DECLARATION

I declare that this thesis is my original work and has not been presented in any other University for any award.

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DEDICATION

This thesis is dedicated to my family, especially to my wife Angelina Ciamati Mugao, who had to bear with all family responsibilities as I studied.
ACKNOWLEDGEMENTS

This thesis would not have been possible without material and moral support from good friends and some organizations. I would like therefore to express my thanks to all Institutions and individuals who gave me the assistance and support in writing this thesis. In particular I would like to thank the following for their great contribution towards the development of this document: Mr. Bill and Joy Murphy of Karibuni-Trust and all Karibuni Trust group, Rev. Kitch Chezer of Baptist Church U.S.A., Bishop Lawi Imathiu and Roseanne Mbaya of Methodist Church in Kenya, Mr. Van Horn Steven of U.S.A., Dr. Joe Wadawi of Strathmore University, Zachary Muriithi and Caroline Njoroge of Methodist Guest House, Dr. Moses Ikiara of KIPPRA, Mr. Glenn Cross and Cheryl of Center for sharing U.S.A, Mr. Godfrey K. Mutegi of Industrial Rehabilitation Centre, Kenyatta Hospital. Great thanks go to Prof. E. Wamukoya and Dr. M. Kobia for accepting to be my supervisors and guiding me well throughout the task of writing my thesis. I also wish to thank all managers and workers of the five church guest houses in Nairobi that I visited, Kenya Utalii Library staff, all Kenya Tourism Development Corporation staff, Mr. Julius K. Kirima of the Ministry of Industrialization, Mr. Anthony Pepela, Loyford Mbae and all other classmates for their help to me in various forms.
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<td>All African Conference of Churches</td>
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<tr>
<td>CBK</td>
<td>Central Bank of Kenya</td>
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<tr>
<td>CNTA</td>
<td>China National Tourism Administration</td>
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<tr>
<td>GOK</td>
<td>Government of Kenya</td>
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<tr>
<td>ICCA</td>
<td>International congress and convention associations.</td>
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<td>KTB</td>
<td>Kenya Tourism Board</td>
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<tr>
<td>KTD.A</td>
<td>Kenya Tourism Development Authority</td>
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<tr>
<td>KIPPRA</td>
<td>Kenya Institute for Public Policy Research and</td>
</tr>
<tr>
<td>LCD</td>
<td>Liquid Crystal Display Projector</td>
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<tr>
<td>LDC</td>
<td>Less Developed Countries</td>
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<td>Meeting Industry Association</td>
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<td>Meeting Industry Glossary</td>
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<td>OP</td>
<td>Overhead Projector</td>
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<tr>
<td>PA</td>
<td>Public Address System</td>
</tr>
<tr>
<td>PCEA</td>
<td>Presbyterian Church of East Africa</td>
</tr>
<tr>
<td>SDA</td>
<td>Seventh Day Adventist</td>
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<tr>
<td>SIM</td>
<td>Simultaneous Interpretation Machine</td>
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<tr>
<td>SME</td>
<td>Small and Medium Sized Tourism Enterprises</td>
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<td>TCG</td>
<td>Tourism Consultant of Guyana</td>
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<tr>
<td>WTO</td>
<td>World Tourism Organization.</td>
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<td>WTTTC</td>
<td>World Travel and Tourism Council</td>
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ABSTRACT

The purpose of this study was to establish the operational strategies used by church guesthouses in promoting domestic tourism through conferencing in Nairobi. The study aimed at filling the knowledge gap of the conferencing business in the church guest houses, since most studies have only been carried out in commercial hospitality institutions. Based on modification of Ehrenberg’s framework, the study sought to: (1) establish the operational strategies that church guest houses used in promoting domestic tourism through conferencing in Nairobi. (2) Assess the buying criteria and perception of customers of church guest houses (3) Identify the challenges facing conference business in church guest houses, and recommend strategies for business improvement in conference tourism. The study was carried out in Nairobi western region where most of the church guesthouses are located. Purposive and accidental sampling methods were used to carry out the study focusing the respondents with the required information. Structured, non-structured questionnaires and observation checklist were used to collect the data. Qualitative mode of inquiry was the main mode employed in this study though minimal quantitative mode was also used. The data, which was in narrative form, was analyzed through qualitative data analysis technique. The results showed that church guest houses employed a range of operational strategies to promote domestic tourism through conferencing. These strategies included provision of both physical and technical conference facilities, they are located in quiet isolated areas which are ideal for conference activities, have well organized human resource structures, they have also put in place some limited business promotion methods, also they have employment some pro-leisure tourism techniques and have employed various means to finance their businesses. Assessment of the buying criteria and perception of customers in church guest houses revealed that: quiet and isolated locations, good physical and sufficient technical conference facilities, excellent service by qualified staff and fair prices influence the customers into conference business with these guest houses. The results also revealed the challenges and recommended strategies for business improvement in conference tourism. Based on the findings of this study, it is adequate to conclude that operational strategies employed by the church guest houses to promote domestic tourism through conferencing are effective but need to be restructured and modernized. It is hoped that the findings of the study will provide information on the role played by church guest houses in promoting domestic tourism through conferencing in Nairobi. This is vital to researchers wishing to carry out studies on conferencing industry, especially within church guest house. It will also provide information to policy makers such as Kenya Tourism Development Corporation (KTDC), Kenya Tourism Board (KTB), Ministry of Tourism and other tourism industrial players, so that they recognize church guest houses as a viable sector of the hospitality industry.
CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Operational strategies refer to a large scale, future-oriented plans, equipment and facilities for interacting with the competitive environment to optimize achievement of organizations objectives (Jackson, 2004). A business that operates without any planned strategy for its operational functions is doomed to fail (Lancaster and Massingham, 2007). This is to mean that every business should plan strategies for developing each function of its operations and to ensure that strategies are consistent within the organization’s objectives.

Promotion of domestic tourism through conferencing in hotels, guest houses and other hospitality institutions are dependent on various operational strategies. Such strategies includes provision of quality physical and technical conferencing facilities, well organized human organizational structures, attractive methods of proleisure tourism, adequate business finances, ideal business location and effective business promotion methods (Richard, 2006). The country’s general developments in terms of infrastructure, effective security systems, well conserved and developed natural resources and good publicity also count to how well conferencing can be used to promote tourism both domestically and internationally (Seekings, 2004). In most cases it is the country’s level of general development that determines business achievements in most hospitality institutions, as far as conferencing and tourism activities are concerned (UKTS, 2007).
Besides the above specified strategic operational aspects for conferencing, hospitality institutions also aim at offerings other facilities and services of highest standard possible. This is done to enable these institutions interact competitively within the industry, while attracting both local and international tourism business (Anton, 1998). Quality guest rooms and linen, cleanest dining rooms and bars with elaborated menus of intercontinental cuisines and wine lists, well equipped and modern conferences and banqueting facilities, health clubs swimming pools and business centers are provided (Clayton, 1986). This is because, for convenience reasons, most guests or customers choose to book in hotels or guest houses which provide all this facilities within sometimes for recreation needs (Mena, 2007). At times the location at which hotels are situated plays a great role in influencing the customer choices. Hospitality institutions which are easy to access by most means of transport i.e. by air, rail, vehicle or even by foot will attract a wide range of guest both domestic and internationally (Lawson, 1995) Nearness to the major tourist attraction centers like the beaches, national parks, museums and entertainious points in towns also add an advantage of choice to hotels and guest houses (Becker,1995) Consequently the hospitality institutions located in isolated and quiet areas attract mostly customers who are interested in conferences,workshops and seminars (Anton,1998). This is because such events require reasonable quietness for concentration achievement.

In promoting tourism through conferencing, the hospitality institutions concerned provides adequate physical facilities. These physical facilities include conference halls, meeting rooms and private rooms (MIA, 1996). Their quality should be comfortable and have some element of flexibility for users, particularly in the control of lighting, heating and ventilations (Duffy, 1990). Ambience is developed not only
through careful selection of interior décor, colour, lighting and warmth but also through the choice of furnitures, linen, flowers, table elements (such as pads, water glasses etc) pictures and other fixtures and fittings (Lawson, 1995). Conference rooms depend on internal lighting though some are well enough lit by natural light. The lighting provision has to satisfy both background, in general the lighting systems should be sufficiently flexible for a range of conference tasks (Foxall & Hackett, 1994). Conference rooms may also depend on air conditioning in addition to, or in place of natural ventilations. Halls and meeting rooms should be well fitted with controllable air conditions or else the delegates will suffer discomfort of the noise, which accompanies many air conditioning systems (Ngumbao, 2004).

Conferences venues seek to reduce external noise by careful design but this cannot always deal with noise generated internally due to maintenance or setting up another room nearby. Some conference venues use curtains to reduce the impacts of noise to delegates (Becker, 1995). In the effort to promote tourism Kenya tourism board, in their marketing brochure branded the Magical Kenya 2005, have indicated to the prospective tourists that Kenya has got hotels and guest houses already equipped with international conference facilities. Halls of various types and sizes, from the small executive group rooms to the large conference halls, with modern facilities and equipments (KTB, 2005). It should however be noted that, in Kenya marketing institutions like Kenya Tourism Board only cover those hospitality organizations which are registered with the Kenya Hotels and Restaurant Authority. Since church guesthouses are not registered with this authority, information concerning them as institutions offering hospitality services remains unknown, this creates a gap in knowledge, which this study seeks to bridge.
The technical services that conference venues must provide are becoming increasingly sophisticated, to the extent that venue managers may choose to outsource the hi-tech needs of organizers and conferences speakers to conference production companies (Clayton, 1986). The larger and more important the conference the greater the likelihood of the need for specialists. Small conferences or meetings tend to retain relatively basic requirements (Seekings, 2004). The five basic items of equipments that every venue, however small must have are flip chart boards, video players and monitors, overhead projectors, slide projectors, screens, microphones, amplifiers and loudspeakers and to some extent computer and LCD projectors (Goldblatt, 1990). Hotels and guest houses aiming at promoting tourism internally and internationally are complete with state of the art facilities to support conferencing activities (Ngumbao, 2004). The technical facilities offered include adequate sound systems, overhead projectors, flip chart boards, microphones, pens, video players and monitors, screens and computer soft wares (Matiri, 2005). The room set up, or layout, may also impact on the technical facilities that can be used and how they will be prepared and located for a particular event. Various layouts are possible. Common ones are U-Shaped which adopt a letter U shape, theatre, classroom, boardroom and cabaret (Anton, 1998).

In Kenyan hospitality institutions, the most common room set up includes boardroom style, U-shape style, theatre style, classroom style and cocktail style which holds the highest capacity of pax of all set ups (Ngumbao, 2004). Additionally, all conferences venues provides stationary materials such as pens, rulers, pencils, writing pads, staplers, paperclips and markers pens (Davidson, 1994). From the existing literature
very little is known concerning technical facilities which exist within church guest houses, although they are involved in conference business. This study therefore aims at investigating on the technical facilities available in church guesthouses based on the available various forms of set ups.

Effective human resources organization is the other most important operational strategy, put in place by hospitality institutions to promote their tourism business. It involves the process of considering an organizations business demand and providing the staff to meet these demand (Bruce and Arthur, 2001). High caliber staff is needed in order to be able to manage the institutions effectively, so as to produce a detailed customerized response using organized selling technic. Such investment would be reflected in the organizations policy, with individuals of an appropriate caliber being sought and selected through employment procedures (Hartley and Witt, 1992). Ways and means for staff motivation are also defined and set apart by most hospitality institutions (Anton, 1998). Staff motivation is necessary to influence workers morale to work towards best results with minimum supervision (Lundberg, 1994). Cash awards, awards of certificate recommendation letters, prize awards and promotion with subsequent salary increments are some of the ways used by hotels and guest houses to motivate their workers (Cynthia, Lye & James, 1990).

In addition to the already mentioned ways of motivation to staff, hotels and guest houses further operate schemes which are geared towards the welfare and safety of staff to care for their needs (Lovelock, 1994). Medical schemes, canteen schemes, provision of staff meals, uniforms for protections and provision of transport to and from work encourages workers to work towards achievements of the organizations
goals willingly, hence promoting tourism in their respective hotels and guest houses through better and efficient service (Woods, 1995).

As an operational strategy the area to which the hotel or a guest house is located should be easy to access whether by car, air, rail or on foot to encourage both internal and international arrivals (Anton, 1998). It should be clearly evident by its design, by its sign posting and by its lighting. Ease of access is important, particularly to loading areas for very large vehicles (Lawson, 1995). The car parks should be adequate, easy to use, clean and safe. They should at least have good lighting and felt safe for delegates (Becker, 1995). Internally, access issues relate to both people and goods. Public routes and services should be provided. There should be clear indication of crush points or traffic nodes. There should be routes, exit in case of emergency as well as suitable routes for disabled people (Gartrell, 1994). It is equally important to consider the location of the conference facility in relation to the main transport terminus like airlines, railway lines and bus terminus. Also to consider the distance of the facilities to the key touristic attractions areas, like national museums, game parks, cultural centers and entertainment spots.

Strategically, closeness of the location of the conference facilities to these areas gives them an advantage of the delegate preferences, as most delegates would choose to cover short distances to access the places during excursions to touristic centers at their free time (Davidson, 1994). Improved infrastructure plays a major role in influencing the decision of guest on the areas to reside. In Kenya, most popular hotels and guest houses are located in the main cities and towns because of the availability of improved infrastructure. Hospitality institutions like the Kenyatta International
Conference Center, Bomas of Kenya, Nairobi Safari Park and Hotel Intercontinental are located in Nairobi city, while others like Nyali Beach are located in Mombasa (KTB, 2001). Locations of Church Guest Houses in Nairobi could be an added advantage as an operational strategy to promote domestic tourism through conferencing, which this study aims to establish.

Through marketing, hotels and guest houses promote their product and services to maintain and to reach out potential clients (Lancaster & Massingham, 2007). Marketing comes above all other operational strategies already listed down by any institution. Because it brings existing and potential clients or customers from a state of relative awareness to a state of actively adopting products or services of a given institution (Yefkings, 1990). Furthermore, all other promotional strategies should be consistent with marketing. Because without promotion and advertisement, a hotel or a guest house facilities and service are not known (Avens & Bovee, 2003). To reach out clients, hotels and guest houses advertise their products and services in press media, newspaper, magazines journals, radios and televisions and in brochures (Davidson, 1994). Sales are stimulated through promotion to achieve a higher level of client’s acceptance (Yefkings, 1990).

Reduced package rates in accommodation and meals, complementary extension to repeat guests, or groups guest entertainments and free gifts to guest are some of the promotional incentives used by hospitality institution as a strategy to promote tourism (Anton, 1998). Other than advertisement and the other already mentioned incentives to promote tourism, hospitality institutions operate sales and marketing departments, with marketing personnel to deal with technical queries and delivery matters. Such
matters include communicating regular information to respective buyers and looking out for one selling opportunities (Kotler & Makens, 1996). Publicity comes under the headings of public relations and is concerned with the mutual understanding between an organization and its publics, with an aim to showing the better side of organization (Chon, 2006). It is achieved through press release about an organizations matter, sponsoring events in arts and sports, donating towards needy situations and participating in sports and games (Richard & Collins, 2006).

Ensuring that opportunities for leisure tourism are available is a very important operational strategy in promoting tourism in hotels and guest houses (Davidson, 1994). This is because expectations of leisure and pleasure along side main purpose for visit influences the decision of a guests to reside in a certain hotels or a guest house (Becker, 1995) Suggestive selling, free advice to guest on the available variety of attractions within an area or a country as well as availing transportation means are some of the strategies used by hospitality institutions to attract and maintain higher numbers of clients (Becker, 1995). Further, pictorial messages inform of wall hanging and signboards depicting areas of potential attraction are also evidenced in hotels and guest houses, wishing to enhance communications to guests with a aim to increasing business by attracting more guests (Anton, 1998). Provisions of leisure incentive facilities such as swimming pools and health clubs within hotels helps in retaining and attracting more clients. Swimming being a sporting leisure activity attracts both youth and adult Clints. For recreation reasons, majority of travelers will choose to stay in hotels where health club facilities are provided (Anton, 1998).
As an operational strategy for the promotion of business and to reduce risk of failure as well as helping the workers achieve personal aspiration and contribute efficiently, effective financing is a requirement (Raid & Joshua, 2002). The standard and quality of product and services an hotel or a guest house is able to provide within a competitive hospitality environment is dependent on their financial strength (Davidson, 1994). Well financed hospitality institutions will perform more efficiently and attract more guest than those with weaker financial strength. This is because the latter institutions are capable of providing almost everything that guests needs convincingly, which creates confidents to the clients therefore creating more business volume (Ong’onga, 2004). It is through financing that most operational activities are made possible (Pandey, 2004). Purchase of modern and new equipments, materials for production and service, settlement of hotel bills and rates, refurbishment and replacement of obsolete equipments and material are made possible by available finances within an institution (Anton, 1998). Loan capital, ordinary share capital, preference share capital and business reserves are some of the sources of finances to most hotels and guest houses (Raid & Joshua, 2002).

