have you worked for the organization?
   Less than 6 months (     ) 6 months to 2 years (     ) 2 to 5 years (     ) Over 5 years (     )
3. Do you have a personal Facebook page?
   Yes (     ) No (     )

SECTION B: PART A
Kenyan tour operator presence on Facebook

4. Does your organization have a Facebook page?
   Yes (     ) No (     )
5. Do you manage the Facebook page?
   Yes (     ) No (     )
6. How often do you login to the organization Facebook page?
   Every hour (     ), twice a day (     ), Once a day (     ), Once a week (     ), Once a month (     )
7. How often do you upload content on the organization Facebook page?
   Every hour (     ), twice a day (     ), Once a day (     ), Once a week (     ), Once a month (     )

69
8. What type of content do you look for on Facebook?

9. What type of content do you upload on Facebook?

10. What groups do you like as an organization on Facebook?

SECTION B: PART B
Challenges facing Kenyan tour operators using Facebook as a marketing tool

11. How much time weekly do you dedicate to the organization Facebook page?
   0 to 1 hours ( ), 2 to 5 hours ( ), 6 to 10 hours ( ), 10 to 15 hours ( )

12. What percentage of the marketing budget is dedicated to Facebook?
13. How many people in the organization create content for the Facebook page?
   1 ( ), 2 ( ), 3 ( ), 4 ( ), 5 or more ( )

14. How many people in the organization upload content for the Facebook page?
   1 ( ), 2 ( ), 3 ( ), 4 ( ), 5 or more ( )

15. How many computers in the organization have access to Facebook?
   1 ( ), 2 to 5 ( ), 6 to 10 ( ), more than 10 ( )

16. Do you have access to professional photography for the Facebook page?
   Yes ( ) No ( )

17. Do you have access to a professional graphics designer for the Facebook page?
   Yes ( ) No ( )

18. Are clients allowed to post on the Facebook wall?
   Yes ( ) No ( )

19. How often do non-employees post on the Facebook wall?
   More than once a day ( ) once a day ( ) once a week ( ) once a month ( )

20. What content is the most popular?
   Contact Information ( ) Photos ( ) Brochures ( ) Games ( )
   Other (please specify below)

21. Have members of staff received social media training?
   Yes ( ) No ( )

22. If yes briefly describe the training received.
23. Is the organization Facebook page mentioned in other marketing tools?
   Yes (  ) No (  )
24. If yes briefly mentioned which ones. E.g. Website, brochures, email signatures etc.
----------------------------------------------------------------------------------------------------
----------------------------------------------------------------------------------------------------
----------------------------------------------------------------------------------------------------
25. What are the main challenges faced? (you may tick more than 1)
   Getting Likes (  ) Content creation (  ) Photo uploads (  ) Internet connectivity (  ) Other (kindly specify below)
----------------------------------------------------------------------------------------------------
----------------------------------------------------------------------------------------------------
----------------------------------------------------------------------------------------------------
26. How often does the organization advertise on Facebook?
   Never (  ), once a week (  ), once a month (  ), once a year (  )
27. How often do you view content on other Facebook pages?
   Hourly (  ) Daily (  ) Once a week (  ) Once a Month
28. What devices do you use to view or upload Facebook content?
   Desktop (  ) Laptop (  ) Mobile phone (  ) other (please specify below)
29. Facebook is primarily for
   Local clients (  ) International clients (  ) internal communication (  ) Other (please specify briefly below)
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 72