KENYA
Tourism Board

KENYA TOURISM BOARD

STRATEGIC PLAN

2018 - 2023

THE ORGANIZATION IDENTITY

VISION

The preferred destination offering diverse, innovative and authentic experiences to our visitors.

MISSION

We inspire Kenyans and the world to visit Kenya through effective positioning of the destination's experiences while enriching the lives of Kenyans and travelers alike.

CORE VALUES

To fulfill its mandate and accomplish its vision and mission, the Board will be guided by its core values of:

EXCELLENCE

Surpassing standards of expectation, striving to be the best in serving internal and external stakeholders, totally committed, operating at peak potential.

PRODUCTIVE PARTNERSHIPS

Collaborating and engaging with stakeholders to achieve Kenya tourism vision.

INNOVATION

A culture of innovation in all areas of work.

CREATIVITY

Creativity built into every initiative that drives the customer value proposition.

BRAND DNA

Magical Kenya's DNA expresses the brand's tangible and intangible characteristics – everything that makes the brand what it is, and without which it would be something different. It emphasizes the distinctive characteristics that make Magical Kenya different from its competitors and appealing to the visitor.

Magical Kenya's brand DNA wants to connect with discerning visitors who are in search of inspiring natural and cultural experiences.

Experience beyond imagination

FOREWORD

Jimi Kariuki
Chairman
Kenya Tourism Board

I have confidence that the strategic objectives will be realized by the end of the planning period as we deliver on our mandate and exceed expectations.

The Kenya Tourism Board (KTB) is the national destination marketing agency established under the Tourism Act No.28 of 2011. The Act mandates KTB to develop, implement and co-ordinate a national tourism marketing strategy. To realize this mandate and others, the organization works closely with sector players and other actors to promote Kenya as an attractive destination for tourism and travel. This is to the benefit of all Kenyan citizens who have bestowed this stewardship on us. Tourism's importance to the sustainability of the habitat, its contribution to the Kenyan economy and employment in a globally rapidly growing sector makes it imperative for the organization to develop a strategic plan to respond to changing travelers' needs and increasing destination competitiveness.

It is KTB's responsibility to develop and execute a five-year strategic plan and annual performance targets. This is based on evidence from the economic environment, alignment to the national priorities as outlined in the Vision 2030, MTP III and the Big 4 Agenda. This is also aligned with the Ministry of Tourism and Wildlife Strategy, National Tourism Blue Print, and National Tourism Agenda. It is also informed by continental and global development targets.

This strategic plan sets KTB's direction, while identifying what our priorities will be for the next five years. It has been developed through broad consultations with internal and external stakeholders who provided useful inputs to the process. International, regional and local trends have also been taken into consideration to ensure the board is in tandem with the recent developments in the global tourism sector.

The Kenya Tourism Board's Strategic Plan 2018 - 2023 is a roadmap of how we plan to solidify on the gains we made in the past while breaking new grounds in order to maintain the momentum we achieved towards the end of the last planning period and beyond. It also spells out risks faced to ensure mitigating actions translate into strategy delivery.

In order to achieve the planned growth targets, we count on our partners in national and county governments, tourism sector players, media, private sector, development partners and the general public. I have confidence that the strategic objectives will be realized by the end of the planning period as we deliver on our mandate and exceed expectations.

PREFACE AND ACKNOWLEDGEMENTS

Dr. Betty A. Radier
Chief Executive Officer
Kenya Tourism Board

Since the turn of the century, the Kenya Tourism sector has seen a mixed bag of fortunes.

The Kenya Tourism Board (KTB) is a fully funded government agency under the Ministry of Tourism and Wildlife. It is therefore crucial for us to demonstrate the plans we intend to roll out in order to implement and realize our mandate; which is the purpose of this strategic plan. This will support the maximum utilization of the available resources available for us to execute our destination marketing role to the best of our abilities.

Since the turn of the century, the Kenya Tourism sector has seen a mixed bag of fortunes. This was characterized by gain and loss sequences where gains made in increased tourism arrivals are wiped out every five years due to election related concerns. Security problems related to regional instability and global threats made it difficult for continuous improvement in tourist arrivals. Towards the end of the last planning period, the destination is evidently developing resilience with arrivals continuing on a growth trajectory. We are encouraged by the changing narrative and we thank the government and all stakeholders who have made this possible.

For tourism to thrive, security and access are key ingredients, these two have been improving with enhanced security and expansion of infrastructure, and we thank the government for the progress made. Meetings, Incentives, Conferences and Exhibitions (MICE) have been driving up our tourism numbers. MICE cuts out consideration because when a meeting is organized in another country, the people invited to travel just go there. The media and public need to demonstrate patriotism, while reporting or talking about country issues with their focus on positive developments and our unique offerings. This positive energy will attract more visitors to our beautiful country.

Our new marketing strategy which was rolled out towards the end of the last period identified top priority markets. It also refocused our energies towards more utilization of technology in marketing. This will enable us to catch up with today's liberated travelers who tend to own their travel schedule online. We also aim to help the Trade connect with the changing traveler who wants to experience the destination more and on their terms. The Kenya Tourism Board's Strategic Plan 2018 - 2023 has highlighted several initiatives aimed at strengthening Magical Kenya Brand to deliver on the key strategic focus areas.

This strategic plan aims to inculcate an innovative culture at KTB and increase speed of technology adoption which impacts on speed to market. We also aim to strengthen our evidence-based approach carried forward from the last strategy through comprehensive customer insight generation. We will also expand on effective online and offline

marketing executions. Sustainable funding will help the organization to execute its mandate more effectively while providing continuity of impactful marketing programs.