There are other non-institutional based operational strategies used in the promotion of tourism. Proper implementation of effective government policies to facilitate tourism (Pigram, 1990). Development of infrastructure, improved security, conservation of nature in national parks and reserves, physical features like beautiful beaches, mountains, lakes and rivers, and unique culture will also result to increased tourism business (Ikiara, 2001). This study therefore aims at enhancing an understanding of operational strategies used by church guest houses in promoting domestic tourism through conferencing in Nairobi.
1.2 Problem statement

Kenya tourism is performing so poorly following a combination of factors. Such factors include insecurity, negative publicity, crumbling infrastructure, inadequate marketing and image shaping effort, in increasingly competitive environment (Ngumbao, 2004). Other factors are environmental degradation of key tourism resources, declining wildlife population and inadequate implementation of tourism policies (Ikiara, 2004). These factors have led to the fall of the country’s market share of tourist in the continental, decline in visitor numbers, tourist receipts and tourists length of stay (Kippra, 2004). This has lead to poor performance of Kenya’s tourism and hospitality industries which for many years have relied on foreign tourists. During such times, workers in both hospitality and tourism industries lose jobs through sacking and retrenchments (Ong’ong’a, 2005). Because the above described situation takes long to recover in most cases, tourism players have turned their attention to domestic tourism, with a hope to creating a strong internal market base. One concept being used to promote the industry domestically is through conferencing business. The available literature in Kenya reveals only about conference operations in commercial hospitality institutions. It is therefore not evidently known how well church guest houses are doing in conferencing business, though they also form destinations for various tourists and organizations (Johnson, 1997). This study therefore aims at filling the knowledge gap concerning operational strategies used by church guest houses, in promoting domestic tourism through conferencing in Nairobi.

1.3 Purpose of the Study

The purpose of this study was to establish operational strategies used by church guesthouses in promoting domestic tourism through conferencing in Nairobi. This
included examining institutions' operational strategies in terms of conferencing physical and technical facilities, human resource organizations, proleisure tourism, finances and business promotion methods. It also looked into the challenges faced by the guesthouses in conference business and hereby gives possible suggestions on how they can be solved. Finally the research aimed at assessing the buying criteria and perception of customers of church guest houses.

1.4 Objectives

This study sought to:

1. Establish the operational strategies used by church guest houses in promoting domestic tourism through conferencing.
2. Assess the buying criteria and perception of customers in church guest houses.
3. Identify challenges in conferencing business within church guesthouses

1.5 Research Questions

1. What operational strategies do church guest houses use in promoting domestic tourism through conferencing in Nairobi?
2. What are the buying criteria and perceptions of customers in church guest houses?
3. What challenges do church guest houses face in their effort to promoting domestic tourism through conferencing?
4. What are possible strategies for business improvement in church guest houses?
1.6 Significance of the Study

The findings and recommendation of this study will benefit researchers in the field of hospitality and tourism, especially as regards the role played by conferencing business in promoting domestic tourism and to identify the gaps for further studies. It will also provide information to policy makers in the hospitality and tourism industry i.e. Kenya Tourism Development Corporation, Kenya Tourism Board and Ministry of Tourism to recognize church guest houses as a viable sector with their role in the promotion of domestic tourism. This will help in the planning process whereby church guest houses are directly included in the industry to expand the hospitality sectors. Church guest houses managers will use this information to understand how the sector is fairing within the industry and make informed decisions while considering domestic tourism as a better avenue to increase business.

1.7 Justification of the study

Growth and development of tourism industry globally is dependent on social and economic stability among nations (Mena, 2007) Political turmoil, economic crisis, national disasters and negative publicity have severe impacts on international tourism trends following warnings issued by respective countries (WTO, 2007). During such times, it is only countries with developed and promoted domestic tourism base that remain stable with their hospitality institutions intact (Mena, 2007). Developed countries such as UK, France, USA and China which operate booming tourism industry have got very strong domestic tourism sector (UKTS, 2007). In response to declining international arrivals due to a number of reasons, Kenya should focus its attention on developing and promoting domestic tourism (Dzoro, 2005). Conferencing is one concept that hotels guest houses and other hospitality institutions are using to
sustain the sector domestically, targeting mostly local groups and organization (Ngumbao, 2004). It is also very easy to influence local tourism by marketing network through conference attendants (Anton, 1998). From the existing literature, not much is known regarding church guest houses although they are involved in touristic activities. This study therefore aimed at establishing operational strategies which are available to promote domestic tourism through conferencing within church guest houses in Nairobi.

1.8 Limitation of the Study

This study focused on church guest houses which offered conference facilities in Nairobi west region. The findings therefore should be generalized to other guest houses with caution. This is because the factors affecting conference business in Nairobi may be deferent to those of other regions in the country.

1.9 Assumption

Not all church guest houses in Nairobi offer conference facilities. The assumption here is that church guest houses which offer conference facilities use similar operational strategies in promoting domestic tourism through conferencing.
1.10 Conceptual Framework

The study was based on modification of Ehrenberg’s framework (Figure 1).

Figure 1.1

A conceptual framework of operational strategies that promote conference tourism in church guest houses (Bareham, 1995; A modification from Ehrenberg’s model of consumer choice).

Promotion of domestic tourism through conferencing, according to this framework, is dependent on such factors as human resource organization, conferencing facilities, pro-leisure tourism, location, finances and marketing.

The type of staff the organization recruits and their placements in the areas they are most competent may greatly influence their performance. This coupled with the organization’s strategies for inducing the staff to work under minimum supervision, may motivate them to encourage conferencing business, which promote domestic
tourism through marketing. Physical facilities include availability of conference halls of various sizes and capacities, meeting and private rooms. Technical facilities include PAs, HOPs, SIMs, TVs and LCDs. Stationeries are provided in form of pens, rulers, flipchart, papers, pencils and markers pens. Pro leisure tourism as method of encouraging conferencing is concerned with encouraging leisure tourism within conferences. It involves provision of transport to touristic areas, travel advice to guest wishing to visit places of tourist interest, pictorial communication through wall hanging materials depicting touristic opportunities within a given area. Finance for the enhancement of conferencing business is required. These may be acquired through donor funds, share capital, church aid, business savings and loan capital. Then this coupled with strategic location of the facility in relation to main transport terminus and tourist centers will encourage conference through which domestic tourism is promoted by marketing.

In line with this, the tools the organization chooses to utilize in marketing may also influence the promotion of domestic tourism through conferencing. This includes methods of advertisement, sales promotion, personal selling, and publicity. Advertisement methods mostly employed by the hospitality institutions includes press media (news papers, magazines, journals and brochures), electronic media (radios and television sets) and direct mail (letters). Sales promotion activities employed by conference operators includes reduced prices, price discounts, compliments, free gifts to guests and guest entertainment. Personal selling as sales promotion techniques involves employment of sales representatives to reach out various market sectors. Publicity as a sales promotion technique is concerned with mutual understanding between an organization and its publics. Coming under the public
relations office, publicity is concerned with campaigns which aim at showing the better side of an organization. Such campaigns within hospitality institutions include articles and press release about an organizations matters, sponsoring events in arts and sport, organizing concerts both live and recorded, getting involved in sports and games and donating towards needy situations. Availability of facilities (physical and technical) at the premises will greatly increase conferencing business.

The outcome of these variables may either be rewarding or challenging. Incase of the former this may lead to maximum utilization of conference tourism by the organization. However in the case of the later, the organization should come up with feasible and attainable intermediaries in order to achieve optimum utility.

1.11 Definition of Terms

**Guest House:** Establishment usually private house providing overnight accommodation and breakfast to members of the public where an evening meal is available only optionally (Lynch, 1994).

**Tourism:** Activities of person/s traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business, conferencing or other purposes (WTO, 1990).

**Leisure Tourism:** Temporarily and voluntary visiting of places for leisure or in expectation of pleasure (Ikiaara, 2001).

**Conference Tourism:** An event involving 10 or more people for a minimum of four hours during one day or more frequently held outside the company’s own premises (MIA, 1996).
Promotion: Is the state of bringing existing or potential customers from a state of relative awareness to a state of actively adopting products or services (Yefkings, 1990).

Advertisement: Is the process of communicating persuasive information about a product to the target market by means of written or spoken word and by visual materials (Avens and Bovee, 2003).

Publicity: Is news about the organization or its product reported in press and other media without charging the organization for the services offered (Richard and Collins, 2006).

Human resource organization: Is the process of bringing people and organizations together so that the goals of each are met (Bruce and Arther, 2001).

Motivation: Combination of all drive forces and influences, conscious or unconscious that makes a person to work to achieve certain goals (Febiri, 1998). It includes cash awards, awards of certificates and recommendation letters, prize awards, promotion opportunities and salary increments.
CHAPTER TWO

REVIEW OF LITERATURE

2.1 Introduction

This is a study on operational strategies used by church guest houses in promoting domestic tourism through conferencing in Nairobi. The review of literature focused on guest houses, domestic tourism, role of conferences in promoting domestic tourism, challenges and strategies for business improvement in promotion of domestic tourism through conferencing.

2.2 Guest Houses

The term guest house or bed and breakfast is often used synonymously. It refers to the type of establishment and the type of boarding rate being offered (Hall, 1996). According to Lynch (1994) Guest houses or bed and breakfast establishment are usually privately owned providing overnight accommodation and breakfast to the members of the public where an evening meal is available only exemption. They are seen as 1990s phenomenon and although relatively small the sector is growing in importance (Haddart, 1995). They are usually cheap normally offering high standard of personal service with formal restaurant set up and limited leisure facilities found in the larger hotels (Williams, 1992).

In UK, guest houses or bed and breakfast exist as a sector commonly referred to as cheap hotel guest house accommodation which are operated more like private houses than hotels (Callan, 1997). They are mostly popular to domestic tourists. This is one of the reasons why UK’s tourism industry, is one the leading in the world. Although the precise figures of the size of the sector are not available, it was estimated that in
1994 among 8,000 beds service in the four and five star hotels, there were 600 beds in the guest houses sector of UK (Lynch, 1994). This however indicated that there were approximately 24 guest houses in London, although other researches indicated that those findings may have been far below underestimate of the sector size (Callan, 1997). Over 30,000 thousand cheap hotel guest house accommodation exist in USA, where visitors enjoy the informal stay (Anton, 1998)

In Africa, according to the world tourism organization (WTO, 2007) guest houses exist as a sector and are ideal alternative to staying at the more expensive hotels. In South Africa for example, guest houses or bed and breakfast exist as a sector and they offer alternative to guests wishing to stay in cheaper hotels, mostly the internal guests (Mena, 2007). Meals besides breakfast are often available at South Africa guest houses (Dinner or lunch usually on request) (Lynch, 1994). Many of services offered in hotels such as wake up calls, laundry and air port transfer can be expected in South Africa guest houses (Mena, 2007). Cheap prices offered by guest houses in South Africa, can therefore be seen as an operational strategy, to expand their tourism industry through local market.

In Kenya, according to Kenya Hotels and Restaurant Authority records, Nairobi alone has got 32 registered guest houses whose objective is to offer an alternative for guests to staying in expensive hotels (KHRA, 2004). They are mostly popular to locals, who can't afford big and expensive hotels. It should be noted however that church guest houses are not included in this list, although they are involved in offering hospitality services to the publics. Such institutions are considered to be low cost and non-profit making by the government. As such they are exempted from
government rates and taxes hence are not listed in the government records. Lack of such records concerning church guest houses, creates a knowledge gap as to how they are faring in the industry, although they are involved in offering of hospitality services. According to the economic survey 2004, the marginal growth of tourism of 14.5 per cent from 1,001,300 in 2002 to 1,146,100 in 2003 was accounted to by bed occupancy in both hotels and guest houses. This however, proves that guest house sector provides a viable destination to all categories of tourists i.e. leisure, business, travelers and conference tourists and promoted domestic tourism could add them more strength.

Although there is limited information concerning the existence of church guesthouses in Kenya, financially able churches started running guesthouses over the years (Callan, 1997). Such guesthouses were necessary in order to cater for the rapidly increasing numbers of religious missionaries, resulting from an increasing demand for the spread of the gospel worldwide (Johnson, 1997). They offer accommodation, meals, meeting venues, conference facilities and limited leisure facilities (Lynch, 1994). In Nairobi church guesthouses include: Methodist Guest House, All African Conference of Churches Guest House, Presbyterian Church Guest House, African Inland Church Guest House, Seventh Day Adventist Guest House, Anglican Church Guest House, Catholic Church Guest House and Pentecostal Church Guest House, (KHRA, 2004). However not all church guest houses offer conference facilities.

2.3 Domestic tourism

Tourism activities of residence of a country within their own country which does not cross national boundaries is described as domestic tourism (Borriane, 1980). Such
activities as traveling for leisure purposes, meeting and conferences or in representative capacity of any kind within a person’s country result to domestic tourism (Dieke, 2003). Internal tourism industry plays wider social and economic roles especially in the developing countries. It contributes to job creation improved economy, support infrastructure, create business and above all leads to development of stable tourism foundation (Ikiara, 2001). The foundation of the tourism industry in the leading countries like France, Italy and Spain is robust domestic tourism. These nations rely on their local markets than on international visitors (KTB, 2001). In response to the declining international arrivals, resulting from world crisis like oil crisis, which affects the airfares, insecurity due to international terrorism and civil unrest, developing countries especially in Africa needs to develop and promote internal tourism (Ngumbao, 2004).

Domestic tourism is a fast developing sector for the economy worldwide. In UK for example domestic tourism is a vital social economic industry. In 2006 for example, 194 million overnight stays were made and 135 million out of these were taken by the UK residence. Of the £75 billion spent by tourist in the UK, 45% came from locals (UKTS, 2007) Considering the figures above where the UK residence accounts for 135 million out of 194 million tourists within the country. This proves that UK operates a very stable tourism industry as it is only 59 million of tourist are expected from international market (UKTS, 2007).

China claims world’s largest domestic tourism market (CNTA, 2007). Internal tourism in China sprouted in the middle of 1980s and got rapid development in the 1990s especially since China adopted the system of weeklong holidays three times a
year beginning 1999 (Shao, 2007). Statistics from China’s national tourist administration shows that in 2004 Chinese people made 1.1 billion trips within their country. This contributed 471.1 billion Yuan (US, $56.8 billion). In the same year China received 41.8 million overseas tourists spending at least one night on the Chinese Mainland (CNTA, 2007). The above information concerning Chinese domestic tourism shows however, that the sector kept stable development in the industry’s foundation. Chinese themselves attributed to the highest tourist number with 1.1 billion compared to 41.8 million foreign arrivals. The revenue from Chinas themselves was high at 471.1 billion Yuan (US $58 billion). It is therefore right to conclude that China’s stability in tourism industry is dependent on a well developed and promoted internal tourism sector.

In Africa, since 2004 most African government have recognized the importance and contribution of domestic tourism growth strategy since the value of this market could not be overestimated (WTO, 2007). In North Africa for example recent changes in tourism trends indicate that Moroccan nationals are holidaying at seaside villages and towns with large family groups preferring camping facilities and private rented rooms to hotels (Borriane, 1989). This follows their government’s effort to strengthen tourism industry through developing and promoting internal visitations (Dieke, 1993) Egypt has also witnessed recent growth in domestic tourism with historic sites and coastal regions being primary destinations (smith, 1994). This has greatly contributed to the economy growth by encouraging private investment in small hotels and guest houses (Dieke, 1993).In South Africa domestic tourism is worth billions of Rand to the economy (Mena, 2007).But although it contribute significantly to the tourism
sector, there remains untapped potential as it contributed only 27 percent of total tourism in 2006 (Sinclair, 2003)

In Kenya tour companies in conjunction with various hotels, lodges, camps, guest houses and wildlife services are offering incentives domestic tour packages to individuals, families, corporate, government and parastatals to promote domestic tourism (Ngumbao, 2004). Domestic tourism promotion remains the only key to the industry's long term success, to ensure that Kenyans tourism does not suffer massively whenever there is foreign tourism decline as witnessed in previous years of economic and political crises (Dzoro, 2005). In 2007 for instants, the domestic market accounted for only 25 percent of the sector's revenue leaving 75 percent to international visitors, making the situation very fragile (Ong'onga, 2005). This places the Kenya's tourism sector at a risk of collapse whenever there is a decline in foreign visitors as been witnessed in previous years when the country faced tribal clashes in 1990s (Dzoro 2005). Kenya then, needs to develop and promote tourism industry internally for stability. Conferencing remains the most convenience method of tourism promotion as it targets internal visitors from all over the country and beyond (Ngumbao, 2004). This study therefore aims at establishing the operational strategies used by church guest houses, in promoting domestic tourism through conferencing in Nairobi.

2.4 The role of conferencing in promoting domestic tourism

Conferencing can be seen as a part of business travel within the framework of tourism industry (Anton, 1998). Visitors whose main purpose for traveling is to attend an activity associated with their business interest are referred to as business tourists
Conferences, workshops, seminars, and trade fairs are examples of business tourism sectors which are prime focus of marketing by venues and destinations, because decision about where events takes place are open to influence (MIA, 1996). Conferencing in particular can involve a substantial leisure element. Attendants to seminars, workshops, symposiums and conferences excursion to local places of entertainment for leisure and pleasure at the end of the meeting day (Ikiara, 2001). Through interaction with such groups, this provides the hospitality marketers and venue providers opportunities to reach more customers both internally and externally to expand their market base (Davidson, 1994). Venue providers through their marketing and public relation department use the opportunity of the meetings to promote their facilities to retain and reach out potential clients both internally and internationally (Anton, 1998).

Conferencing is a fast growing sector of tourism, which is very competitive (WTO, 2007). This implies that world countries especially the developing countries should recognize their potentials (strength and opportunities) available for them to strengthen their tourism industries through the sector. Statistics of global nature of conference industry produced annually by international congress and convention association (ICCA) based in Amsterdam, Netherlands and the union of international association (UIA) based in Brussels Belgium, however indicate that conference industry is growing to impressive status. For instant according to ICCA, in 2005 there were approximately 5315 conference of large magnitude worldwide, with Europe accounting for 58 percent of the market share. Asia followed Europe with dividing margin at 18 percent, North America, United States of America (USA) and Canada got a share of 10.5 percent while South America held on 7 percent as Africa trailed
with only 2.5 percent. In regard to the above figures, it shows however that, it is only in the developed countries where conference industry is doing the best while in developing countries especially in Africa the performance is the most poor. This is due to underdeveloped operational strategies to attract and encourage conferencing activities both internally and internationally.