To conclude, I wish to thank the various people and institutions for the role played in coming up with this plan. First, I would like to thank the Minister for Tourism and Wildlife Hon. Najib Balala for his continued support of the Board's initiatives; our very supportive Board for their involvement in the process; KTB staff for the commitment shown in developing this plan and our sister parastatals and other government agencies who gave their valuable input. Finally, I am grateful to the Tourism stakeholders who made significant input and the consultants who reviewed the previous plan and facilitated the formulation of this ambitious plan.

SITUATION ANALYSIS

OVERVIEW

This chapter reviews the performance of KTB in implementation of its previous strategic plan during the period 2013-2018 and reviews the achievements made, challenges encountered and lessons learnt. It analyzes global tourism trends, the political, economic, social, technological, legal and ecological factors in its environment, carries out stakeholder mapping, and outlines the organization's Strengths, Weaknesses, Opportunities and Threats.

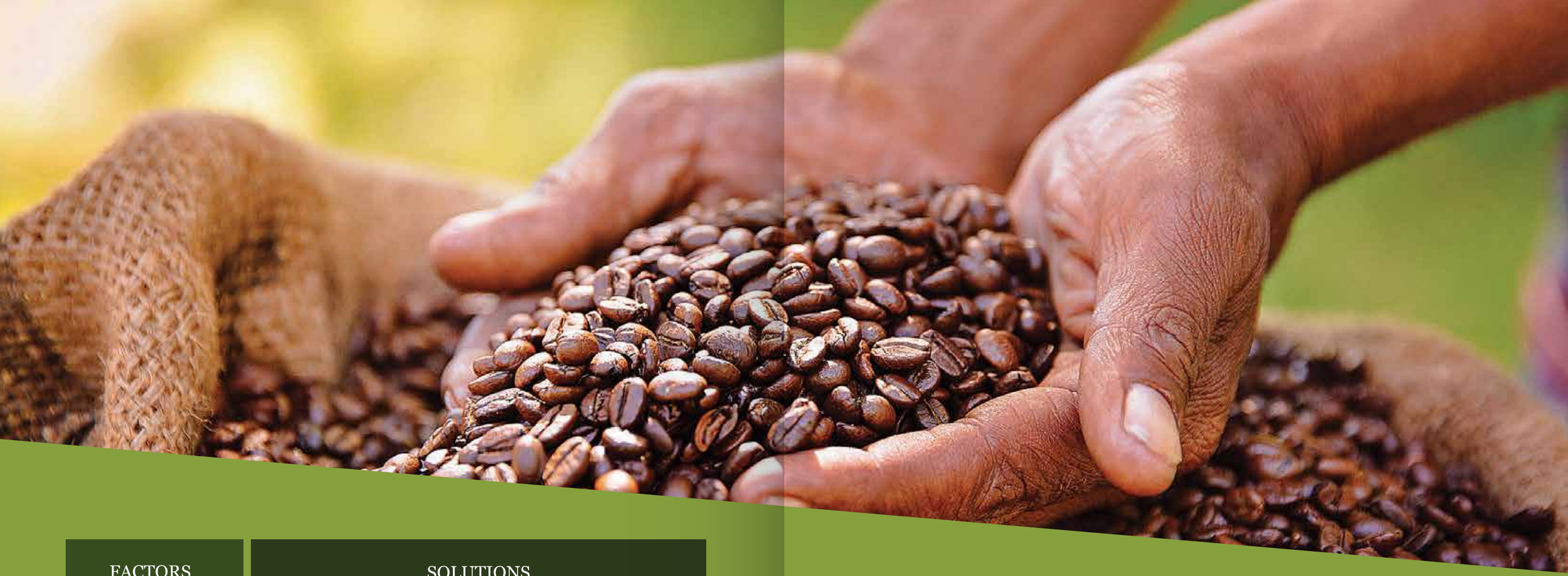
REVIEW OF PREVIOUS STRATEGIC PLAN 2013-2018

This section reviews the implementation of the strategic plan 2013-2018. The strategy had four broad objectives aimed at increasing tourists' arrivals and revenue targets, efficiency in visitor acquisition costs, organizational excellence and employees' competence.

CHALLENGES FACED DURING THE IMPLEMENTATION OF CONCLUDED PLAN

In spite of the successes registered during the reviewed period, KTB encountered several challenges including;

FACTORS	SOLUTIONS
Inconsistent and inadequate funding for marketing	Sustainable model Presentation of business case Airport tax – Tourism Promotion Fund Donor funding Team to mobilise resources Lobbying more with Government Recategorisation of KTB as a Strategic parastatal
Constraints in human resources (staff exits/secondments)	Recruitment
Booking cancellations and travel advisories	PR communications and crisis management Multisectoral representations Responsiveness (sensitivity and timing) Engagement of diplomatic agencies & intergovernmental organisations Continuous education of stakeholders and communication with trade and consumers Working with influencers for destination endorsements.



FACTORS	SOLUTIONS
Negative publicity	Engagement with media and stakeholders Monitoring of social media, international and local press
Electioneering	Engaging with political parties Generating and disseminating positive stories
Lack of product development and competitiveness	Product diversification; optimal marketing; thought leadership, as part of product and infrastructure development; THR strategy; lobbying stakeholders and interested parties
Business process technology not adequately implemented in marketing function	Business strategy/processes domiciling of technology to KTB
Inadequate marketing	Implementation of digital marketing strategy (THR)
Increased competition from the region	Implementation of marketing strategy
Government priorities	Lobbying Government to lift barriers e.g. e-procurement for YAGPO

LESSONS LEARNT

• Yield (the expenditure injections of tourists) is a better metric for tourism performance measurement than tourist numbers (it is a more meaningful measure, than 'profitless volume'). A focus on yield is an important aspect of business strategy to maintain and enhance tourism competitiveness

• Tourism should survive despite what is going on in the destination. Long electioneering is not supportive of an ideal tourism performance growth

• Media plays a significant role in how a destination is perceived

• Meetings, Incentives, Conferences and Exhibitions (MICE) are driving successful tourism. MICE does not depend on consideration, because when a meeting is organised by an institution, the destination decision is made by the organiser

• Technology can be utilized to encourage others to tell our story through 'user-generated-content' (UGC)

• Need to explore new funding models for tourism marketing in Kenya; there is need to diversify funding sources from the traditional ones

• The current tourism client is a 'liberated traveler.' Tourists can arrange their own travel, while sitting on their desks, the industry will need to work towards reaching tourists at their point of need especially through technology

• Security and access (reasonable access) are the most important ingredients for tourism to thrive.

• The new traveler wants to experience the destination, not just the service

LESSONS FROM GLOBAL TRENDS

Source: Euromonitor 2018 travel Trends Report

The economic outlook for major economies such as the US, Japan and the Eurozone projects positive growth. Low cost-carriers are outperforming scheduled airlines in terms of passenger growth, but absolute incremental growth is stronger for scheduled players as they are more innovative in their product offering and pricing. Offline sales still account for over 50% of global travel sales, but with a 2018-2023 CAGR of 12% mobile sales are expected to considerably outperform offline and other online bookings. The global lodging category is expected to grow by 6.1% in 2018, with short term rentals outperforming all other lodging categories and registering 12.7% growth. Hotels account for 73% of total lodging sales, with luxury hotels registering the strongest growth within the hotel category.

Travel Trend 1: Deconstructing the Customer Journey

The traveler's journey is linear and flows from the online travel agent to hotel to airline. It is difficult for the agent or hotel to have loyal customers when interaction is so limited. It is becoming increasingly important to continually engage with customers in more than one phase of the customer journey.

Travel Trend 2: Plastic Waste

There is increased awareness of destruction caused by plastic's negative attributes. In December 2017, 200 countries signed a UNEP resolution to tackle all forms of pollution. Many travel players have pledged to act by reducing plastic waste. Airlines are beginning to have sustainability strategies as a marketing tool embracing more 'green' practices.

Travel Trend 3: The Joy of Missing Out (JOMO)

While many connected consumers are attached to technology and connectivity, there is an increasing countertrend where consumers are resisting this 'always connected' mentality. This trend is conscious of the impact of connectivity on their lives and want to be mindful of the moment. A travel agent, 'Black tomato' is helping travelers to disconnect from their daily lives – only knowing what time they should be at the airport, with every detail of the trip kept secret from the traveler to ensure that they feel lost – they then find their way back to civilization.

Trend 4: Conservation China

Emerging for the megatrends of ethical living and shifting market frontiers is the trend of 'Conservation China'. China has an opportunity to play a leading role in the landmark Paris Climate Agreement which the United States of America withdrew from. China confirming its commitment to the agreement means they will lead the world in conservation efforts and initiatives to reduce greenhouse gases emissions. The new Chinese tourist will be more environmentally friendly and conscious both as a domestic or international tourist. In 2017, China launched its "all for one" tourism program that is based on sustainable tourism ideals which also sees tourism as a way to boost rural communities.

Trend 5: Blurring Industry Lines

Resulting from the megatrends of shopping reinvented and premiumisation there are growing opportunities for industries to transcend traditional barriers. Hotels and retail are increasingly drawing into each other's space with emerging opportunities for both.

Trend 6: Access Economy Taking Flight

The megatrends of connected consumer; experience more and middle-class retreat have seen the access economy gaining ground. Access and sharing economy leaders like Uber, Airbnb, Vayable and eatwith are disrupting industries and creating new ones. This kind of disruption will continue and we need to embrace them. For example, Airbnb has been teaching their hosts about how to enhance customer destination experience e.g. Nai Nami initiative

Trend 7: Seamless Experience

The megatrends of the connected consumer and experiencing more has seen innovation being at the center of creating frictionless customer journeys in tours and travel. The use of face recognition and biometrics in airports is just one of the examples with opportunity to personalise customer experiences.

Trend 8: Trading Down

Shifting Market Frontiers, middle class retreat and premiumisation megatrends have resulted into trading down. Especially for Africa, the shift in demand and improving infrastructure means a strong increase in low-cost carrier flights and a drive to increase hotel segmentation.

ENVIRONMENTAL SCAN

This section identifies opportunities and threats that may affect the realisation of Kenya Tourism Board's strategic plan. We have used the PESTEL and SWOT analysis to help management determine the organisation's future direction.

POLITICAL, ECONOMIC, SOCIAL, TECHNOLOGICAL, ENVIRONMENTAL AND LEGAL (PESTEL) ANALYSIS

The PESTEL Analysis was conducted to assess the environment within which KTB is operating in regards to political, economic, social, technological, environment and legal issues. The plan also spells out implications to ensure continuity of planned actions. The following matrix presents the analysis.