Kenya is quite competitive and a profitable market segment in conference because Nairobi is experienced in hosting international conferences (Ikiara, 2001). But it is not a wonder to mention that many Kenyans do not know existence of most tourism destinations (Dzoro, 2005). This however implies that tourism industry players have a job to do in educating Kenyans to discover tourism opportunities available for them to enjoy in their own land. The only best opportunity available for hospitality institutions to reach many Kenyans for such industrial induction is through conferencing activities. Venue providers can take advantage during meetings and sell tourism to many Kenyans who may have little knowledge of availability of such opportunities.

An economical survey carried out in 2004, indicated that conference activities were on the increase. Local conferences held during that period went up from 754 thousands in 2002 to 805 thousand in 2003. International conferences went up from 115 to 126 thousand respectively. Subsequently the numbers of delegates attending conferences increased by 31.8% among them, Kenyans (Economic Survey, 2004). This however implies that Kenya hotels and guest houses hoisting these conferences, have a great opportunity to reach more clients through conference attendance. Kenyans main attraction in the sub sector includes conference facilities like the Bomas of Kenya, the Kenyatta International Conference Centre, centers for
international organization such as United Nations Environmental Programme (UNEP), and United Nations Human Settlement Programme (UHSP) also called UN-HABITAT, also due to the existent of prestigious hotels and guest house (KIPPRA, 2001).

The above survey however proves that Kenya has got potential of promoting tourism through conferencing, if only venue provides and hospitality marketers would use such activities as opportunities to open the eye of Kenyans. Most Kenyans assume that the cost of tourism is so high and that it is only the white people (foreigners) who can afford holidaying in various hospitality institutions, in the wild and in the Coastal beaches (Wandera, 2004).

From Wanderer’s findings there is approve that Kenyans lack knowledge of tourism issues within their own country. This can be achieved by venue providers and hospitality marketers capitalizing on meeting attendants to spread the correct understanding of tourism to Kenyans in order to promote the sector mostly domestically. From the existing literature not much is known about church guest houses although they are involved in conferencing activities. This study is therefore aimed at establishing operational strategies used by church guest houses in promoting domestic tourisms through conferencing in Nairobi.

2.5 Challenges in promoting domestic tourism through Conferencing

Promotion of domestic tourism through conferencing is faced by various challenges, especially in developing countries. There is stiff competition in conferencing business
among nations in providing most attractive and modern facilities and equipments especially in the developed countries. Which is as a result of increased number of destinations and the expansion of the global capacity (Ikiara, 2001). Demand related constraints such as the industry’s high and sensitivity’s quality of service in addition to crumbling infrastructure: poor roads and railway service, and poor telecommunications, becomes the major problem to conference operators in developing countries (KIPPRA, 2001). Continued reliance on marketing of the same product like beach and safari holidays becomes a challenge to conference venue providers because very little is said about the existence of such venues. This is because there is very little diversification in most marketing systems to other products the country has to offer for tourism interest (Jackson, 1990).

Harassment of tourists is the most irritating problem to tourists and for this matter to conference delegates (GOK, 1996). Insecurity may lead to adverse travel advisory like the one issued to Kenya by the UK and USA, in the year 2003. This discourages many current and potential tourists, traveling globally which can lead to poor world economy performance especially in the developing countries (Economic review, 2004). Poor and un implemented government policies may directly affect tourism and tourist volume turn over (Pigram, 1990). Other challenges include inadequate finances for the purchase and repairs of the conferencing equipments and materials, inadequate numbers of specialized conferencing staff, expensive airfares and insufficient air routes (Wandera, 2004).

2.6 Strategies for business improvement in conference tourism.

Well implemented solutions to the above mentioned challenges will not only determine the net benefits a country receives from the enterprise but also how
sustainable those benefit becomes. To achieve this, Febiri (1994) argued that proper and clear policies should be formulated for the tourism industry and conferencing as a sector should be integrated with other sectors of economy. Marketing should be broadened enough to cover all sectors of tourism in detail with adequate promotion prospectors (Sinclair, 2003). Political support and adequate resourcing hold the key to future tourism development especially in Africa as it will provide interstate security, which in turn will enhance tourism (Dieke, 2003 and Ikiara, 2001). Respective governments have responsibility of availing funds necessary for improving infrastructure, training the industrial manpower and for furnishing the conferencing facilities with modern equipments (Dzoro, 2005).

2.8 Summary

The review has indicated that studies have been carried out on commercial guest houses or bed and breakfast institutions, domestic tourism, role played by conferences in promoting domestic tourism, challenges and solutions in promoting tourism through conferencing. However, none of the studies have whatsoever covered church guest houses. Therefore these study aims at filling the knowledge gap concerning operational strategies used by church guesthouse in promoting domestic tourism through conferencing in Nairobi.
CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter deals with the design of the procedures which were followed in conducting this study. It focuses on the research design, area of study, population of the study, sampling method, research instruments, procedures for data collection and plan for data analysis.

3.2 Research design

This research adopted a qualitative research approach. The approach was appropriate to the research because the researcher aimed at using techniques and measures, which did not produce discrete numerical data (Mugenda & Mugenda 2001). The data was in words and was collected through structured, unstructured questionnaires and by the use of observation checklists. The data in narrative form was then analyzed through grouping into categories themes and patterns. Qualitative research approach was adopted because it is advantageous in that it permits researches to go beyond the statistical results usually reported in quantative research. Human phenomena that cannot be investigated by direct observation such as attitudes and other emotions are best studied using the qualitative method (Mugenda & Mugenda, 2001). In this study the respondents were given an opportunity to express their own views thus yielding qualitative data, which was best analyzed through qualitative techniques approach.

3.3 Area of Study

For the effective management of the study, the research divided Nairobi into two regions. Waiyaki way, Uhuru highway and Mombasa road were used as the boarder margin. Areas to the west of these roads were considered Nairobi west while all areas
to the east of same roads were referred to as Nairobi east. Areas in Nairobi west included Valley road, Lovington, Westland, Dagoretti, Karen, Langata and South C estates. East of Nairobi areas included Muthurwa, Kariokor, Dandora, Kayole, Embakasi, Thika road estates and Limuru road estates. The study then was carried out in Nairobi west region because this is where most church guest houses are located. A map to clarify this explanation is provided in appendix E of this book. The guest houses aim at catering for church congregation, individual guests, providing similar services to other Christian communities, non-governmental organizations, governmental departments and foreign agencies.

3.4 Population of the study
The study targeted all church guest houses located in Nairobi west region, which offered conference facilities to customers. The managers were the respondents to the study, which aimed at establishing the operational strategies these guest houses used to promote domestic tourism through conferencing, in Nairobi. The managers were chosen as respondents because in church guest houses management structures are not elaborated like it is in commercial hotels. There are no line managers in church guest houses leaving managers as the sole custodian of all operation information.

3.5 Sampling Method
The research employed two sampling methods. They were purposive and accidental or convinience sampling methods. Purposive sampling method was used because it is a sampling technique that allows a researcher to use cases that have the required information with respect to the objectives of the study (Mugenda & Mugenda, 2001). Cases were therefore handpicked because they are informative or they possessed the
required characteristics (Sparks & Braden, 1994). Therefore all five church
guesthouses which offered conference facilities within the western region of Nairobi
were purposively hand picked for the study. The managers in all the selected guest
houses became the respondents to the study. Accidental or convenience sampling
method was used to identify consumer groups (Customers) in the church guest houses
as respondents for the assessment of the customer buying criteria and perceptions.
This method was used because it allows the researcher to select cases or units of
observation as they convenience become available (Mugenda and Mugenda, 2001)
Therefore customer groups were convenience selected, as they were met conferencing
in the guest houses under study.

3.6 Research Instrument

Two categories of instrument were developed and used in this study. They included
structured (closed ended), unstructured (open ended) questionnaires and observation
checklist. Structured questionnaires were appropriate to this study because they are
accompanied by a list of possible alternatives from which respondents selects making
the process of data collection easy. They were also found appropriate to this study
because they are easy to administer. Their administration is made easy by the fact that
each item contained in them is followed by alternative answers from which the
respondents can select, as indicated above. They are easy to analyze since they are in
immediate usable form and they are economical in terms of time and money. Open-
ended questionnaires were used because they permit greater depth of response when
respondents are allowed to give a personal despondence. This aspect of the structured
questionnaire provided a great opportunity to the researcher because the research
aimed at collecting in-depth information from the respondents. Unstructured
questionnaires were also used for the purpose of activating information from the respondents, because they can stimulate a person to think about his feeling, motives and express what he or she considers being most important. Observation checklist was used to collect supplementary data on facilities and equipment that were physically found during visits to the guesthouse premises.

3.7 Data Collection Procedures

Having formally obtained research permission from the university the researcher contacted the church guesthouse authorities for the permission to conduct the study. This involved writing of introductory letters explaining the purpose for the intended study, and booking of appointments with the managers of the guest houses under study. This was followed by visits to all guest houses under study, during which meetings with the managers were arranged to take place. In the meetings the researcher used the questionnaires to collect the information while explaining to them what was required as per the purpose of the study. During the contact, each respondent's information was recorded on individual questionnaire sheet, edited and coded. As interviews were taking place, the researcher was using an observation checklist to edit facilities and equipment for conferencing, which were visibly available. At the end of the meeting with the manager, the researcher asked for permission to access to conference facilities in each guest house under the study. The purpose was to make more observations as while as making a thorough edit on all available facilities each guest house had.
3.8 Data Analysis Procedure

The researcher used mainly qualitative data analysis techniques although a minimal quantitative data analysis technique was also employed. Qualitative data was collected through structured and unstructured questionnaires and observation checklist, which were classified, coded and analyzed according to themes. This was done using qualitative data analysis steps adopted from Mugenda & Mugenda (2001).

The data was organized and processed on daily basis whenever an interview was conducted. This was so because data analysis is an "on going" process in qualitative studies (Taylor & Bogdan, 1984). Data organization and processing involved reading the data thoroughly for familiarization. During the reading process, the available data was recorded and the field notes from interviews were edited and "cleaned up" as data was being organized. This was then followed by the creation of categories, themes and patterns. This involved detection of various categories in the data, which were distinct from each other, and the establishment of relationships among these categories. This then formed the basis of theory development, which was used to discuss the constructs of the phenomenon and the relationships among these constructs. Formulation of themes and categories was done using codes, which were assigned manually (Miles & Huberman, 1994). After the identification of themes, categories and patterns, the data was then evaluated and analyzed to determine the adequacy of the information and credibility, usefulness, consistency and validation in relation to the objectives of the study.
CHAPTER FOUR
RESULTS AND DISCUSSION

4.1 Introduction

The primary objective of this study was to establish the operational strategies used by church guest houses in promoting domestic tourism through conferencing in Nairobi. Other objectives were to: assess the buying criteria and perceptions of customers in church guest houses, identify challenges in conferencing business and recommend strategies for business improvement in conference tourism. Purposive sampling method was used to accurately sample out the five church guest houses located in Nairobi west region, which offer conference facilities. The data was obtained through open and closed ended questionnaires, which were administered to the five guest house managers, and the use of observation checklists to obtain supplementary information on the conference facilities physically visible to the researcher. The data which was mainly narrative was analyzed through qualitative data analysis method. A minor descriptive analysis was also done to determine tallying of the variables. The results were presented in tables with explanation in a narrative format. The findings were presented under the following sub topics.

1. Operational strategies used by church guest houses to promote domestic tourism through conferencing.
2. Assessment of buying criteria and perceptions of customers in church guest houses.
3. Challenges of conference business in church guest houses
4.2. Operational strategies used by church guest houses to promote domestic tourism through conferencing

In the first part of this section, the researcher intended to find out demographic data of the respondents and the general information on the guest houses under study. This information was necessary for introduction purpose of the respondent to the readers of this document and in providing a brief historical background of the guest house under study. Demographic variables of respondents included gender, marital status, age, education, professional qualifications and years of experience. The profile variables of the guest houses included year of establishment, ownership, primary objectives and total number of employees in each.

4.2.1 Respondents introduction

The respondents to this study were five. Three were males while two were females. This was important as it provided that the hospitality industry is gender sensitive during recruitment of managers. It was also a natural coincident with an advantage to the researcher to gather information where both genders were represented, to avoid being biased. The respondent’s gender is presented in Table 4.1.

Table 4.1 Respondents gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>G. house (i)</th>
<th>G. house (ii)</th>
<th>G. house (iii)</th>
<th>G. house (iv)</th>
<th>G. house (v)</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>√</td>
<td></td>
<td>√</td>
<td></td>
<td>√</td>
<td>3</td>
</tr>
<tr>
<td>Female</td>
<td>√</td>
<td></td>
<td></td>
<td>√</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
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<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>5</td>
</tr>
</tbody>
</table>

The respondents to this study were also mature and married. Four of the five managers were married but one was single because of region reasons. This proved
that there was a high level of responsibility among the respondents, being family people. This helped in promoting the confidence and reliability of their information by the researcher in the process of data collection. See table 4.2.

Table 4.2: Respondents marital status

<table>
<thead>
<tr>
<th>Marital status</th>
<th>G. house (i)</th>
<th>G. house (ii)</th>
<th>G. house (iii)</th>
<th>G. house (iv)</th>
<th>G. house (v)</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Married</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td></td>
<td>4</td>
</tr>
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<td>Single</td>
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</tr>
<tr>
<td>Total</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>5</td>
</tr>
</tbody>
</table>

As regarding the age, the respondents to this study were of mature age. One manager was aged between thirty one to forty years. Four managers were aged between forty-one and fifty years as shown in table 4.3. This age sets implicated high level of reasonability and accountability, which was very necessary from the information contributors to this study.

Table 4.3 Respondents age

<table>
<thead>
<tr>
<th>Age</th>
<th>G. house (i)</th>
<th>G. house (ii)</th>
<th>G. house (iii)</th>
<th>G. house (iv)</th>
<th>G. house (v)</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-30</td>
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</tr>
<tr>
<td>41-50</td>
<td></td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>4</td>
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<tr>
<td>Over 50</td>
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<td>Total</td>
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<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>5</td>
</tr>
</tbody>
</table>

Pertaining to the qualifications of the respondents to this study, they were highly qualified personnel. Three managers out of five were diploma holders, one manager had a higher diploma while another one manager had a degree. Their professionalism was a big advantage to this research. Administration of the questionnaires and discussions during data collection with the researcher were easy and fruitful. This was
due to a high level of the managers understanding owing to their profession qualifications. Table 4.4 present profession qualification of the respondents to this study.

Table 4.4 professional qualification of the respondents.

<table>
<thead>
<tr>
<th>Professional qualification</th>
<th>G. house (i)</th>
<th>G. house (ii)</th>
<th>G. house (iii)</th>
<th>G. house (iv)</th>
<th>G. house (v)</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificate</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Diploma</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td></td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>Higher diploma</td>
<td></td>
<td></td>
<td>√</td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Degree</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>√</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>5</td>
</tr>
</tbody>
</table>

As for the experience of the respondents to this study, they were all high experienced people. Their experience ranged from six to over eleven years in the industry. Two managers had between six and ten years while the other three managers had over eleven years of working experience. Such experienced managers were a great opportunity to this research. This was so because they were conversant with the tourism dynamism and why a change to conferencing to promote the industry domestically, was necessary. Table 4.5 shows experience of the respondents.

Table 4.5 Experience of respondents

<table>
<thead>
<tr>
<th>Experience in years</th>
<th>G. House (i)</th>
<th>G. House (ii)</th>
<th>G. House (iii)</th>
<th>G. House (iv)</th>
<th>G. House (v)</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-5</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>6-10</td>
<td>√</td>
<td>√</td>
<td></td>
<td></td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>11 and above</td>
<td></td>
<td></td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>5</td>
</tr>
</tbody>
</table>
4.2.2 Information on the church guest houses

The general information pertaining to the church guest houses that was necessary to this study, included year of establishment, ownership, primary objectives, and total number of employees. The purpose of this was to trace the business background of each guest house up to the current business of conferencing to promote domestic tourism. It was also necessary to ascertain the current ownership of these guest houses to avoid dealing with the wrong target. Also to determine the age of the church guest houses as a hospitality sub sector in the tourism industry. See table 4.6.

Table 4.6 Profile of church guest houses

<table>
<thead>
<tr>
<th>Establishment, ownership, objectives, location and no of employees</th>
<th>Guest houses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year of establishment</td>
<td>Guest house (i)</td>
</tr>
<tr>
<td>-----------------------</td>
<td>----------------</td>
</tr>
<tr>
<td>Ownership</td>
<td>AACC</td>
</tr>
<tr>
<td>Primary objectives</td>
<td>Provide ecumenical support to parent organization</td>
</tr>
<tr>
<td>Number of employees</td>
<td>15</td>
</tr>
<tr>
<td>Location</td>
<td>Wetlands</td>
</tr>
</tbody>
</table>

The church guesthouses under the study were established in 1970, 1985, 1998, 2005 and 2005 respectively, as shown in the table above. Based on these results, we can conclusively say that church guest house in Kenya is a 1970s phenomenon. This also suggests that they could be popular to both current and potential clients for having been in the market for a long time. Some could probably be older than those in London which were described as 1990s phenomenon by Callan (1995) in his study on an
appraisal of UK hotel quality grading schemes. The primary objectives for establishing nearly all guest houses was to provide services to missionaries, respective church delegates or visitors affiliated to the church with an exception of guest house iii which was established to serve all people following Christian doctrines. The total number of employees in the guesthouses ranges from fifteen to ninety five. The church guest houses under the study are located in Nairobi at Westlands, Valley road, South C, Karen and Lavington estates respectively. It is interesting to note that all these locations are found in the western region of Nairobi which was picked for the study. These areas are well supplied with major roads which connect them to the city’s two major air ports (Jomo Kenyatta and Wilson Air ports). These roads also link the guest houses to the railway and bus terminus which makes accessibility to the guesthouses very possible. The distance from these guest houses to the touristic areas like in Nairobi national park, giraffe center and national museums is short. Also are the distances to the entertainment centers within Nairobi.