CATEGORY	OUTLOOK	DESCRIPTION
POLITICAL	International and Regional Cooperation	• Sustained political co-operation and alliances • Political integration through EAC, IGAD and AU • Increased political cooperation with the East
	Political Environment	• Increased awareness on Human Rights issues • Political (in)stability of Kenya's neighbours • Increased democratisation • Implementation of the Constitution 2010 • Political stability • Devolution
	Security	• Improved security • Proliferation of small arms and light weapons
	Reorganization/Merger of Ministry	• Clear mandate of management of Tourism and wildlife
ECONOMIC	Regional cooperation and integration	• Joint marketing of EAC as single tourist destination • Visa openness
	Increased Demand and Awareness of Tourism products	• Source Market diversification • Increased awareness on domestic tourism potential and opportunities • New and emerging source markets & world's economies (BRICs) • Emergence of strong middle class • Sharing/benefitting of tourism resources by host communities • Increase in community/group based and private wildlife sanctuaries, villas, home-stays
	Macroeconomic situation	• Positive long-term economic growth forecasts • Stable local economy and foreign exchange rates • Stable and growing economy
	Conducive Investment Environment	• Higher rate of return on foreign investment in Africa • Increase in foreign investments
	Utility Infrastructure	• Improved infrastructure and linkages to markets
	Discovery of oil, coal and other minerals	• Discovery of Oil and rare earth mineral deposits • Risk of further degradation in prospecting, explorations, mining and extraction • Rising demand for Africa rich natural resource base
	Inadequate Funding	• Stalled projects/cost over-runs • Inability to diversify into new markets and product development • Inadequate promotion of the destination

SOCIAL

CATEGORY	OUTLOOK	DESCRIPTION
	General public more aware of their rights	
	Youth	• Unemployment and poverty • Sex tourism • Rising crime and insecurity • Availability and enhanced access to finance and credit by women and youth • Positive changes in lifestyles • Need for more involvement of young people in conservation and management of environment and natural resources • Larger pool of human capital to support environmental initiatives • Drugs and substance abuse • Use of National ID as travel document
	Cross Cutting Issues (gender, youth empowerment, HIV/AIDS among others)	• Increased spread of infectious diseases • Human Trafficking • Sex tourism
	Rapid urbanisation and proliferation of informal settlements	• Population pressure on areas previously set aside for wildlife • Increasing social contacts across ethnic, regional and other facets • Expanding labour force • Increased pollution, environmental degradation and challenges on waste management
	Rapid Population Growth	• Increasing world population • Increased cross-border movements and interactions • Urbanisation and urban migration • Rise of the middle-class African consumer • Single Tourist Visa for EAC • Rapidly growing labour force • Child sex tourism • Increased appreciation of the cultural and geographical diversities. • Increased diaspora remittances
	Expanded Training	• Increased skilled labour • Mushrooming of sub-standard training institutions • Lack of harmonised training

TECHNOLOGICAL

CATEGORY	OUTLOOK	DESCRIPTION
	Automation of Government systems and services (search engines, portals, applications)	• E-citizen • E-visa • E-passport
	New technologies available for data acquisition, processing and dissemination	• Growing use of ICT and e-business • Global village phenomena • Expansion of air and water connectivity • Rapid Technological advancement • Growing adoption of computer and ICT in business • Automation of services • Growing adoption of e-business • Increased capacity for e-business
	Rapid technological advancement	• Reduced costs of communication and connectivity • Cybercrime & Insecurity • Real time monitoring systems (remote sensing, weather observatory systems technologies, etc.)
	Emergent and growth of social media	• Brand awareness • Image of the destination
	Waste disposal technologies	• Increased e-waste generation
	Availability of cleaner production systems for green economy	• Reduction of use of paper for communications and hence reduced pressure on forests • Cleaner environment as a result of reduced carbon emissions
	The growth of the sharing economy	• Airbnb is growing in Kenya, with greater demand for less expensive sharing accommodation provided by home owners

CATEGORY	OUTLOOK	DESCRIPTION
ENVIRONMENTAL	Multi-stakeholder involvement in environmental management	• Increased involvement of environmentalists and NGOs in business issues. • Increasing regional cooperation in environmental issues • Existence of NEMA - National Environment Management Authority • Increased awareness on environmental issues • Sustainable tourism • Poaching • Poor E-waste management systems • Environmental Impact Assessment is becoming a legal requirement • NGOs becoming useful partners in information dissemination • Expanding eco-tourism opportunities • Policy shift to sustainable tourism • Carbon trading
	Climate change	• Global warming • Unpredictable weather patterns • Extreme weather conditions
	Biodiversity loss	• Depletion, degradation of biological resources e.g. forests, lakes and oceans
LEGAL	International treaties, conventions, protocols and agreements	• EAC, CITIES, ILO, CEDAW, UNWTO etc. • Child trafficking
	Constitution of Kenya	• Local tourism • Devolution
	Duplication of laws and regulations	• Conflicting national and county legislation

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT) ANALYSIS

To assess the Kenya Tourism Board's overall internal environment, while at the same time identifying opportunities available and threats that can hinder effective implementation of the strategic plan, a SWOT analysis was undertaken as per table below.

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
ORGANISATION • Aligned organisational policies • Embraced technology • Professional and experienced team • Training of staff training • New marketing strategy rollout for destination increasing power of the brand and will increase consumer connection with destination • Vibrant social media platforms enhancing reach of programs • Established use of research in decision making DESTINATION • Leading safari destination • Improving the profile of Nairobi and Kenya as a tourist destination • Excellent geographical location of Kenya – regional hub/close to key destinations • Established in sustainable tourism • Improved access to tourism attractions • Direct flight from New York facilitating biggest source market • Improvement of political environment due to 'handshake' between leaders of opposing political parties • Growth in domestic tourism • Endorsements from key global icons such as Richard Branson • Warm and friendly people	ORGANIZATION • Organization provides a structure that is not filled. • Weak innovation culture • Unsustainable funding • Limitations in representation model DESTINATION • Image of destination as mainly offering Safaris product which appeals to a niche market • Unclear image of the tourism brand • Low brand conversion rate • Inconsistent communication messaging strategy has led to overstretched image • No clear proposition consistently communicated. • Underutilisation of brand associations – flowers, tea, home of champions, golf etc • Perception of a 'mass tourism' destination	• Increasingly modern traveler relies on the online marketplace • Today's traveler is attracted more to the experience than the destination • Travelers looking for diversified products and experiences • A vast unexplored trade (TOs and OTAs/TAs) that is willing to sell Kenya, if convinced • Increasing interest in Kenya by North Americans • Vast unexplored products opened across the country • Devolution and expanding hotel beds and conferencing capacity • Cultural diversity the forty-three tribes of Kenya offer unique attractions worth exploration and promotion	• Geographical position a political hotbed (perception) • 'Me-too' competition/ similar tourism offering from neighbouring countries muddles destination image to tourists • Unsustainable funding as a result of significant variations between budgeted and allocated funds

STAKEHOLDERS ANALYSIS

KTB has various stakeholders which reflect its broad functions. This section identifies the stakeholders, nature of relationship and linkages that exists between them and KTB. The matrix below presents the major stakeholders.

Stakeholder Group: Sister Parastatals

NAME OF STAKEHOLDER	WHAT STAKEHOLDERS EXPECT FROM KTB	WHAT KTB EXPECTS FROM THE STAKEHOLDER
Sister parastatals (cross-cutting)	Cooperation, strong partnership mutual respect and synergy	Cooperation and synergy
Tourism Finance Corporation (TFC)	To promote tourism investment opportunities developed by TFC; jointly going to the counties when profiling investment opportunities; promoting non-traditional tourism products and regions (outside wildlife and beaches) covering more than 70% of Kenya; communicating about emerging invest-worthy trends. More marketing activity for domestic and regional tourist targets.	Information on available tourism investment opportunities, funded projects and new projects in the country. Frequent updates on their current, past and future initiatives.
Bomas of Kenya	Partnership in developing cultural tourism marketing and sharing of MICE trends	Partnership in developing cultural tourism and MICE; sharing experiences
Tourism Fund (TF)	Effective use of allocated funds, strong collaboration	Collaboration and sustainable funding, industry statistics from levy payers; value chain connection.
Kenyatta International Convention Centre (KICC)	Partnership in conference tourism (MICE) marketing.	Collaboration in conferences and tourism marketing. Sharing past experience and practice
Kenya Utalii College (KUC)	Partnership in curriculum development and delivery,Industry linkage, tracer data on graduates progression in the industry, sharing experiences, relevant insights and developing relevant case studies	Support in relevant partnership areas, developing relevant skills for the evolving market, provide avenues for continuous professional education and professionalisation of non-professional industry talent base (guides); curriculum to have entrepreneurial aspect
Tourism Regulatory Authority (TRA)	Support in smooth transition of mandates taken over, availability when needed, deliver tourism growth both domestically and internationally, sharing past experiences.	Adequate support and cooperation, value chain connect to increase stakeholder linkages, relevant industry regulatory policies and practices; streamlining licensing
Tourism Research Institute (TRI)	Support in smooth transition of mandates taken over; availability when needed; delivery of new markets; feedback on expectations of target markets; sharing past experiences; deliver tourism growth both domestically and internationally	Timely delivery of industry statistics and actionable insights; improved accuracy in data capture; new data analytics; tourism socio-economic impact; more capture of domestic and international tourism variables Adequate consultation

Stakeholder Group: Travel and Tourism Associations

NAME OF STAKEHOLDER	WHAT STAKEHOLDERS EXPECT FROM KTB	WHAT KTB EXPECTS FROM THE STAKEHOLDER
All associations in the travel and tourism trade (cross-cutting)	Support especially in times of need/crisis; linkages to initiatives led by KTB and strong partnerships; consultation on industry initiatives e.g. products development; Marketing strategy planning and implementation; regular updates; round table forums	Strong partnerships and mutual respect; complementarity in execution of shared programs or ideas; honoring invitations to various forums, agreements and training.
Kenya Association of Tour Operators (KATO)	KTB should create a round table with CEOs/Chairmen of key KATO members & hoteliers twice a year (April and end November); supplemented effort with KTB for members with significant marketing budgets; support TRA in regulating tour guides and operators in line with best practices; greater focus in targeting; support conservancies in marketing high-end products; create online industry press room; calendar with tentative events dates; mobile updates to stakeholders; create a more sustainable funding system with 5 year predictability; access levies on air tickets; pursue dedicated % of Tourism Fund revenue to KTB's marketing	Active collaboration, delivering exceptional customer experiences, inclusion of jointly developed products on their itineraries and other assets; be part of the SIDP task force
Kenya Association of Hotelkeepers & Caterers (KAHC)	Enhance member engagement through right targeting and gathering market intelligence and trends; promote seasonal opportunities and help promote all year-round occupancy	More innovation; more frequent investment; active collaboration; delivering exceptional customer experiences; delivering jointly developed products; change current model of keeping guests holed up in hotels - facilitate guests to actively connect with local communities and retailers; be part of the SIDP task force.
Kenya Association of Travel Agents (KATA)	Inclusion and destination promotion; regular updates on destination marketing initiatives and new source markets; regular roundtable meetings with KATA members	Active collaboration and delivering exceptional customer experiences
Pubs Entertainment Restaurants Association of Kenya (PERAK)	Inclusion and destination promotion; promotion of urban night life; inclusion in city tourism itinerary; public holidays and attracting popular artists and celebrities to Kenya	Active collaboration and delivering exceptional customer experiences
Kenya Coast Tourism Association (KCTA) and all regional associations	More domestic and regional tourist focus in marketing to address growing number of domestic and regional visitors; inclusion in promotion of coastal products; enhance collaboration with members.	Active collaboration and delivering exceptional customer experiences
Kenya Association of Air Operators (KAAO)	Update on initiatives related to air travel and marketing activities in various countries; support in initiatives such as CIP; relevant content about the destination	Joint marketing initiatives with members who fly into Kenya
Eco-Tourism Kenya	Inclusion of eco-tourism attractions when marketing Kenya; support in product development and promotion; regular updates on KTB activities and plans; support and promote eco-tourism ideals; promote eco-tourism opportunities in emerging destinations	Active participation; product and experiences development; active collaboration and delivering exceptional customer experiences; being part of the SIDP task force.
Kenya KECOBAT	Promote and adopt the best-practice community-based cultural product representing the poorest tourist service providers. Unlock tourism opportunities that would improve the livelihoods of local communities	Partnerships to see the full development of the cultural products, experiences and impact.