4.2.3 Conference facilities in church guest houses

This was the major aims of the study, during the discussion with the managers, the study sought to establish the conference facilities, which were available in church guesthouses. For easier analysis, conference facilities were put into two categories. In category one, the research sought to establish the availability and numbers of conference halls, meeting and private rooms in each guesthouse, Capacity of each hall and room was also established. Also to be established at the same time was determination of the range of conferences that each guest house was capable of hoisting in a year. The managers were also required to indicate how they compared in percentage form between domestic and international based conferences. The aim here
was to help the researcher to be able to make a conclusion on whether church guest houses were capable of promoting tourism domestically through conferencing business. In the second category, the study aimed at finding out what technical facilities were offered by the church guesthouses for conference business. The results are presented in two subsections, starting with the available conference halls and rooms in the guesthouses.

4.2.4 Conference halls

The study established that all church guesthouses under the study, i.e guest houses i, ii, iii, iv and v offered halls of different capacities for conference business. See table 4.7 page 45. The manager for guesthouse i reported that his guest house had only one hall for conference business. When asked whether this one house was sufficient, he said it was not but there was very little he could do at that moment but the management was doing something to have another one in place. This what he said

“For sure, one hall with the current high demand for conferences by the mother church is too insufficient. Although at the moment I can do almost nothing, but the whole management is thinking about it, there is a possibility of having another in the near future”

(Manager guest house (i))

The availability of halls to other four guest houses was as follows; In guesthouse ii there were four halls, guest house iii had three halls, guest house iv had seven halls and guest house v had four halls. All halls in these guesthouses had a capacity of over two hundred delegates at a time. On the question of sufficiency of the hall and capacities, all the four managers reported that their guest houses were performing well
in the conference business, especially with the local customers. This is an important aspect to note so far concerning conferencing in the church guest house. That when church guest houses report that they are attracting mainly local market, is therefore right to conclude that they are achieving the objective of promoting domestic tourism through conferencing. These findings went in line with the findings of the study by Ngumbau (2004) on the Nyari Beach Hotel in Mombasa raising conference to new levels to promote its market domestically. In his study Ngumbao also indicated that availability of halls and meeting rooms are the basic requirements that a conference centre cannot do without. From the findings the study has also established that church guest houses are equipped with conference halls for the purpose of conference business. Infact the manager for guest house v said that he wouldn’t mind constructing more halls as the trend of conference in church based institutions was gaining strength and it is growing. He narrated;

“Nowadays the business in these church institutions seems to be on the rise, and I wouldn’t mind constructing more halls in readiness to tapping these new businesses. The only problem is money to do that”.

(Manager for the guest house (v)

4.2.5 Meeting rooms

Other than halls, in the conference industry smaller rooms called meeting rooms are provided. They are sold for meetings to smaller groups or to some members of a big group wanting to have a brainstorming meeting separately. The study therefore was interested in finding out whether such rooms were available in church guesthouses. This was established by asking the managers to indicate the number and capacities of the meeting rooms in their guesthouses. It was then established that meeting rooms in
the church guest houses were available as follows: In guest house i there were three meeting rooms with a capacity of over thirty six delegates, guest house ii had one meeting room with a capacity of sixteen delegates, guest house iii had four meeting room with a capacity of over thirty six delegates, guest house iv had three meeting rooms with a capacity of over twenty delegates and guest v had four meeting rooms with a capacity of over thirty six delegates .The results to this variable are presented in table 4.7 in page 45. When the manager were asked whether the current number of meeting rooms and their capacities was sufficient, four of the managers out of five shared the opinion that there was no big problem although eventually more rooms would be required with the increased business. This is probably when the demand for small group meetings will rise. The manager for guest houses ii put it this way.

"At the moment the demand for such small rooms is not very high but eventually we shall require more if the demand for them increases even though we do not know when" (Manager guesthouse (ii))

The managers reported that meeting rooms were very popular to small groups of about ten delegates and below though such small groups were not very many in the market. All managers shared this opinion.

"They are used by small groups of about ten people and below but such small groups are not mostly available like the big group"

4.2.6 Private rooms

When big groups (of fifty and above members) hold conferences and seminars, they normally request for smaller rooms, which are mostly adjacent to the meeting halls to serve as secretarial extension office for secretarial work. These smaller rooms are
referred to as private rooms. Such rooms are also used to accommodate meetings of few individuals. The study sought to establish whether such rooms existed in the church guesthouses, as they are very important rooms within the conferences environment. The study achieved this by asking the managers to report whether private rooms existed in their guesthouses and to indicate their capacity.

Managers for guest houses i iii iv and v confirmed that their establishments have got private rooms and are used for the purpose of secretarial work or as meeting for smaller groups. Table 4.7 in page 45 presents this information. The manager for guest house ii reported that such rooms did not exist in her guesthouse. When asked if they were considering having one, she replied that plans were underway to have one in place, but at that moment the meeting room was being used for the purpose of a private room. She had this to say:

"At the moment we don't have the room you call private room a meeting room is being used for that purpose, but, well, plans are there to have one in place" (Manager guesthouse (ii))

4.2.7 Percentage of the area occupied by conference facilities in relation to other departments

The study went ahead to finding out about the sufficiency of the area allocated to the conference department. Allocation of sufficient land space to the department serves as a provision or allowance of the department to expand facilities when the need arises. This also would prove prove the managerial commitment in expanding the conference facilities in future, to match the demand of conference levels.
It was then established that all guesthouses have allocated a certain percentage of land to their conference departments, as shown in table 4.7 page 45. Three of the Managers for guest houses I, ii and v indicated that conference facilities in their guest houses occupied a range of 10-20% of the total area in their establishment while the rest the area was shared by other departments. Managers for guest houses iii and iv reported that 30-40% of their respective compounds were occupied by conference facilities. All respondents agreed that the allocated land for conference department was enough for future expansion, which supported the researcher’s expectations.

When the managers were asked to comment on the sufficiency of the area allocated to the conference departments all them agreed that it was enough. The manager for guest house v quickly replied:

"Basically our business is conferencing, and without halls and other room around, our business is no more, so we have located the space with the future in mind, we can expand very easily if a need arises"

(Manager for the guest house (v)

When the managers were asked to indicate on how many conferences that their guest houses were capable to hoist annually, at first they all agreed that the industry was a very sensitive one. Any slight instability would quickly affect guest turn over or hinder them from patronizing to hotels all together. However at normal environment, the manager for guest houses i and ii agreed that their guest houses hoisted between 50-100 conferences annually. The two managers observed that the demand for conferences was high but their business was limited by the fact that there there was lack of enough rooms for conferences. Guest houses iii and iv hoisted between 150-200 while guest house v reported that in busiest year it would hoist between 250-300 conferences. As pertaining to the cooperation of local and international based
conferences in percentages, all the managers agreed that local market was higher in percentage in all cases. Guest house i manager indicated that 90% of the conferences in her guest house were local based and only 10% was internationally based but not in most cases. Guest house ii and iii managers agreed that 85% of conferences in their guest house are local based. In guest house iv, the manager said that local conferences occupied 75% while in guest house v local conferences took 89%.

Based on the above statistics and results, it is clear that operational strategies used by the church guest houses in conferencing business are capable of promoting tourism domestically. This is due to the fact that there is an increasing demand for conference activities locally as seen from the high percentages of domestic conferences and the number hoisted as reported by each church guest house. See summary in table 4.7.

**Table 4.7 Conference halls, meeting and private rooms and their capacities**

<table>
<thead>
<tr>
<th>Rooms description and no. of conferences per year</th>
<th>G. house (i)</th>
<th>G. house (ii)</th>
<th>G. house (iii)</th>
<th>G. house (iv)</th>
<th>G. house (v)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conference hall No</td>
<td>Capacity</td>
<td>No</td>
<td>Capacity</td>
<td>No</td>
<td>Capacity</td>
</tr>
<tr>
<td>Conference hall</td>
<td>1</td>
<td>150</td>
<td>4</td>
<td>200+</td>
<td>3</td>
</tr>
<tr>
<td>Meeting rooms</td>
<td>3</td>
<td>108</td>
<td>1</td>
<td>20</td>
<td>4</td>
</tr>
<tr>
<td>Private rooms</td>
<td>1</td>
<td>10</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Total capacity</td>
<td>5</td>
<td>268</td>
<td>5</td>
<td>220</td>
<td>8</td>
</tr>
<tr>
<td>% area occupied</td>
<td>10-20</td>
<td>10-20</td>
<td>30-40</td>
<td>30-40</td>
<td>10-20</td>
</tr>
<tr>
<td>No. of conferences per year</td>
<td>50-100</td>
<td>50-100</td>
<td>150-200</td>
<td>150-200</td>
<td>250-300</td>
</tr>
</tbody>
</table>

**4.2.8 Technical facilities**

Structured questionnaires and observation checklists were used to collect data from the managers and to edit visible facilities on the ground respectively, in guest houses
under study. The study established that all church guest houses under the study provided a wide range of conference technical facilities. All managers agreed that either they have or provided on hire technical facilities such as overhead projectors, public address systems, computer and their software, television screen, flip chart boards and simultaneous interpretation machines as shown in table 4.8.

Table 4.8 Technical facilities in church guest houses

<table>
<thead>
<tr>
<th>Facilities description</th>
<th>Guest house (i)</th>
<th>Guest house (ii)</th>
<th>Guest house (iii)</th>
<th>Guest house (iv)</th>
<th>Guest house (v)</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>HOP</td>
<td>√</td>
<td>1</td>
<td>√</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>PA</td>
<td>√</td>
<td>hire</td>
<td>√</td>
<td></td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Computer and software</td>
<td>hire</td>
<td>0</td>
<td>3</td>
<td>hire</td>
<td></td>
<td>hire</td>
</tr>
<tr>
<td>TV screens</td>
<td>√</td>
<td>2</td>
<td>2</td>
<td>4</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Flip chart</td>
<td>√</td>
<td>3</td>
<td>4</td>
<td>6</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>LCD projectors</td>
<td>√</td>
<td>1</td>
<td>hire</td>
<td>hire</td>
<td>hire</td>
<td>hire</td>
</tr>
<tr>
<td>S I M</td>
<td>√</td>
<td>1</td>
<td>hire</td>
<td></td>
<td>1</td>
<td>hire</td>
</tr>
</tbody>
</table>

(Multiple responses)

They further agreed that they provided stationary materials such as pens, pencils, writing pads, markers pens, rulers and staplers as shown in table 4.9.

Table 4.9 Stationery materials in church guest houses

<table>
<thead>
<tr>
<th>Stationery materials description</th>
<th>Guest house (i)</th>
<th>Guest house (ii)</th>
<th>Guest house (iii)</th>
<th>Guest house (iv)</th>
<th>Guest house (v)</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pens</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>5</td>
</tr>
<tr>
<td>Pencils</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>5</td>
</tr>
<tr>
<td>Writing pads</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>5</td>
</tr>
<tr>
<td>Markers pens</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>5</td>
</tr>
<tr>
<td>Stapler</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>5</td>
</tr>
<tr>
<td>Paper clips</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>5</td>
</tr>
<tr>
<td>Rulers</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>5</td>
</tr>
</tbody>
</table>
All the respondent’s opinion was that it was important for conference halls and rooms to have all the necessary materials. According to their understanding it was unprofessional and disappointing to tell the guest that some items were not available. Managers for guest house iii clearly put it this way.

“You know a guest in our industry is a king so the services should be excellent so that there is a guarantee of the guest visiting again. Therefore it will be so unprofessional and also disappointing to the guest to be told that some things were missing when they need it. All what is required is during reservations, the guest should specify what will be required to facilitate hire, if we don’t have that facility in place”.

(Manager, guesthouse (iii)

The results concerning the issue of the facilities went in line with the study’s prospects of what was expected to be in place if church guesthouses were out to promote conference tourism in Nairobi. When the respondents were challenged to purchase all the equipments to avoid hiring which the study considered unsafe, most of them attributed failure to buy these facilities to financial constraints. The respondent for guest (ii) answered

“Do you think it is all that easy? Some of these equipments are very expensive and this sis a church business funds are never enough, so hiring is somehow easier because you don’t hire daily”.

(Manager, guest house (ii)
4.2.9 Marketing Strategies in Church Guest House

To achieve this objective, the sought to establish the various business promotion methods employed by the church guesthouses under study. This was in view of reaching out to a wide range of tourist while retaining and fostering the loyalty of those who use the guesthouses conference facilities. The study was interested in promotional methods, which concerned advertisement, personal selling and publicity.

4.2.9.1 Promotion Methods

In the meeting with respondents, they were required to answer questions on promotion with an aid of a list of various promotion methods available in the hospitality industry. It is interesting to note that this is one area where one respondent differed on principles with others. The manager for guesthouse iv. According to her, her guest house never carried out any form of marketing. She argued that her organization was purely charitable and that there was no need to reach out anyone through marketing process. All functions in her establishment are either sponsored by the church or some other organization in conjunction with the church. This is how she argued.

"What marketing? Why market? You see we are not like other church guest houses who are out there to make money we are charitable organization, most of our functions here are either sponsored by the church or some other organization in conjunction with the church so what is the need to market"

(Manager, guest house (iv))

When she was asked to explain how they were able to pay the few laymen workers whom she had earlier admitted that the institution have, this is how she replied.
“Everyone in this compound starting with the sisters who are the majority on the ground is almost doing a charitable work, of course the church takes care of us and even pays some salary to the laymen workers but should that form a reason to market when we are not supposed? By the way who would do that job even if we wanted to, that is not our business”.

(Manager, guest house (iv))

It was then established that the rest of the four managers i.e. the managers for guest houses i, ii, iii and v admitted that they all employ: reduced prices, complimentary, guest entertainment and free gifts to create a parole with the conference organizers in their effort to attract and retain repeat business from such organizations. The managers also indicated that the reduction of prices was a very important tourism incentive as it encouraged more guests to visit guest houses, mostly from within the country. This finding however, puts church guest houses in the same line with other hospitality institutions in Kenya, which are applying similar tour packages to encourage internal tourism, as was indicated by Ngumbao in his study on the nyali beach hotel raising its conference business to new levels. Based on this fact it therefore easy to conclude that church guest houses have put in place viable marketing strategy to promote domestic tourism trough conferencing. Results are as shown in table 4.10.

**Table 4.10 Promotion methods in church guest houses**

<table>
<thead>
<tr>
<th>Promotion methods</th>
<th>Guest house (i)</th>
<th>Guest house (ii)</th>
<th>Guest house (iii)</th>
<th>Guest house (iv)</th>
<th>Guest house (v)</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduced prices</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>0</td>
<td>√</td>
<td>4</td>
</tr>
<tr>
<td>Complementary</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>0</td>
<td>√</td>
<td>4</td>
</tr>
<tr>
<td>Guest entertainment</td>
<td>√</td>
<td>√</td>
<td>0</td>
<td>0</td>
<td>√</td>
<td>3</td>
</tr>
<tr>
<td>Free gifts</td>
<td>√</td>
<td>√</td>
<td>0</td>
<td>0</td>
<td>√</td>
<td>3</td>
</tr>
</tbody>
</table>

(Multiple response)
The results were in agreement with Anton's (1998) findings that had listed: reduced prices, complementaries, guest entertainment and free gifts to guest as being the major techniques to motivate conference organizers when promoting a business.

During the interactions, the managers were also asked to indicate when they considered best to apply these methods, whether it was before or after the conferences. It was then found that most of the managers applied these methods before conferences. It was done between the managers and the conference organizers as an incentive to induce the guests in linking the place. Complimentaries are offered to entertain potential clients during when future business is discussed. Some other times complimentary are offered to the conference organizers as an appreciation for the support they give to the respective guesthouses. The managers reported that free gifts are given to the very important group representatives to encourage a continued business and support form such group. These gifts sometimes could be in the form of cakes, or even Kenyan artifacts such as arrows, shields and swords. During the interview with the manager for guest house v he give this narration concerning the topic of promotion methods.

"There is no specific time when free gifts, complimentaries or guest entertainment can be given. It will always depend on the objective of the management, but mostly they are done before their respective groups carry out the business of conference. This is the time when such things are organized as an incentives to induce the guest to bring business. We invite guest mainly the group organizers for free meals. While at it we request for business from them and it works. On the issue of gifts, these are things mostly now extended to the organizers as an applications of the continued support in this business,
they could be in form of cakes, flowers, or anything Kenyan artifacts like a Maasai moran articles like a sword. This kind of business approach works miracles sometimes” (manager, guest house (v))

The managers for guesthouse iii shared the same opinion with guest house v manager when he said.

“Potential guests can be called with the complements of the management for the purpose of reminding them that they still need them in business. This approach has given us good results in most cases”

(Manager guest house (iii))

4.2.9.2 Method of Advertisement

Having established the promotion methods that were employed by the church guesthouse mangers, in the promotion of their conference business, the study went ahead into investigating the methods used for advertising business in the church guest houses. To achieve this objective, during the interview the managers were aided with a list of various models of advertisement existing in the hospitality industry to indicate the ones they used at their establishment. The findings are presented in table 4.11.