Stakeholder Group: Strategic Partners

NAME OF STAKEHOLDER	WHAT STAKEHOLDERS EXPECT FROM KTB	WHAT KTB EXPECTS FROM THE STAKEHOLDER
Kenya Airways	Strong collaboration in marketing Kenya as a travel destination; grow international and domestic travel; manage reputation of the country and various destinations.	Active collaboration and delivering exceptional customer experiences, development of new routes and sustaining existing ones; yield management; marketing flights into Kenya
Kenya Airports Authority (KAA)	Drive visitor numbers to enhance greater utilisation of airports	Access to the airports for creation and enhancement of travelers' experiences; seamless transitions at airports; improved visitor service experience; opening up of direct flights to Mombasa, Kisumu, Eldoret; upgrade Malindi Airport to international status
Kenya Railways	Domestic tourism promotion to enhance usage of rail transport especially the SGR	Efficient transport through SGR and commuter train; enhanced traveler experience
Kenya Ports Authority (KPA)	Cruise tourism promotion for the Port of Mombasa	Cruise terminal development and customer experience enhancement Collaboration in Cruise Marketing activities
Kenya Private Sector Alliance (KEPSA)	Partnership in value creation, support the private sector in promoting tourism and conferencing destination; provision of up to date content on the destination for sharing with local and international contacts; building business case for attracting tourism marketing funds	Active collaboration in tourism initiatives involving the private sector Lobbying for more funding Direct support to tourism start-ups
Kenya Wildlife Service (KWS)	Active collaboration in promotion of wildlife parks and safaris, wildlife lodges and camps; to champion sustainable tourism by creating ownership of wildlife assets in host communities; marketing 'all year-round safaris; market low visited parks	Active collaboration in safari marketing; yield management and SIDP task force Product development within parks to enhance visitor experience Enhanced customer service at points of sale/ part entry
Kenya Forest Service (KFS)	Active collaboration in promotion of attractions in the forests and reforestation efforts	Packaging of available nature experiences under KFS mandate Collaboration in marketing of forest related attractions
National Museum of Kenya (NMK)	More exposure through marketing of national museums and monuments to local and international visitors Need for joint efforts to achieve the common goal of promoting and diversifying tourism locally and internationally Strategic liaison on marketing NMK products. Harness synergies between NMK and KTB Scheduled joint marketing meetings	Active collaboration in the marketing of heritage sites
Kenya Golf Union (KGU), Kenya Golf Tourism Committee	More active involvement of golf fraternity in developing Kenya as a golfing destination; structured engagement as per the MOU awaiting approval by KTB; Clear linkage of weekend golf activities as part of KTB domestic tourism marketing initiatives including publicity support; Refreshment of golf content on Magical Kenya Brand literature for more accuracy and relevance	Active collaboration in marketing of Magical Kenya Brand golfing destination articulating the business case for investment in golf safaris Access to opportunities that KTB can leverage on through golf clubs to grow national and international tourism market
Media	Provision of information on the Magical Kenya Brand and KTB activities; regular updates and invitation to the launch of significant tourism market activities.Enhanced access to KTB spokespersons; Improved information control with other government agencies especially the Ministry of Interiors and police force; involvement in tourism marketing activities and briefings	Honoring invitations to press briefings and providing positive and objective coverage about Kenya; developing travel and tourism content on attractions and experiences; informed coverage of tourism related news
Kenya Film Commission	Market Kenya as a filming destination	Local content development Enhanced support in film licensing processes

Stakeholder Group: Strategic Partners

NAME OF STAKEHOLDER	WHAT STAKEHOLDERS EXPECT FROM KTB	WHAT KTB EXPECTS FROM THE STAKEHOLDER
FECTO- (Federation of Community Tourism Organization	Support greater community inclusion in tourism	Cooperation and partnership
Sustainable Travel & Tourism Agenda (STTA)	Support and promote sustainable tourism	Cooperation and partnership
KTB Management	Relevant training to enhance current competences Team cohesion to enhance effectiveness of service level agreements between departments Clear succession planning. Alignment of corporate culture with KTB mandate Opportunity for project-based assignments to enhance product knowledge and awareness of destination mandate objectivity in budget location.	Team leadership, mentorship and coaching Conducive working atmosphere that supports innovation
CEO Council of Governors (COG)	Jointly develop and promote tourism in the counties '	Cooperation and partnership Reduced bureaucracies in dealing with county tourism ministers
CECs-Tourism & County Tourism Chief officers	Jointly develop and promote tourism in the counties. Frequent updates. on emerging trends and opportunities	Cooperation and partnership Enhanced participation in stakeholder forums hosted by KTB. Lead in packaging county tourism products
Kenya Forest Service (KFS)	Active collaboration in promotion of attractions in the forests and reforestation efforts	Packaging of available nature experiences under KFS mandate Collaboration in marketing of forest related attractions
Kenya Tourism Board (KTB)	The board members envision a bright future for tourism performance while acknowledging factors that resulted in stagnated growth. They expect more returns from digital marketing and use of analytics where KTB has performed well compared to competitors. Enhanced user generated content should be explored for more authentic presentation of destination experiences. There is need to market Kenya as an all year-round destination, leverage of positive developments like the improving destination profile. Train private sector in delivering unique service cycles and how to gain repeat clients.Safari and beach are Kenya's flagship products. Safari should be diversified beyond 'Maasai Mara'. Kenya will offer signature experiences where less is more. Increase of marketing funds from the airport departure charges. Need to leverage on improved perception of security as travelers are now ignoring the terrorism narrative as they realize that it is a global problem. Change perceptions by marketing Kenya as a beautiful destination with beautiful weather, English-speaking people, its diversity of products and activities, modern airports, modern society and great attractions. KTB culture should be more private sector oriented.	Lobbying for additional budgets Policy oversight and strategic direction Articulate tourism issues in enactment of Legislations and budget process, presenting case for expanded sustainable tourism marketing budget to the policy makers
Institutions of higher learning	Joint surveys to provide insights on industry performance and tourists behavior patterns	Insights on industry performance to inform strategy to respond
Kenivest	Corroborations to provide investment insights on tourism opportunities	Investor diary,source country and key areas of interest

STRATEGIC MODEL

Organisations need to have a vision framework consisting of a core ideology (mission and core values) and a statement of aspiration (vision). It confirms the organisation's reason to exist, the vision that it aspires to and the core values that will be central to driving performance.

VISION

The preferred destination offering diverse, innovative and authentic experiences to our visitors.

MISSION

We inspire Kenyans and the world to visit Kenya through effective positioning of the destination's experiences while enriching the lives of Kenyans and travelers alike.

CORE VALUES

EXCELLENCE

Surpassing standards of expectation, striving to be the best in serving internal and external stakeholders, totally committed, operating at peak potential.

PRODUCTIVE PARTNERSHIPS

Collaborating and engaging with stakeholders to achieve Kenya tourism vision.

INNOVATION

A culture of innovation in all areas of work.

CREATIVITY

Creativity built into every initiative that drives the customer value proposition.

STRATEGY OVERVIEW & FOCUS AREAS

The Kenya Tourism Board's strategy seeks to improve the destination's competitiveness by addressing the challenges identified in research regarding the development of experiences, branding, communication and support to stakeholders. The strategy identifies customer segments and key source markets whose needs will be aligned with products, services and experiences that the Kenyan destination can deliver. The core capabilities required to deliver on this strategy are – innovation and facilitation of experience design, technology, insights generation, brand positioning, relationship management, organizational development and resource mobilization.

KTB’s strategy is articulated through 6 strategic focus areas:

i. Innovation Culture;
ii. Powerful Magical Kenya Brand;
iii. Effective Sales System;
iv. Effective partnering with Private Sector;
v. Organizational Change and Performance;
vi. Establishing Sustainable Funding

The following are strategic focus areas (pillars) and supporting initiatives:

THE PREFERRED DESTINATION OFFERING DIVERSE, INNOVATIVE AND AUTHENTIC EXPERIENCES TO OUR VISITORS

I	II	III	IV	IV	VI
Innovation Culture	Powerful Magical Kenya Brand	Effective Sales System	Effective Partnering with Private Sector	Organizational Change and Performance	Establish Sustainable Funding
Leverage technology adoption by the organisation Develop and offer diverse, authentic Kenyan experiences Leverage digital marketing Improve data sourcing, market intelligence and analysis	Improve competitive positioning of the experience Clearly position and communicate the diversity of the Kenyan destination experience Increase level of association of Magical Kenya brand Improve competitive positioning of the experience Clearly articulate brand identity and positioning of the Kenyan destination experience Build strong media partnerships through constant engagement	Magical Kenya brand affinity with prospective visitors Grow market share with tour operators and online travel agencies	Improve participation, cooperation, ownership and marketing perfomance of the Kenyan Tourism industry and non-tourism stakeholders	Develop succession plans that are cognizant of the emerging workforce Improve team cohesion across the organisation	Increase KTB’s marketing funds and sources Co-create products and services with all stakeholders

STRATEGIC FOCUS AREAS AND STRATEGIC ISSUES

Strategic issues arising from the situation analysis have been grouped into 6 strategic focus areas (themes) to deliver the strategy and achieve the vision detailed below