Table 4.11 Advertisement method in church guest houses

<table>
<thead>
<tr>
<th>Advertisement methods</th>
<th>Guest house (i)</th>
<th>Guest house (ii)</th>
<th>Guest house (iii)</th>
<th>Guest house (iv)</th>
<th>Guest house (v)</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brochures</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>5</td>
</tr>
<tr>
<td>Magazines</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td></td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>Television set</td>
<td>√</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>√</td>
<td>2</td>
</tr>
</tbody>
</table>

(Multiple response)
On this objective, the study established that church guesthouses employed various methods to advertise their facilities. The most common advertisement method in the church guest houses is the use of brochures. At least all guesthouses had brochures, which were readily given to guests right at their front offices but unfortunately none of them contained any information to emphasis on leisure tourism. Most of the brochures emphasized on conferencing opportunities, accommondation and meals. Since brochures can mostly be given to a guest who is already present in the hotel, it is likely aging to perceive this as a domestic tailored marketing strategy targeting mostly local clients. The managers also admitted the use of their respective church magazines to advertise themselves. Other than these two modes of advisements, church guesthouses employed the use of family television sets (family TV) to reach out local market since such channels are locally operated. All this adds to the evidence that church guest houses are more concerned mostly with the local than external market. Two guest house managers (the managers for guesthouses iii and v) admitted featuring their services in the family TV.

None of the church guest houses however employed commercial modes of advertisements such as radios, daily newspapers or even circular TV coverage. They argued that they were not supposed to use advertisements because they are non-profit making institutions.

"Being church institutions we are non profit making and we are not supposed to appear commercial we will put ourselves in trouble with the other hospitality sectors and the government you know we are exempted from paying government rates and taxes and we should respect that".

(Managers for guest houses ((I) and (v))
4.2.9.3 Marketing Personnel

With the background of having established the methods used by church guesthouses to promote and advertise their facilities, the next item to be established was the organization of the line of marketing personnel in church guest houses. To these objective, the study established that all staff were involved in the marketing of their respective guest houses as shown in table 4.12, with an exception of guest house iv where no marketing was carried out as seen earlier. This strategy appeared to confine church guest houses marketing to only local clients. This is because staff can only reach people who are close to them for business marketing.

The study also established that the duty of marketing was initially charged to the managers who in turn requested all members of staff to reach out and look for customers. No church guesthouse that employed a marketing manager. This so far is the weakest point within church guest houses conference business operations likely to limit them from reaching out a wider market target. This implied that they all lacked marketing specialist for their conference facilities and other hotel services. These findings did not agree in the same reasoning with the study by Colle (1996) which believed that however vivid the message put over by advertisement; there was no substitute for the face-to-face meeting between the buyer and the seller or his representative. Church elders are also involved in the marketing of their respected guest house especially elders forming board members. The church guesthouse mangers also used church network to reach clients.
When the managers were asked to state why they had not employed marketing managers, three managers attributed the problem to lack of adequate funds to do so. While one manager replied she was limited to doing so by the church policies.

Three managers shared this report.

"A marketing manager is not a simple person, he/she requires more money than some of us owing to the nature of their jobs, while the church cries out always that there is no money, you see" (Managers, guest houses (ii), (iii) and (v)).

The manager for guest house ii attributed the problem of a marketing manager to lack of funds in church institutions. This is what she said:

"I wouldn’t mind having a marketing manager to help me. After all, this work is too much for me. In fact to make agendas go through in a church system when you are a layman is not easy. Talking about a marketing manager here and yet they can see the house is full most of the time. Nobody will want to listen to you. So it is not easy to have one around, may be in future. Like now they have even hesitated to employ an assistant manager, a position that is quite necessary to help me in this duties" (Manager, Guest house (ii))

Table 4.12 Marketing personnel in church guest houses

<table>
<thead>
<tr>
<th>Marketing personnel</th>
<th>Guest house (i)</th>
<th>Guest house (ii)</th>
<th>Guest house (iii)</th>
<th>Guest house (iv)</th>
<th>Guest house (v)</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manager</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>0</td>
<td>√</td>
<td>4</td>
</tr>
<tr>
<td>All staff</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>0</td>
<td>√</td>
<td>4</td>
</tr>
<tr>
<td>Church elders</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>0</td>
<td>√</td>
<td>4</td>
</tr>
</tbody>
</table>

(multiple response)
4.2.9.4 Publicity

There is a general public perception that church guesthouses are not popularly known to most potential clients (Cole, 1996). Part of the causes to this perception has partly been found in the way of their limited promotion methods in terms of advertisement and lack of marketing representatives. Up to this stage the study was very much eager to find out how the church guesthouses publicized themselves as a way to make themselves known to the market.

When the managers were asked to state how church guest houses publicized themselves. The study established that there was a little confusion between the issue of publicity and advertisement. After a brief explanation each manager gave his/her own version pertaining to the idea of publication of his or her guesthouses. The manager for guest house v reported that his employees participated in games and Sports organized by hotels and tourism organization popularly known as (HOTOSO) during which they carried the tents and materials with the logo of their guest house.

"Oh! Our people always participate in HOTOSO games every year and present our logos out there. This has made our name because many organizations have become our clients from that impact".

(Manager, guesthouse (v))

The manager for guesthouse ii reported that her guesthouse is involved in sponsoring church crusades that are conducted within the course of every year in the country. At such times the guest house staff had an opportunity to display their guest houses logo of their guesthouses to the public. The two events (hotoso games and church crusades) operated by the two guest houses mentioned above, represent many ways that
business can be publicize themselves. Again, church guest houses seem to be not doing much to publicize themselves, which appears to be a weakness. Two guest houses managers i.e. managers for guest houses i and iii admitted that their guesthouses are never published in any way.

When the managers were asked to state whether their guesthouse participated in any national events organized by other hospitality and tourism organizations like in national food festivals, all managers unanimously answered no. The managers response confirmed the study’s anticipation that ineffective publicity could be limiting conference business among church guesthouses in Nairobi. Owing to the facts that potential clients had no information about the existence of their services. The findings to this section are presented in table 4.13

Table 4.13 Methods of publicity in church guest houses

<table>
<thead>
<tr>
<th>Publicity methods</th>
<th>Guest house (i)</th>
<th>Guest house (ii)</th>
<th>Guest house (iii)</th>
<th>Guest house (iv)</th>
<th>Guest house (v)</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sports and games</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>√</td>
<td>1</td>
</tr>
<tr>
<td>Church crusades</td>
<td>0</td>
<td>√</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>National festivals</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

(Multiple responses)

4.2.10 Human Resource Organization in Church Guesthouses

On this objective the researcher was interested in investigating whether church guest house managers applied some aspects of human resource organization in their effort to promote conference business. These aspects included recruitment, staffing and staff motivation.
4.2.10.1 Sources of Staff Recruitment

To achieve this objective the researcher used a questionnaire with a choice of two principal recruitment sources employed in the hospitality industry. The two recruitment sources were internal and external sources of recruitment. Managers were then asked to indicate whether they employed one or both in their recruitment of staff. They were also given an opportunity to report any other recruitment method applicable in their organizations. The study established that four guest houses managers i.e. managers for guest houses i, ii, iii and iv employed external resources of recruitment. This was done by advertising jobs in newspapers and in churches. This is then followed by applications, processing, interviewing and selecting then employing the manager for guest house iv reported that the guest house sourced their workers through reference. She said:

"We have seven members of laymen workers who were brought to us by some priests. We don't advertise jobs"

(Manager guest house (IV))

When managers were asked why they preferred external sources of manpower to the internal source of manpower they all indicated that it guaranteed them with more choices, to come up with the most qualified candidate form the big number of applicants. One manager however had a different feeling above others. The manager for guesthouse v. He felt that external manpower sourcing was also a transparent way of recruitment because it was based on qualification and experience.

"I like the external sourcing of manpower because it is a very transparent method based on qualifications and experience on top of it being the best method through which arriving to the best applicant is made easy. It also
saves time unlike if you went looking for the people you want manually or through some other people”

(Manager, guest house (v))

The results were in line with the study carried out by Mullins (1992) in London hotels, which had put emphases on the employment of staff with appropriate qualifications and experience for the success of conference business. However the manager for guest house iv differed with the rest of the managers. She reported that her guest house did not consider external method of sourcing manpower. She indicated that her guest house employed workers through recommendations. Potential jobseekers present themselves recommendations from people well known to the church administration. Hence this seemed to be an emerging issue within the industry.

The results are shown in table 4.14.

Table 4.14 Source of staff in church guest houses

<table>
<thead>
<tr>
<th>Practice per guest house</th>
</tr>
</thead>
<tbody>
<tr>
<td>Guest house (i)</td>
</tr>
<tr>
<td>Employed</td>
</tr>
<tr>
<td>Casual</td>
</tr>
<tr>
<td>From other</td>
</tr>
<tr>
<td>Departments</td>
</tr>
</tbody>
</table>

(Multiple response)

4.2.10.2 Number of staff

Having established the source of recruitment for manpower in church guesthouses, the study went a head in asking the managers to indicate the staffing levels in their organizations. This is an important measure in promoting conference business. Adequate levels of manpower would prove the guesthouse’s commitment in carrying
out conference activities conveniently. At least a number of about ten workers specifically for conference department would be considered adequate depending on the rate of conference turn over.

The number of staff operating in conference department was determined by asking the managers to state the number of workers operating in their conference departments. According to the study, the number staff meant being either permanently employed, casual or being drawn from other departments. The study aimed at establishing the commitments of the church guesthouse managers in running a conference department. Employment of staff permanently to run conference departments would be taken as the committed arrangement to operate conference business. The study established that all church guesthouses operated their conference department with staff varying between two-five staff. Four managers i.e. managers for guest house i, ii, iii and iv had permanently employed staff in the conference department. In addition to permanent staffs all guesthouses get staff from other departments to serve in the conference department. Managers for guest houses iii and v employed the services of casual workers. The results are shown in table 4.15.

Table 4.15 Number of staff (manpower levels) in church guest houses

<table>
<thead>
<tr>
<th>Practice per guest house</th>
<th>Guest house (i)</th>
<th>Guest house (ii)</th>
<th>Guest house (iii)</th>
<th>Guest house (iv)</th>
<th>Guest house (v)</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>6-10</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>5</td>
</tr>
<tr>
<td>11 and above</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(multiple response)</td>
</tr>
</tbody>
</table>
4.10.3 Academic background for conference staff

Having established the number and source of conference staff in the church guesthouses. The study found it quite necessary to investigate the academic background of the staff. The managers were required to affirm whether the academic requirement they sought for, during staff sourcing were secondary, college or university level. It was then established that all church guesthouse managers under study considered secondary level of education as their minimum academic requirements for any applicant for positions in their guesthouses.

The results are presented in table 4.16.

Table 4.16  Academic qualifications of church guest house staff

<table>
<thead>
<tr>
<th>Requirement per guest house</th>
<th>Guest house (i)</th>
<th>Guest house (ii)</th>
<th>Guest house (iii)</th>
<th>Guest house (iv)</th>
<th>Guest house (v)</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>H. Supervisor</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Secondary</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>College</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>5</td>
</tr>
<tr>
<td>University</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Supervisor</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Secondary</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>5</td>
</tr>
<tr>
<td>Secondary</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>University</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Steward</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Secondary</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>5</td>
</tr>
<tr>
<td>College</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>University</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(multiple response)

When asked why they considered secondary education as their minimum academic level, all managers agreed that it was the current minimum level in all sectors of industries. They also found it easier to work with secondary graduates because of future training needs.
4.2.10.4 Professional qualification of the conference staff

After establishing the academic background of the conference staff, the study went a head into investigating whether the staff operating in conference departments had attained the necessary profession qualifications. The managers were then asked to report whether their employees at various levels had attained profession qualification in hospitality. The study targeted workers at the level of head suspension, supervisors and stewards. According to the researcher professional qualifications is a guarantee to quality service in any field of service. The study then sought to establish whether workers of conference departments in the church guesthouses had attained some training in hospitality industry. The research expected that church guesthouse managers engaged professionally qualified staff, in conference catering. The findings are presented in table 4.17.

Table 4.17 Professional qualification of church guest house staff

<table>
<thead>
<tr>
<th>Requirement per guest house</th>
<th>Guest house (i)</th>
<th>Guest house (ii)</th>
<th>Guest house (iii)</th>
<th>Guest house (iv)</th>
<th>Guest house (v)</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>H. Supervisor</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Certificate</td>
<td>√</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Diploma</td>
<td></td>
<td></td>
<td>√</td>
<td>√</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>Degree</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>√</td>
<td>1</td>
</tr>
<tr>
<td>Post graduate</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Supervisor</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Certificate</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>5</td>
</tr>
<tr>
<td>Diploma</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Degree</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Post graduate</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Steward</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Certificate</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td>Diploma</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Degree</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

(Multiple response)
The study established that all church guesthouses required a minimum of a college
certificate in catering and accommodation operations, for the position of a supervisor.
In the position of a head supervisor, the minimum qualification was diploma in
catering and accommodation management and secondary certificate with some
experience for the position of steward. It was also established that interested stewards
could rise to various levels in the organizations. One manager however indicated that
he had reference of some supervisors who rose from humble beginnings (Stewards) to
managerial positions.

"Sometimes in this industry it is not only training that matter, even the interest
to work matters a lot. There are cases when stewards have risen to
managerial position due to great determination and interest. Hard working
can get workers somewhere"

(Manager Guesthouse (v))

These findings went in line with the study by Lynch, 1994 on demand for training by
bed and break fast operators, which emphasized on the importance of training in
manpower development. The study also expected that professional qualifications be
of ultimate importance in the conference industry

4.2.10.5 Staff Motivation

After establishment that church guest houses managers engaged profession qualified
persons in the conference department, the study sought to establish how staff were
motivated in church guest house.
The study established that most church guesthouses used various ways to motivate
their staff. Four managers i.e. managers for guest houses i, ii, iii and iv, admitted to
have given cash award. The manager for guest house v reported that to be motivating his staff by use of both cash award and prizing. In guest house iii, the manager reported that their staffs were motivated through letter of recognition and promotion based on those letters of recommendation. These results indicated that just as was found in the study by Lunderberg (1994) on the hotel and restaurant business, which put emphasis on staff motivation for best business results. Church guesthouse managers did motivate their staff as a way to promote conference business in their guesthouses.

In regards to staff welfare the study established that all Guest houses provided their staff with uniform for protection and staff meals while on duty as shown on table 4.18.

Figure 4.18 Staff Motivation

<table>
<thead>
<tr>
<th>Motivation method</th>
<th>Practice per guest house</th>
</tr>
</thead>
<tbody>
<tr>
<td>Guesthouse (i)</td>
<td>Guesthouse (ii)</td>
</tr>
<tr>
<td>---------------------</td>
<td>--------------------------</td>
</tr>
<tr>
<td>Recommendation</td>
<td>✓</td>
</tr>
<tr>
<td>Bonuses</td>
<td>✓</td>
</tr>
<tr>
<td>Cash award</td>
<td>✓</td>
</tr>
<tr>
<td>Prizing</td>
<td>✓</td>
</tr>
<tr>
<td>Promotion</td>
<td>✓</td>
</tr>
<tr>
<td>Housing scheme</td>
<td>✓</td>
</tr>
<tr>
<td>Medical scheme</td>
<td>✓</td>
</tr>
<tr>
<td>Transport</td>
<td>✓</td>
</tr>
<tr>
<td>Uniforms</td>
<td>✓</td>
</tr>
<tr>
<td>Staff Meals</td>
<td>✓</td>
</tr>
</tbody>
</table>

Guest house v manager provided night duty staff transport after work. The managers for the Guest house i, ii and iii include traveling allowance in their staffs’ salary packages.
The study discovered that it was only in one guesthouse where neither means of transport nor allocated traveling allowances in the salary package was considered. When the manager was asked why, she defended the guest house's stand; she stated that the salary located to the staff was enough to cater for their transport matters.

"It is not a must that staff are specifically told that this is your money for transport. All what is important is a reasonable pay to enable the staff pay for their needs not only transport. We could be paying better than those paying traveling allowance within the pay slip."

(Manager, guesthouse iv)

4.2.11 Business Financing in Church Guest Houses

This study further sought to inquire from the respondents on how the financing of the guest house business were constituted. The expectation of study was that the guest houses have equipped themselves with a strong financial base in order to have advantages of doing well in the market.

4.2.11.1 Sources of Finance

A list of various sources of finance for business was presented in questionnaires administered to the managers to choose on which they employed. They were then expected to indicate the source of finance applied at their guesthouses out of the list. The results indicated that none of the church guesthouse was funded by donor funds, ordinary share capital or preference share capital. All guesthouses, with the exception of guesthouse iv, which is funded totally by the mother church and charity funds, were funded partially through loan capital. They also retained a portion of business savings to finance their business. Only one guesthouse i.e. guesthouse v out of five
guest houses, carried out trading to finance its activities. These results indicates however that financing in church guest houses is somehow limited to only three options, namely loan capital, retained business savings and one guest house carried out trading to raise capital.

This aspect of limited finance sources put the guest houses at risk of having to do with insufficient funds that may affect business efficiency. According to the study by Reid and Joshua (2002) on international finance management, effective finance is a key requirement for the business efficiency. Such operational things as purchasing new equipments and facilities, refurbishment of old equipments, replacements and repairs and even hiring of equipments and labour force requires sufficient funds. As such the church guest houses need to increase their finance sources to be able to operate smoothly, therefore being capable to attract client both locally and internationally. The findings are presented in table 4.19.

<table>
<thead>
<tr>
<th>Practice per guest house</th>
<th>Guest house (i)</th>
<th>Guest house (ii)</th>
<th>Guest house (iii)</th>
<th>Guest house (iv)</th>
<th>Guest house (v)</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>donor fund</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Ordinary Share Capital</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Preference Share capital</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Church aid</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business Savings</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>Loan capital</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>Trading reserves</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1</td>
</tr>
</tbody>
</table>

(multiple response)

4.2.11.2 Budgets in church guesthouse

Budgets in church guesthouses were established by asking their managers to indicate who made the budgets, whether they were involved in the budgets computing and
how they compared the conference operational budgets to the actual. The study established that all guest houses had budgets for all departments and that the managers were involved in the budget preparation. However, it is interesting to note the compositions of the personnel preparing budgets in various guesthouses. In guesthouse i the budget was done by the manager in liaison with the accountant. In guesthouse ii had an administration committee responsible for budgeting preparation. A purchasing officer is charged with budgeting in the church guesthouse iv. The head of departments and the chief accountant prepared the budget in guesthouse v and in guesthouse iii the manager and board prepared the budget. It is important also to note different percentages of the budgets allocated by various guesthouses. A guesthouse (I) budgeting allocation is 15% guesthouse ii 10% iii 25% iv 45% and v 9.5%.

To compare the conference operational budget, the study employed the term sufficiency or inadequacy to describe the budget. Budget sufficiency or being enough will be interpreted to good results in departmental performance while inadequacy or below the budget is attached to poor departmental performance. Managers for guest houses i, iii, iv and v reported that their budget allocation had been sufficient. This however indicated that the managers in this guest houses, went about the business of promoting tourism in Nairobi without much constrains. This was an indication that they were keen to influence the tourism market, especially the locals whom they mostly were able to reach out through staff networking. The manager for guest house ii reported that their budget allocated has been below and that made operations in conference department very difficulty especially when the number of delegates increases abruptly. According to what was reported by this single manager, her guest house only faced a lot challenges financially. This indicated that her guest house was
not able to influence the market as she required a lot to be done and money was the major hinderance. She however indicated that she had put proposals to the board on what was required to change this situation. She expressed that sometimes they are forced to use their own cash to buy supplies making the process very inconviniecing. She stated that:

"The budget allocated here is below the operations requirements. We strain a lot especially when the number of delegate increases abruptly. Sometimes we are forced to carry out directed purchases from Wakulima market for vegetables an other supplies the budget cant cater for all that. Sometimes once the guest raises a demand for some googs it is not possible to say we don't have. In this industry service is provided first then questions later."

(Manager, guesthouse (ii)

4.2.12 Methods of encouraging leisure tourism in church guesthouses

A study carried out by Davidson (1994) on business travel advisory, indicated that business tourism in particular could involve a substantial leisure element. Incentive travel for example was seen to may have consisted entirely of leisure, sport and entertainment. The study therefore went a head in investigating on what techniques that were available within church guest houses to encourage leisure tourism, witch would influence conference organizers to choose their facilities. The findings are presented in table 4:20.
As shown in the table above, when managers were asked to indicate how they encouraged leisure tourism in their guest houses during conferences, all managers agreed that they provided free advice to guest on various areas of interest for visits. Swimming pools were also available in all guest houses under study provided as leisure incentives to guests. None of the guest house under study however provided health club facilities. All of them cited high costs of installation of such facilities as the major draw back. The manager for guest house v reported that they operated a simple aerobics club with an hired coach. Two managers (manager for guest house iii & v agreed that they either offer or made arrangements for car hire for visitors wishing to go out for a visit within or outside Nairobi. They also indicated that whenever they had an opportunity to share with the guests, they offered suggestive selling with free advice to the interested guest. The manager for guesthouse i admitted that whenever there is a chance to talk to an interested guest he always advised them on the best areas to visit while in the country or Nairobi for that matter. He narrated.
"You know that is purely salesmanship which is a bit difficulty to tackle owing to the amount of responsibilities as a manager and I am alone. But whenever there is a chance with an interested client have always offered free advice on which are the best areas to visit while in the country depending on their area of interests. Otherwise even those delegates are very busy sometimes."

(Manager, guest house (ii).

The managers for guest house ii admitted that she could not hesitate to offer free advice to anyone wanting to travel within Kenya. She cited suggestive selling as an activity that required more time than to attend a guest who just got into her office seeking for advice she said.

"Suggestive selling may be will require a special person purposely for that job, but for advice is easy because in most cases it is the guest who come around asking to be advised especially when delegates who have some free time and they want to visit around"

(Manager, guest house (ii).

Manager for guest iv admitted that although selling is not their work, they have always offered advice to church workers wishing to visit various parts of interest within the country. Willingness of the managers to offer transport for hire, free advice to guests and suggestive selling, create an opportunity for church guest houses to influence tourism market at both local and international levels. Ensuring that such operational strategies were in place, the guest house managers were keen to achieve a
goal of promoted local and international tourism. In his study on total workplace in New York (1995) Becker indicated that promotion of tourism business is also dependent on ensuring those pro leisure opportunities were available within the hotel. The study also established that wall hanging portraying areas and animals of interest are not popular within church guest houses. Church guest house IV had a lot of wall hanging but portraying religious symbols like portrait of the Mary mother of Jesus and the like. Other suggest houses had few if any but not of touristic nature. As pertaining to this strategy church guest houses needs to improve a lot so as to be able to attract and maintain their clients. With the changing life style, such facilities as health clubs are vital components of hotel sections for even the domestic tourists.

4.2.13 Clients of church guesthouses

When church guesthouse managers were asked to state who their clients were, it emerged that most church guesthouses served a wide range of clients, mostly from within the country. This contradicted the general public assumption that these guest houses are only used by church organizations. Other than church organizations, managers for four guest houses i.e. guest houses I, II, III and V reported that their guest houses served a number of non church organizations. Nonchristian organizations which enjoyed services in these guesthouses, included government departments, non-governmental organizations and individual guests. It is also interesting to note that these guest houses are also open to individual functions like wedding receptions and birthday parties. They are also open to walk in guests for meals and accommodation. The managers also were in agreement that most walk in guest emanate from previous conferences and seminars. This is clear evidence that staff marketing during conference and seminar sessions are done well.
This findings are in line with the study by Davidson (1994) on business travel advisory, which established that in conferencing business, venue providers have opportunities to market their facilities through interactions with guests during meetings. This helps them in reaching out clients both internally and internationally.

Based on the manager’s views, marketing in church guest houses is basically for domestic market. Again this is another point at which this study established that church guest have employed workable operations to promote domestic tourism in Nairobi. The managers however expressed their need for more business from groups, individuals and organizations but commented on limited marketing venues. However one guest house manager (the manager for guest house iv) reported that her guest house categorically served church and other charitable organizations. According to her, individual guest and functions are not admitted. When asked to explain why their business was listed to the serves of the church only, she replied that heir guest houses was not out for commercial business. She summed it up by saying,

"But our mission is not commercial our church is big and wide. Serving it alone, this house is not enough. Like today, priests who are in charge of some church community Programme one checking in for a two week seminar. After that another group checks in for another conference to discuss other church programmes, you see, we only serve the church"

(Manager, guest house (iv)
The results to this section are presented in table 4.21.

**Table 4.21. Clients of church guest houses**

<table>
<thead>
<tr>
<th>Clients</th>
<th>Guest house (i)</th>
<th>Guest house (ii)</th>
<th>Guest house (iii)</th>
<th>Guest house (iv)</th>
<th>Guest house (v)</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Church organizations</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>5</td>
</tr>
<tr>
<td>Government departments</td>
<td>√</td>
<td>√</td>
<td>0</td>
<td>√</td>
<td>√</td>
<td>4</td>
</tr>
<tr>
<td>Non govt. organizations</td>
<td>√</td>
<td>√</td>
<td>0</td>
<td>√</td>
<td>√</td>
<td>4</td>
</tr>
<tr>
<td>Individual functions</td>
<td>√</td>
<td>√</td>
<td>0</td>
<td>√</td>
<td>√</td>
<td>4</td>
</tr>
<tr>
<td>Foreign missions</td>
<td>√</td>
<td>√</td>
<td>0</td>
<td>√</td>
<td>√</td>
<td>4</td>
</tr>
<tr>
<td>Individual guest</td>
<td>√</td>
<td>√</td>
<td>0</td>
<td>√</td>
<td>√</td>
<td>4</td>
</tr>
</tbody>
</table>

(Multiple responses)

**4.3 Assessment of the buying criteria and perceptions of customers in church guest houses.**

The study aimed at assessing the customers buying criteria and perceptions regarding operational strategies used by the church guest house under the study. The purpose here was to establish what influenced customers to opt for conference facilities offered by the church guest houses under study. Also to gather possible comments and recommendations, which could be useful to these guest houses in improving their conference business.

Accidental sampling method was used to conveniently select thirty customer groups conferencing at different times in the five church guest houses under the study. The groups included eighteen non-government organizations, which were both local and international based. Of eighteen non-governmental organizations, twelve were local based while six were international based. Ten of the organizations were privately owned institutions and there were only two government departments that patronized church guest houses, by the time of study. Questionnaires containing structured and
unstructured questions were administered to the group leaders or the organizes of the
groups, after a introduction and explanation as to why the research was necessary.
The questions required the respondent to use a sign $\checkmark$ to agree and $\text{No}$ to
disagree in the structured questionnaire and put down their own views/suggestion in
the space that was provided in the unstructured questionnaire. The data was
qualitatively analyzed and the results were presented in tables with explanations.

4.3.1. **Customers criteria and perceptions regarding guest house locations**

In the first instance, the study sought to establish how the location of the guest houses
under the study influenced the choice of the consumers for conference activities. The
study expressed location of the guest houses as an influencer based on such factors as
being close to the city center which reduces both time and distance of travel by guests
to the guest houses, location quietness which provides the ideal environment for the
conference activities, security which is necessary for safety and smooth running of
conferences, distances of the guest houses in relation to the main transport terminus
and airports and closeness of the guest houses to the tourist attraction facilities for easy
access by the delegates during breaks before convening for next sessions. The results
on the choices of the guest houses based on location are presented in table 4.22.

**Table 4.22 Customers criteria and perceptions on guest house locations**

<table>
<thead>
<tr>
<th>Influence by location</th>
<th>Number of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Area quietness</td>
<td>13</td>
</tr>
<tr>
<td>Security</td>
<td>9</td>
</tr>
<tr>
<td>Closeness to airport transport terminals</td>
<td>2</td>
</tr>
<tr>
<td>Closeness to tourist facilities</td>
<td>3</td>
</tr>
<tr>
<td>Closeness to city center</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>No 30</td>
</tr>
</tbody>
</table>
Based on the results indicated in the table above, the study established that most conference organizers based their choice for church guest houses under study on areas isolation and quietness. This, they argued was ideal for conference activities. Leaders or organizers of thirteen groups considered location quietness while nine group leaders featured on security as the major influencer in their choice. Two group leaders felt that the locations were close to the airport. The two respondents represented international organizations, which could have been the rationale in their choice.

Three group leaders cited closeness of the areas to tourist attraction facilities mainly the Nairobi National park, National Museums of Kenya and animal orphanage at Rangata. Three conference organizes considered the location of the guest houses under study due to nearness to city center, citing the Machacos country bus, the main transport terminus as a support to their reason.

The results indicated however that the church guest houses under the study have great opportunities in the conferencing business as far as locations are concerned. They are located in areas that are attractive to most conference organizations. The areas are quiet providing ideal environment for conference activities, which is in line with the study by Anton, 1998 on *The business of conference, a hospitality sector over view.* Security for the safety of the conference delegate was the other factor most conference organizers considered in their choice for church guest houses. The locations are also close to airport, city center and main bus terminus which attract both internal and international conference organizers, which concur with the findings in Lawson’s study 1995 on *Hotels and resort planning and refurbishment.* Their
distances to and from the city center and to the tourist attraction facilities are short as commented by the users. This is ideal for spending short times and distances by the delegates who may like to go out for reaction during breaks.

4.3.2. Criteria and Perceptions on conference facilities (halls and meeting rooms)

As of the conference halls meeting and private rooms provided by the church guest houses under the study, they were rated as being excellent, good, fair and poor in the question air. An excellent hall, meeting and private room denoted a room which was well equipped with all what entails conferencing requirement. The study expected such rooms to be carpeted, fitted with sound prove comfortable chairs and tables, choices of attractive interior décor which matched the theme of the conference and all technical facilities sufficiently supplied. Their capacities would then be left to depend on type of meeting arrangement and set-ups. The most common set ups are classroom set up, boardroom set up, theatre and u shaped.

Good state of a room would be a situation where halls meeting and private room would have some of the qualities described as above missing while most the qualities have been acquired. Fair state of the halls was taken by the study to be a situation where rooms required improvement to attract conference organizers. Such cases would mean that rooms have no attractive furnitures, no very good the chairs and tables besides interior decor. Fair contains and lighting systems. Poor state of meeting rooms would be a situation where meeting rooms has no enough care by the attendants. Such rooms would have poor table arrangement, poor skirting and insufficient provision of technical facilities in a not very clean environment.
The results to this objective established that majority of the group leaders rated the halls meeting and private rooms provided by the church guest house under study as being good. Twenty-seven out of thirty group leaders rated the halls meeting and provided rooms as being good citing carpeting and soundproof materials as the missing requirements to make these rooms excellent. Two of the thirty group leaders rated these facilities as being excellent with no additional comment and one group organizer rated them as being fair putting their emphasis on improvements in carpeting, sound proof materials and interior decor. None of the group leaders however rated these facilities as being poor. Which indicate that the halls meeting and private offered by the guest houses under study were good to attract conference organizers but could make them better by affecting improvements in line with comments made by the consumers. The results are presented in the table 4.23.

Table 4.23 Customers criteria and perception on halls, meeting and private rooms.

<table>
<thead>
<tr>
<th>Room rating</th>
<th>Number of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>2</td>
</tr>
<tr>
<td>Good</td>
<td>27</td>
</tr>
<tr>
<td>Fair</td>
<td>1</td>
</tr>
<tr>
<td>Poor</td>
<td>0</td>
</tr>
<tr>
<td>No</td>
<td>30</td>
</tr>
</tbody>
</table>

4.3.3 Criteria and perceptions on technical facilities

Regarding technical facilities provided by the church guest houses under the study, the consumers were required to indicate whether they are sufficiently or not sufficiently provided. Provision of such facilities sufficiently by guest houses did not matter whether from within or on hire, provided that guest enjoyed the adequacy.
On these issue twenty-five respondents out of thirty indicated that technical facilities in the guest houses of their choice were sufficiently provided with no additional comment. This indicated however that the church guest house under study are well equipped with conference technical facilities to concur with the study by Anton, 199) on the business of conference a hospitality sector overview for the UK and Ireland. In his findings, Anton emphasized on provision of sufficient of technical facilities for the success of conference business. This is an opportunity that church guest houses should capitalize in marketing to reach out more clients both internal and internationally for increased business. It also means that they have a big opportunity in doing conference business and consequently being able to promote domestic tourism as well. Two group leaders felt that technical facilities were not sufficiently provided. To comment, they suggest that more need to be added. Three of the respondent had nothing to say in regarding the subject. The results are presented in table 4.24.

Table 4.24 Customer criteria and perceptions on technical facilities

<table>
<thead>
<tr>
<th>Facility rating</th>
<th>Number of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sufficient</td>
<td>25</td>
</tr>
<tr>
<td>Not sufficient</td>
<td>2</td>
</tr>
<tr>
<td>No answer</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>No 30</td>
</tr>
</tbody>
</table>

4.3.4. Criteria and perceptions regarding service and staff.

The other concern of the study was to establish the consumer views on service staff and services in the guest houses under study. The respondents were required to rate both staff and services rendered in these guest houses as being excellent, good, fair
and poor. Where excellent denoted best service, good service would denote better service, fair service represented between good and not bad service and poor denoting actually poor staff and service.

In response to this issue, most respondents rated both staff and the service offered as being good citing inadequacy of staff in conferencing departments and recommending for the additional of more staff to improve the services. Sixteen respondents out of thirty said the service offered by this guest houses was good. Nine rated the staff and service as being excellent citing cleanliness in the meeting rooms while five rated them at fair state. Most comments indicated that there is a great need for more staff in conferencing department and employments of experts especially in addling of technical equipments and meeting set up styles. No respondent however rated the services of the guest houses under strictly as being poor. The above results however indicated that, the church guest houses need to act on the comments by the market to be rated as being excellent by majority guest. Such will place them at a greater advantage to even able to compete with other hospitality institutions operating conference facilities especially in the domestic market. The table 4.25 presents the findings on consumer views on quality of service offered by the church guest houses.

**Table 4.25 Criteria and perceptions on services and service staff**

<table>
<thead>
<tr>
<th>Service description</th>
<th>Number of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>9</td>
</tr>
<tr>
<td>Good</td>
<td>16</td>
</tr>
<tr>
<td>Fair</td>
<td>5</td>
</tr>
<tr>
<td>Poor</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>No 30</td>
</tr>
</tbody>
</table>
4.3.5. Customer criteria and perceptions on pro leisure tourism techniques

Consumers were also required to indicate whether the expectation of leisure and pleasure influenced their choice to the conference center they held meeting. Respondents who agreed with the question that the expectation of leisure and pleasure influenced their decision into these guest houses, were requested to explain how the guest houses of their choices helped them achieve it. The researcher aimed at establishing the various methods on use to encourage leisure tourism among the church guest houses under the study.

The results to this question indicated that most (twenty eight) of the conference organizers decision all of them heading domestic groups, were not influenced by the expectation of leisure and pleasure. They therefore did not have any further comment on the same. This is a big advantage to church guest houses offering conference facilities, because most of their clients focus on meetings only. Since church guest houses offer no or very limited leisure facilities, it is a greater thing that most of their clients also are not interested in leisure. This market segment then forms basis on which promotion of domestic tourism is made possible in church guest houses owing that all of them represent domestic market. Two respondents agreed that their choice of conference venue in the guest houses under study were influenced by expectation of leisure and pleasure. They further indicated that the guest houses of their choice provided them with transport for hire on request and the staff provided them with free information and advice as pertaining to the tourist opportunities available within the country. The two respondents represented two groups holding conferences of international nature. The results of this section are presented in the table 4.26.
Table 4.26 Criteria and perceptions of customers on pro leisure techniques.

<table>
<thead>
<tr>
<th>Expectation of leisure</th>
<th>Number of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>2</td>
</tr>
<tr>
<td>No</td>
<td>28</td>
</tr>
<tr>
<td>No</td>
<td>30</td>
</tr>
</tbody>
</table>

4.3.6. Customers criteria and perception on business promotion techniques

The study also sought to establish from the market how they came to learn about houses under strictly. The aim was to establish the current promotion practices exercised by church guest houses under study. The questionnaire contained five possible marketing methods available within church guest houses. The five suggested methods were by members of staff, church leaders, press media and through reference and a comment at the end.

The respondent’s views on marketing indicated that fourteen of the respondent confessed that members of staff introduced them to guest houses. Twelve respondents learnt about them through reference. Two of the respondents learnt about them in press media (postal directory) and two respondents knew about them though family television set. Although some aspects of marketing appear to have been applied, this is so far the weakest area church guest houses need to address. More improvement is required for effective marketing for promotion of their facilities. In their book on contemporary advertising, fifth edition, Avens and Bovee (2003) indicated that out door advertising media should also be employed to reach the clients. One client commented that the guest houses need to employ specialized marketers
like other hospitality institutions to reach out the market with sufficient information concerning their conference facilities. Table 4.27 present findings to this section.

Table 4.27 How customers learnt on church guest houses

<table>
<thead>
<tr>
<th>Introduced by</th>
<th>No of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff members</td>
<td>14</td>
</tr>
<tr>
<td>Church elder</td>
<td>2</td>
</tr>
<tr>
<td>Media</td>
<td>2</td>
</tr>
<tr>
<td>Reference</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>No 30</td>
</tr>
</tbody>
</table>

4.3.7. Criteria and perceptions of customers on church guest house charges.

The study further sought to establish how the customers compared prices charged by church guest house to those of commercial hospitality intuitions offering conference facilities. The respondents where required to rate the prices as being higher, same, cheap or fair.

When asked on their views as parting price comparison, the consumers views indicated that majority of them considered the prices in church guest houses as being cheap and fare while only a few found them being the same and higher respectively. Fourteen respondents out of thirty indicated that they found prices being cheap compared to those of commercial institutions. This implies that church guest house are ideal alternative to staying in expensive hotels, just like commercial guest houses in accordance to (WTO, 2001). Twelve respondents agreed that the prices charged by the church guest houses under the strictly are fare. This also indicated that the prices are affordable to most consumers.
Since these comments emanated from local conference organizers, it implied that church guest houses have an opportunity which they should exploit to promote domestic tourism through conference tourism. Three respondents said the price were the same with those charged by commercial institutions while one guest argued that the prices charged were on the higher side. He cited hotels like milimani, marble ark and Lenana mount as some of the commercial institutions which changes lower prices than the guest houses under the strictly. The results of the above subject are presented in the table 4.28 in the next page.

Table 4.28 Customer criteria and perceptions prices.

<table>
<thead>
<tr>
<th>Price rate</th>
<th>No. of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Higher</td>
<td>1</td>
</tr>
<tr>
<td>Cheap</td>
<td>14</td>
</tr>
<tr>
<td>Same</td>
<td>3</td>
</tr>
<tr>
<td>Fair</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>No 30</td>
</tr>
</tbody>
</table>

4.4 Identified Challenges in Conference Tourism in Church Guest houses

To understand, the challenges in conference tourism, the researcher sought to unveil the challenges with regard to the operational strategies described previously namely location, conferencing facilities, human resource, marketing, finance, pro leisure tourism and any other challenges. Three of the guest house managers cited inadequate finances as a major challenge, i.e. the managers for guest house i, ii, and iii.

The manager for guesthouse v cited the difficult in accessing the credit capital because of the requirements that he has to borrow money through the church as the major challenge.
The challenge with regards to human resources elicited various responses. The manager for guesthouse i named lack of skilled labour as the main challenge. The manager for guesthouse ii named the inadequacy of staff as the main challenge. The manager for guesthouse iii employs human resource personnel based on the business demand of the facility.

The third challenge is in connection with promotion of conference tourism facilities. This is closely linked to financial challenges. The manager for guesthouse i felt there was inadequate market penetration because there is “no aggressive commercial approach to marketing” The manager for guest house ii felt that marketing was inadequate shared similar sentiments. The manager for guesthouse iii attributed the challenges to the “the reluctance of people to use new product i.e. church guest house as conference tourism facilities”. The manger for guesthouse v attributed the problem to the allocations of limited funds to marketing and limitations of media to be used in marketing.

The fourth challenge was in regard to the equipments and facilities that are in place to support conference tourism. There was general agreement by all the guest house managers that the facilities were inadequate. The facilities in some guesthouses were obsolete, not modern and fell below guest expectations. The manager for guesthouse iii sourced the on demand, implying that the facilities were not enough thus reinforcing the earlier observation. The manager for guesthouse v said that facilities were obsolete and there were limited funds to replace them.
The other challenge that was named by the managers of four guest houses i.e. managers for guest houses i, ii, iii and v was competition. They cited competition amongst the church guesthouses and from the commercial conference institutions.

4.5 Suggested strategies for business improvement in church guest houses.

Several important challenges that arise from these findings invite investigations beyond the confines of this report, but it is still worth noting suggestions as was found in the field of data collection, albeit not conclusively. Church guesthouses managers made several suggestions to the many challenges, which affected their conference activities. In regards to finances, the study established that the manager for guesthouse i suggesting that church guest houses could be financed through Kenya tourism development corporation (KTDC) like their commercial counterparts, church member contributions and loans capital. There was need for proper budgeting, borrowing and increased business. This was suggested by the manager for guest iii. The manager for guesthouse v felt that the sponsoring churches should give independence or autonomy to the individual guesthouses to manager their finances. With regard to finances, the individual churches should give autonomy to the individual guesthouses to manage their finances. Proper budgeting is another solution that the manager for guest house ii felt would be affected to solve finance problems within church guest houses. In regard to human resources the guest houses should recruit college trained personnel, offer refresher courses and conducting in house training. This was shared by two managers, i.e. the manager for guest houses i and v. The manager for guest house ii also felt that they should employ personal solely to work in the conference department, while the manager for guest house ii thought that they should employ casuals and embrace multi-skilling. The manager for guesthouse v suggested that church guesthouses
should employ workers based on cultural performance and experience of the candidates.

In order to expand their market segment the church guesthouses should employ a wide range of marketing strategies. This include net work marketing, use of websites, create specialized market for guest house products and should be incorporated in the government through the Kenya tourism Board (KTB). This was shared by three managers, i.e the managers for guest houses i, iii and v. The manager for guest house ii suggested that the guest houses should be advertising in the mass media, produce brochures, calendars, greeting cards and then offer excellent services.. All managers agreed that church guest houses should also increase the number of executive staff, endeavor to manage their enterprises using business principles e.g. they should allocate adequate funds for marketing. To abate the challenge passed by lack of equipment and facilities church guest house managers should purchase equipments such as public address systems, computers and simultaneous interpretation Machines. The manager for guesthouse v suggested that the refurbishment and replacement of obsolete equipments after every five years like other hotels should always be conducted. Finally, all managers agreed that they should arrange to hire equipments that they are missing in time, so as to avoid unconvincing their customers.
CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Purpose of the Study

The purpose of this study was to establish the operational strategies used by church guesthouses in promoting domestic tourism through conferencing in Nairobi. The study also aimed at carrying out an assessment of buying criteria and perceptions of customers of church guest houses. This aimed at establish the level of consumer acceptance on the conference facilities offered by church guest houses and collect possible suggestions which could be usable to the managers of these guest houses. It also aimed at filling the gap in knowledge on church guest houses concerning conferencing industry since studies have been carried out in only the commercial hospitality institutions. Specifically the study sought to meet the following research objectives (1) to establish the operational strategies used by church guest houses to promote domestic tourism through conferencing in Nairobi, (2) to asses the buying criteria and perceptions of customers of church guest houses. (3) Identify challenges facing conferencing business in church guest houses and recommend strategies for business improvement in conferencing tourism.

The study was conducted in Nairobi west region, using a population of five church guesthouses, which offer conference facilities. The data was collected through qualitative mode though a minimal quantitative mode was also used. The data collection instruments included Structured, unstructured questionnaires and observations checklist. Then the data was analyzed through qualitative data analysis techniques adopted from Mugenda and Mugenda (2001)
5.2 Major findings

5.2.1. Operational strategies

For introduction purpose, the profile of the church guest houses under study indicated that they were started in seventies (1970s) and that they are owned and run by their respective churches. This is contrary to a research carried out by Huddert (1995), which described guest houses as 1990’s phenomenon. The primary objectives for the establishment of nearly all church guest houses was to provide services to the missionaries or visitors affiliated to the respective churches, with exception of guest iii which was established to serve all people following Christian doctrine. Today these guesthouses are offering conferences facilities to the general public with a total number of employees ranging from fifteen to ninety five. Their locations within the west region of Nairobi are also ideal for accessibility and connections to major communication centers

5.2.2 Conference facilities

To promote domestic tourism through conferencing, church guest houses under study provided a range of conference facilities. These facilities include provision of conferences halls, meeting and private rooms of various capacities. They also provide technical facilities such as overhead projectors, simultaneous interpretation machines, public address systems, computers and their software, televisions screens and flip chart boards. They further, provide stationery materials such as pens, pencils, writing pads, marker pens, stapler and staples, pins, paper clips as well as rulers
5.2.3 Marketing and publicity

On the marketing as an operational strategy to promote domestic tourism through conferencing, the results showed that all church guesthouses employed various marketing methods so as to reach out a wide range of tourists, with the exception of guesthouse iv that operate as a pure charitable organization hence needing no marketing for its facilities. The various marketing methods employed by the guest houses include difference modes of business promotion and advertisement. All guesthouses are using reduced prices and discounts as a facility promotion strategy. Other than this, another promotion strategy employed by all the guest houses under the study with an exception of guesthouse iv is the provision of complimentsaries, guest entertainment and free gifts. The common mode of advertisement that is employed by all guesthouses is brochures. Three guesthouse managers admitted to advertise through the electronic medias i.e. in family television.

It is interesting to note that all staff carries out the work of marketing in church guest houses, with the exception of guesthouse iv that does not market its facilities. There is no church guest house that employs the marketing manager of their respective guesthouse. This makes their marketing structure appear poor. Only two guest houses i.e. guest houses ii and v publicize their facilities. Two church guest houses publicize their facilities through participation in national church crusades and through participation in hospitality and tourism sport organization respectively, which are organized annually. All other three guest houses do not carry out any form of publication on their business.
5.2.4 Human resource organization.

On the human resource organization as an operational strategy to promote domestic tourism through conferencing in Nairobi, church guesthouses have got an organized team of workers. Three managers reported to have permanently employed staff in the conference department. In addition to the permanent staff, all the guest houses get staff from other departments to serve in the conference department. The manager for guest house iii and v sometimes employed the services of casual workers in the conferences department when the business levels goes up.

All guesthouses consider, both academic and profession qualification during manpower recruitment. In regard to academic qualification, all guesthouses consider that basically all employees should have at least a minimum level of secondary education. As regard profession qualification, guest houses ii and iv require that a head supervisor and supervisors should have a minimum profession qualification of a diploma while other guest houses consider at least a certificate and some experience in the job. All guest houses considered a minimum qualification of a certificate for a steward with the exception of guesthouse v whose minimum qualification for a steward is years of experience as a steward, a certificate is not mandatory. As a strategy in human resource organization, church guesthouses employ various methods of staff motivation for better results in the promotion of conference tourism. Letters of recommendation and promotion based on those letters are some of the ways that staffs are motivated. Other than this, cash awards, bonus and prizing are also used to motivate staff. In addition to this, staff welfare is well operated for the purpose of staff motivation. All guesthouses provide their staff with staff uniforms and meals while on duty. Guesthouses v and i provide their staff with housing and medical
facilities. They further operate transport schemes for their staff. Other guesthouses admitted that they take good care of their staff as incentives to motivate their staff for better results.

5.2.5 Finance

As regarding finances as an operational strategy to promote domestic tourism through conferencing the results indicated that either through donor funds, ordinary shares capital or preference share capital, funded none of the guest houses. Two of the guesthouses i.e. guest house iii and v admitted of getting partial funding from the mother churches. Guesthouse iv receives total financial support from the church. All guesthouses with the exception of guesthouse iv are partially financed through loan capital. They also retain a portion of business savings to finance their conference activities. Guesthouse v carries out trading to finance its activities. All guesthouses have a budget for their departmental operations and each of the managers of the five guesthouses are involved during budget preparation. All managers admitted that the budget allocated to the conference department have been enough with exception of guesthouse ii whose departmental budgets have been below the projections.

5.2.6 Methods of leisure encouragement

In regards to pro leisure as an operational strategy to promote domestic tourism through conferencing in Nairobi, the results showed that at least all managers offered free advice to any interested guest or groups wishing to have some knowledge about Kenya. Two managers out of five (guest house iii and v) went ahead in suggestive selling and providing or making arrangement for car hire to delegates wishing to go visiting places. No guesthouse whosoever did have touristic items like wall hanging
portraying the wealth of Kenyan tourism opportunities like beautiful landscapes, animals, coast beaches, rare birds species and lakes. This problem is very much related to the previous problem of lack of specialized marketing personnel within these guesthouses.

5.3 Customers buying criteria and perception assessment.

On the assessment that was conducted to determine the level of consumer acceptance to conference facilities offered by church guest houses, the results were as indicated here below.

5.3.1 Guest house locations

Regarding the guests choice of the guest houses based on location the results indicated that thirteen out of thirty respondents considers the locations quietness which is ideal to meetings and conference activities, nine of the respondents said the security in these areas was good, two respondents said the areas were close to airport, three said that the areas were close to tourist attraction centers and another three respondents cited the areas closeness to major transport terminals.

5.3.2 Regarding conference facilities

As of conference hall meeting and private rooms provided by church guest houses most respondents felt they were good with additional comments about them. Twenty-seven respondents rated the halls, meeting and private rooms as being good. They recommended for carpets and sound proof as what was needed to make the rooms excellent. Two respondents said the rooms were excellent with no additional comment and one respondent reported that the rooms were fair.
Regarding technical facilities provided by church guest houses for conferences twenty-five of the respondents agreed that they provided sufficiently, two respondents observed that were not sufficiently provided in church guest houses and three respondents had nothing to comment on the subject.

5.3.3 Staff and services

As pertaining the services and the staff in the conferencing departments in the church guest houses, sixteen respondents rated staff and their service as being good, nine said staff and service are excellent and five of the respondents said it was fair for both staff and services offered.

5.3.4 Pro leisure tourism techniques as an influence to customers

Regarding pro leisure activities as an influencer for the choice of church guest houses by the guests, the results indicated that most conference organizers did not expect leisure or pleasure during conferencing time. Twenty-eight of the respondents reported that they never expected leisure during conferencing and therefore it did not influence their choice on the guest houses. Only two of the respondents reported that expectation of leisure activities influenced their choice on the guest houses. They farther indicated that the guest houses of their choice assisted them to achieve their leisure objectives by availing transportation means and by offering of free advice on where to best places to visit.
5.3.5 On promotion techniques

Concerning marketing, church guest houses employed mainly staff and church network to reach their clients. Fourteen clients reported that they knew church guest houses and their services through members of staff, twelve respondents that they were referred to this guest houses by friends who used them before, two respondents knew them through postal directory and two other respondents show them in the family TV.

5.3.6 Guest house charges

Prices charged by the church guest houses were considered to cheap and fair compared to those charged by the commercial hospitality institutions. Fourteen respondents said the prices were cheap, twelve said prices were fair, three felt the prices were are the same with the prices in commercial institutions and one respondent found no difference in prices between church guest houses and commercial institutions

5.4. Challenges

The result also revealed the challenges faced by church guest house in the promotion of conference tourism as pertaining to the four strategies described previously, namely facilities, marketing, human resources and finance plus and any other challenges. Concerning conferences facilities that were in place to support conference tourism, there was a general agreement by all the guesthouse managers that the facilities are inadequate. The managers for gust houses ii, v and i lamented that the facilities were obsolete and fell below the guests exceptions. The manager for guesthouse i further added that there were limited funds for replacement. The
manager for guesthouse iii sourced the facilities on demands, implying that the facilities were not enough thus reinforcing the earlier observation.

The other challenge that was named by four managers i.e. managers for guesthouse i, ii iii and v is competition. This came from among church guesthouse themselves and the commercial institutions, which offer the same services. Three of the guest house managers cited inadequate finances as a major challenge. Managers for guest houses i ii and iii. The manager for guesthouse v cited the difficulties in accessing credit capital because of the requirements that he has to borrow money through the mother church as a major challenge. The challenge with regard to human resources elicited various responses. The manager for guesthouse i named lack of skilled labour as the major challenge. The manager for guesthouse ii named inadequacy of staff as the main challenge. The other challenge is inadequacy of the conference facilities. This is closely related linked to financial challenges. The manager for guest house i felt that there was inadequate market penetration because there is no “aggressive commercial approach to marketing”. The manager for guesthouse ii who felt that marketing was inadequate shared similar sentiments. The manager for guesthouse iii attributed the challenge to the “reluctant of people to use new products i.e. church guesthouse as conference facilities. The manager for guesthouse v attributed the problem to the allocation of limited funds to marketing and the limitation of media use in marketing. All managers with the exception of the manager for guest house iv admitted that lack of the marketing personnel was a major challenge to the promotion of conference business among church guest houses. They attributed this problem to lack of enough funds to hire specialized marketers.
5.5 Conclusion

Based on the findings of this research it easy to conclude that;

1. Church guest houses in Kenya are an old industry having started back in 1970s. Although the primary objective of establishing Church guesthouses was to provide services to the missionaries or visitors affiliated to the respective churches, today these guesthouses have ventured into the conferencing industry, offering conference facilities to the general public and provide suitable venues for conferences, workshops and seminars. They further provide services to individual and group tourists, private functions like wedding reception, birthday parties and end year parties. This way it is okay to conclude that church guest houses are set to promote domestic tourism through conferencing in Nairobi.

2. Church guesthouses like other hospitality institutions in Kenya, which carry out conferencing business to promote tourism especially internally, provide a wide range of both physical and technical facilities for conference business. Physical facilities that are put in place by the church guesthouses for the purpose of conference business include provision conference halls of various sizes, meeting and private rooms. They further provide technical facilities such as HOPs, PASs, SIMs, LCDs, computers and their soft wares. Stationeries i.e. writing pads, pens, pencils, paper clips, rulers, rubbers and markers pens are also provided.

3. A human resource organization in church guesthouses is a well-organized and coordinated workforce. Three out of the five guest houses have permanently employed staff to work in conference department. In addition to permanent employees all guesthouses get staff from other departments to work in
conference department. Both good academic and profession qualification is a requirement during recruitment of staff. At least a secondary school certificate and a professional certificate are required during recruitment. Various forms of motivations are employed by the church guesthouse managers to motivate their staff for good performance. Further, staff welfare is also closely looked at to raise the morale of the workers for better performance.

4. Church guest houses carry out promotion for their conference facilities. They have employed various methods of promotion, advertising and publicity. Two guest houses i.e. guesthouse v and i are doing well in publicity while others are not active in any form of publicity. However no church guest house has employed specialized marketers which are a major challenge to all church guest houses as they are not presented fully in the market.

5. No church guest house that is funded through donor fund, ordinary share capital or preference share capita. Three of the guesthouses get partial financing from church aid. All guesthouses with the exception of one guesthouse, which operate as a charitable organization, are partially financed through loan capital. One guesthouse carries out trading to finance its activities. All guesthouses have a preparation. The fact that managers have no freedom of sourcing out fund from budget for departmental operations and mangers are involved in budget the commercial sources without the church consent of the mother church, becomes a major challenge to conference business in church guest houses.
Individual church cultures have a great influence in the style of management within each church guesthouse. The manager for guesthouse ii admitted that her guesthouse has a pure vegetarian restaurant because the church culture there does not allow meat dishes, which she said was a major challenge to the business as most people prefer animal protein dishes to eating pure vegetables. Managers have no free hand in the choices of marketing because it has to be done following the respective church policies.

Leisure tourism is not emphasized within church guest houses. Lack of specialized hospitality marketers attributed to this problem owing to the manager’s diverse responsibilities. None of the church guest houses under study displayed pictorial message to customers, on areas of tourist interest.

Church guest houses have got a considerable number of customers. These include Governmental organizations, NGOs, church organizations and individual guests. They prefer them due to number of reasons. Quiet locations that are favorable for conference activities, good conference hall, meeting and private rooms, sufficient technical facilities, excellent staff and service and fare prices are some of criteria used by customers to choose on these guest houses.

5.6 Recommendations

Based on the findings of this study, the following recommendations are made:

1. Church guesthouses should purchase new and modern conference equipments to match with the market expectations. They should also refurbish and replace obsolete equipments after every five years like other hotels. Where funds are not adequate hiring of equipment should be made to maintain high standards.
2. Human resource levels should be increased especially in the conference departments. Staff should be employed specifically to serve in the conference departments. These can also be achieved by recruitment of casuals and admission of college and university students for in-service for industrial experience.

3. Church guesthouses should employ a wide range of promotion strategies in order to expand their market segments. This should include employment of marketing executives, network marketing, website marketing incorporating the government through tourism agents e.g. Kenya Tourism Board (KTB) and Kenya Tourism Development Corporation (KTDC). They should also advertise through mass media e.g. daily newspapers, radios, television sets.

4. Sponsoring churches should give autonomy to individual guesthouse managers to manage their finances so that it will be possible for those managers to source out for funds from the commercial sectors and the government tourism agents, church member contributions and loans to overcome financial problems.

5. Opportunities for leisure tourism to delegates should be increased to add the advantage of the place to the users. Pictorial displays attractive enough to induce a client wishing to extend his/her stay or come back for the purpose of leisure visit, should be supplied to all halls and rooms as much as possible. There should be sufficient information in the brochures to guest regarding the plenty opportunities for leisure tourism while on conferences. Transportation means should always be readily organized for any group interested in touring places. This can be in form of organized car hire with a reputable taxi company or guesthouse transport. It
will be of outermost importance if all guesthouses could afford to employ a specialized sales and marketing personnel.

6. Managements in church guest houses should formulate modalities on how to communicate with the guest to get feedback on the customer views regarding their facilities and services. Such could help them to make informed decisions on services and equipments in order to satisfy the guest.

7 Other church guest houses should introduce conferencing facilities in their institutions to tap the growing market due to increasing conferencing demand both locally and internationally.

5.7 Suggestion for further research

Only church guesthouse managers in the five church guesthouses in Nairobi were targeted in this study. There is therefore need to carry out studies based on larger samples of other staff members. This can be done not only in Nairobi but in other major towns in the country like Mombasa and Kisumu. There is also need to evaluate the performance of church guesthouses in conference tourism by looking at their industrial indicators that may show their place in tourism sector because such can be used to compare them (church guesthouses) with other tourism sectors.
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APPENDICES

APPENDIX A

INTRODUCTION LETTER

JAPHE M. KWENGA,
KENYATTA UNIVERSITY,
P.O. BOX43844,
NAIROBI, KENYA.

Dear respondent,

REF: COLLECTION OF RESEARCH DATTA.

I am a student from Kenyatta University. I am interested in carrying out a study on operational strategies used by Church Guest Houses, in promoting domestic tourism through conferencing in Nairobi west region. Your participation in the filling of the questionnaires and answering of the oral questions will be a great assistance, in providing useful information, in my study. The same will be treated as confidential material for research purposes only. Your co-operation and sincere answers will be greatly appreciated. I wish to thank you for your co-operation in advance.

Yours faithfully,

Japhet.
APPENDIX B
QUESTIONNAIRS
QUESTIONNAIR ONE

The study is on the operational strategies used by church guesthouse managers in promoting domestic tourism through conferencing in Nairobi.

Introduction
This questionnaire is intended to provide the researcher with information to help establish the strategies used by the church guest houses in promoting domestic tourism through conferencing in Nairobi. Your co-operation in this study by providing the required information in the interview will be highly appreciated by both the researcher and conference operators. All information will be treated as confidential.

Part i; Personal Characteristics
Do not write your name
(Please use a tick □ in the box provided for the correct answer in this section.).

(a) Respondent code..........

(b) Sex Male □ Female □

(c) Age
   25 - 30 □
   31 - 45 □
   46 - 50 □
   51 - 55 □
   56 and above □
(d) Marital Status

- Married
- Single
- Married
- Divorced

(e) Level of education

- Primary
- Secondary
- University

(f) Professional qualifications

- Certificate
- Diploma
- Degree
- Post Graduate
- Any other specify.

(g) Years of experience

- 1-5 years
- 6-10 years
- 11 and above

Part ii: Facility Profile

Q 1.

a) Name of the guest house

b) Year of establishment

c) Owner/s (church/s)

d) Reason for establishment

e) What is the total number of employees in the organization?

Part iii: Conference facilities

In this section one question may require more than one answer. Whenever more than one answer is required it will be indicated.)
Q 1. How many of the following does your guest house have?
Please indicate the number and capacity of halls, meeting and private rooms in your guest house.

a) Conference halls

No ------
Capacity.
10 – 50 pax
51 – 100 pax
101 – 150 pax
151 – 200 pax
201 and above

b) Meeting rooms

No -----
Capacity
5 - 10 pax
11- 15 pax
16 – 20 pax
21 - 30 pax
31 - 35 pax
36 and above

b) Private rooms

2 – 4-pax
5 – 10-pax
11– 15-pax

Any other number indicate. ................

Q2. Approximately what percentage area is occupied by conference halls/facilities in relation to other departments in the whole establishment?

10 – 20 %
30 – 40 %
50 – 60 %
70% and above

Q3. (a) What technical facilities do you offer for conferences from the list below, please indicate the total number of each (more than one answer)
Overhead projectors  □  Number ------
Public address systems □  Number ------
Computers and their software □  Number ----
Television screens □  Number ----
Flip chant boards □  Number ----
Power points □  Number------
Others specify □  Number------

(b) What stationeries do you offer for conferences from the list below (more than one answer)
Pens and pencils □
Writing pads □
Markers pens □
Staplers □
Pins and paper clips □
Rulers □
Others indicate ........................................

Q4 (a) How many conferences does your guest houses hoist in a year? Are they between?
50-100 □
150-200 □
250--300 □
350 and above □

(b) What percentage would you allocate for the for domestic based conferences out of the total conferences in a year?..............................................................

Please give your comment on the current trend of conference business in your guest house, is the demand for conference facilities
a. Increasing □
b. Decreasing □

Part iv: Marketing

What operational strategies do you use to market your conference facilities? i.e. in
(a) Promotions: (More than one answer)
Reduced prices and discounts □
Complimentaries □
Guest entertainments
Free gifts
Others specify

(b) Advertisement (more than one answer)
- Brochures
- Press
- Media Specify
- Print Media
- Electronic media
- TV, Radio etc.
Others

Any other specify

(c) Who does the work of marketing in your guest house (more than one answer)
- General manager
- Marketing manager
- All staff
Others specify

(d) How do you publicize your organization?
- Through press and other media
- Through public relations department
- Through sponsoring events in art and sports
- Through Church network
Any other methods specify

Part vi  Who are your client (more than one answer)
(i) Church Organizations
(ii) Foreign Missions
(iii) Government Departments
(iv) Non Governmental Organizations
(v) Others Specify

Part v (a) Is leisure tourism emphasized within conferences in your brochures?
Yes
No ☐

(b) If your answer above is yes, how does your organization encourage leisure tourism among delegates during conference? Is it

Through provision of transport ☐
Suggestive selling ☐
Free advice to guest ☐
Wall hanging depicting touristic opportunities ☐
Provision of health clubs ☐
Provision of swimming pool ☐
Any other way? Indicate ........................................................

PART vi: Finances

(a) How is your business financed? Is it through?

Donor Funds ☐
Ordinary Share Capital ☐
Preference Share Capital ☐
Church Aid ☐
Business Savings ☐
Loan Capital ☐
Others Specify ................................

(More than one answer)

(b) Do you have a budget for your guest house departmental operations?

Yes ☐
No ☐

If your answer for the question 9 above is yes, who does the budget?

Are you involved in preparing the budget?

Yes ☐
No ☐

(c) What percentage of the total budget is allocated for the conferencing operations.

..................................................................................................................

(d) How do you compare the conferencing operational budget versus the actual? Has it been enough or below the operations requirements?

..................................................................................................................
PART vii: Human Resources

(a) How many staff operates in the conference department?
2-5 staff
6-10 staff
11 and above

(b) From the number of staff indicated above, what is their source (more than one answer) Please indicate their number.
Permanently employed conference department
Drawn from other departments
Casuals
Others (Specify)

© What academic levels do you consider for conference staff i.e.
(i) Head Supervisors
Primary
Secondary
University
Other qualifications Specify

(ii) Supervisors
Primary
Secondary
University
Others qualifications Specify

(iii) Stewards
Primary
Secondary
University
Others Specify

(d) What professional qualifications do you consider for conference staff i.e.
(i) Head Supervisors
Certificate
Diploma
Degree
Post Graduate
Other qualifications Specify

(ii) Supervisors
Certificate
Diploma
Degree
Post Graduate
Other qualifications Specify

(iii) Stewards
Certificate
Diploma
Degree
Post Graduate
Other qualifications Specify

(e). How do you multivate your staff?
(i) Cash Award
(ii) Prizing
(iii) Promotion
(iv) Other ways Specify
Appendix B
Questionnaire Two
(Assessment on customer buying criteria and perception)

Introduction
This customer assessment aims at collecting consumer's buying criteria and perception regarding operation strategies used by church guest houses, in promoting domestic tourism through conferencing in Nairobi. Your co-operation will be highly appreciated.

Do not write your name but indicate the name of the organization you represent. Please use a tick (✓) in the box provided for your answer and comment as required. You may give more than one answer depending on the questions demand and the multiple provided.

Named of the organization...........................................
Ownership i.e. Government □   Non – government □   Private □

1. How did location influence the choice of the guest house you are holding conference?
Is it because of its nearness to city center □ to airport □ tourist attraction sports □ or of being a quite area? □

2. (a). What is your view regarding the halls, meeting and private rooms provided by church guest house of your choice in terms of quality?
Are they excellent □ Good □ Fair □ Poor □
Please comment ........................................................................................................
..............................................................................................................................
(b) What would you say regarding the technical facilities available in the guest house of your choice? Are they, (i) sufficient □ (ii) not sufficient □
Comment...................................................................................................................
..............................................................................................................................

3. Out of the service rendered to your group in the course of meeting, what would you say regarding service staff in the guest house of your choice?
Is the staff; excellent □ good □ Fair □ Poor □
Comment ...................................................................................................................
4. Did expectations of leisure and pleasure influence your choice for the guest you are residing in?
   Yes [ ] No [ ]

   If your answer above is yes, how would the guest house helping you achieve it.
   Is it through?
   a. Provision of transport to leisure areas [ ]
   b. Provision of leisure facilities internally [ ]
   c. Free advice to leisure opportunities [ ]

   Any other way comment ..........................................................•...........

5. How did you come to learn about the existence of church guest house you are residing in?
   Is it through?
   Staff member [ ]
   Church elder [ ]
   Media: Press [ ] Radio [ ] TV [ ]
   Reference [ ]

   Any other comment ...........................................................................

6. How do you compare prices in church guest houses to those of commercial hotels and guest houses? Are they? Cheap [ ] or the same [ ]
   Comment ..................................................................................
Appendix B
Questionnaire Three
(On challenges and solutions)

1. What challenges does your guest house face in carrying out conference business as concerns?
   a) Conferencing equipments and facilities
   b) Marketing
   c) Human Resources
   d) Finances
   e) Other challenges Specify

2. Suggest ways of solving the challenges mentioned above.
   (i) Facilities
   (ii) Marketing
   (iii) Human resources
(iv) Finances

........................................

........................................

........................................

(v) To any other Challenges

........................................

........................................

........................................

Thank you for your co-operation.
APPENDIX C
Observation Check List

Name of the Guest House

Equipment Characteristics
According to the researchers observation the availability of the equipments will be described as being sufficient, not sufficient or not available.

<table>
<thead>
<tr>
<th>Facility Description</th>
<th>No.</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Halls</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meeting Rooms</td>
<td></td>
<td></td>
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<tr>
<td>Private Rooms</td>
<td></td>
<td></td>
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<tr>
<td>Chairs</td>
<td></td>
<td></td>
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<tr>
<td>Tables</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overhead Projector (OHP)</td>
<td></td>
<td></td>
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<tr>
<td>Public Address Systems</td>
<td></td>
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<tr>
<td>Flipchart boards</td>
<td></td>
<td></td>
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<tr>
<td>Computers</td>
<td></td>
<td></td>
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<tr>
<td>Skirting Cloths</td>
<td></td>
<td></td>
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<tr>
<td>Skirting Cloth Variety</td>
<td></td>
<td></td>
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<tr>
<td>Wall hanging depicting touristic opportunities</td>
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<td></td>
</tr>
<tr>
<td>Parking area</td>
<td></td>
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<tr>
<td>Lighting systems at parking area</td>
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<td></td>
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<tr>
<td>Passage ways for disabled</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Halls and rooms ventilations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Halls and rooms lighting systems</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Air conditioning systems in halls and rooms</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Halls and Meeting rooms characteristics
(I will use tick to mark the right answer).
(a) Floor Finishing
   Wooden
   Carpet
   Marble Tiles
   Screen
(b) Wall finishes
   Wall Clothes
   Paper Finish
   Paint
(c) Ceiling finishing
   Ceiling board
   Timber
   Paint
(d) Doors
   Glass Door
   Wooden
   Metal
   Metal and Glass
(e) Windows
   Glass Windows
   Wooden Windows
   Metal Windows
   Metal and Glass
APPENDIX D

List of consumer organizations for church guest houses conference facilities

A. Non governmental organization – local based
1. Kenya Medical Association (KMA)
2. Kenya Network of Women and AIDS (KENWA)
3. National Democratic Institute (NDI)
4. Kenya Women Finance Trust (KWFT)
5. Small and Micro Enterprises programmes (SMEP)
6. Faulu Kenya
7. FIDA Kenya
8. Swak Kenya
9. Nairobi Pentecostal Church (NPC)
10. Presbyterian Church of East Africa (PCEA)
11. Federation of Kenya Employees (FKE)
12. Christ Ambassadors church

B. Non Governmental organization – international based
1 volunteer service overseas (vso)
2. Leonard Christine disability project
3. Medical suns frontiers (MSF)
4. Christian Association of Presbyterian church of Africa (CAPA)
5. General board of Global ministries (GBGM)
6. All African conference of churches (AACC)

C Private organizations – local based
1. Colgate Palmolive
2. Day Star university
3. Cab taxis
4. Lindreberg tours & safaris
5. Equity Bank
6. K-Rep Bank
7. Brexiton advisory board
8 Eveready east Africa
9 British east Africa tobacco Kenya
10 Brain storm consultants

D Government department
1 Kenya tea Development Authority (KTDA)
2 Kenya Human Right Commission
KEY
Scale: 1:65000
CGH – Church Guesthouse
Nairobi West Region – Area of Study
Nairobi East Region – Rest of Nairobi
Waiyaki Way, Uhuru Highway and Mombassa- Road boarder margin.