STRATEGIC FOCUS AREA (SFA)	STRATEGIC ISSUES
SFA1 - Innovation Culture	Strategic Issue 1: Slow adoption to technology
	Strategic Issue 2: Portfolio diversification held back by weak product and experience development
	Strategic Issue 3: Lagging behind in digital marketing.
	Strategic Issue 4: Inadequate research and insights for decision making
SFA2 - Powerful Magical Kenya Brand	Strategic Issue 5: Weak association of Magical Kenya Brand with unique experiences
	Strategic Issue 6: Lack of clear positioning in the safari and beach business
	Strategic Issue 7: No clear image of the Kenyan destination beyond safari and beach
	Strategic Issue 8: Brand identity lacks dynamism
	Strategic Issue 9: Media relationships are not strategically aligned
SFA3 - Effective Sales System	Strategic Issue 10: Low brand conversion
	Strategic Issue 11: Gaps in penetrating intermediaries and retailers
SFA4 - Effective Partnering with Private Sector	Strategic Issue 12: Misalignment with private tourism and travel industry sector
SFA 5: Organisational Change & Performance	Strategic Issue 13: Emerging workforce and succession planning within human resources
	Strategic Issue 14: Inter and intradepartmental teamwork weaknesses
SFA 6: Establishing Sustainable Funding	Strategic Issue 15: Inconsistent Funding Model

STRATEGY MAP

Below is an illustration of the strategy of the Kenya Tourism Board;

Vision: The preferred destination offering diverse, innovative and authentic experiences

International tourists numbers	Tourisim earnings growth job creation	Job creation	Bed nights growth by domestic tourists	Brand Equity	Sustainable Tourism	•Workers •Society •Entrepreneurs •Goverment

Customer Preposition: Clear Destination

Diversified products & experiences	Premium parks & conservancies	Global recognition of the Magical Kenya brand	"All year" tourist destination proposition	Quality products	<u>Outcomes</u> (To Deliver Desired Results)

SFA's: Clear Driven Processes & Activities

Innovation culture	Powerful destination brand (Magical Kenya)	Effective sales system	Effective partnering with private sector	organisational change & performance	Establishing sustainable funding	<u>Drivers/themes</u> (Outcomes driven by Drivers/Themes)

Learning Growth: Build on Foundation

Organisational development & innovative culture	Speed of technology adoption	Comprehensive data gathering	Effective offline and online marketing	<u>Enablers</u> (Supporting key processes)

STRATEGY DIRECTION

To achieve the goals of the organisation, strategic issues have been grouped into 6 strategic focus areas and will be addressed using the strategy direction statements:

SFA 1: INNOVATION CULTURE

Strategic Issue 1: Slow adoption to technology	Strategy Direction	Strategic Objective
Technology will make the organisation more effective and productive. As a Destination Marketing Organisation (DMO), KTB will not achieve its marketing results without speeding up its adoption of technology. It must establish effective and efficient business processes, systems and skills needed to execute the marketing strategy.	Information & Communication Technology presents KTB with an unparalleled opportunity to improve business processes, disseminate information more effectively, conduct our transactions more accurately and efficiently, providing services more conveniently and fundamentally changing the way KTB operates. These initiatives will ensure that we attain our goal of Turning Information into Knowledge, Turning Knowledge into Intelligence, and Turning Intelligence into Wisdom. We will ensure that we empower our people to do their jobs better, improve our processes using technology and enable innovation to drive the organisation in an increasingly global competitive environment. We will focus on investing in technologies that make it easier to work from wherever our employees are, collaboration tools to help us work better together and business intelligence tools to assist us in getting insights from the raw data that is held by staff or that we receive from stakeholders and partners.	Leverage technology adoption by the organisation

SFA 1: INNOVATION CULTURE

Strategic Issue 2: Portfolio diversification held back by weak product and experience development	Strategy Direction	Strategic Objective
Kenyan tourism lacks a clear product development and implementation framework, with limited incentives to encourage private sector participation in new product development. The current tourism client is a 'liberated traveler.' The new traveler wants to experience the destination not just on the surface, but to truly immerse themselves	Beyond safari and beach tourism, Kenya will be known for adventure (hiking, trekking, mountain climbing, etc.) with high levels of nature and culture, beach holidays as well as special interest niches, such as bird watching, athletics, golf, water sports and special celebrations tourism. Within the region and domestic market, Kenya will be recognised as a preferred destination for beach, short-breaks and business M&E. Kenya will put in place product & experience development frameworks to deliver a collection of "one of a kind" experiences by fully utilising the country's natural and cultural resources, embracing specific consumer trends and using the synergy of safari and beach. We will implement innovative quality schemes to raise the general standards of service of the tourist supply chain in Kenya.	Facilitate the development of diverse and authentic Kenyan experiences and promote them to priority markets.

SFA 1: INNOVATION CULTURE

Strategic Issue 3: Lagging behind in digital marketing	Strategy Direction	Strategic Objective
For a long time, KTB's digital marketing has been lagging behind, but now a new impetus in digital marketing just ten months old is starting to show its results. The organisation has recruited digital marketing professionals, but is still in the process of filling key vacancies in the function. Online conversions have been low. KTB had not been giving online visitors an easy option to facilitate bookings, once they had seen the offerings. Many travelers from source markets, as a result, have not been making bookings after initial awareness.	In the short to medium term, we will fully exploit the potential of digital marketing by hiring a global media relations & communications agency with a strong digital marketing unit. The objectives of the digital strategy of Magical Kenya Brand will be established, and all owned platforms will be effectively adapted to these objectives. Meanwhile KTB will progressively increase its internal digital marketing competences by hiring the necessary human resources.	Leverage digital marketing

SFA 1: INNOVATION CULTURE

Strategic Issue 4: Inadequate research and insights for decision making	Strategy Direction	Strategic Objective
Inadequate research and insight generation to inform decision making results in missed traveler connection and growth opportunities. It affects KTB's opportunity to attract travelers, reform the value chain and transform tourism	Analytics tools will become more critical to measuring ROI and delivering insights for growth. KTB will utilise these platforms to gather and analyse data relating to marketing activities, particularly those that are through online channels. The existence of new "big" data sources, like the internet and social media, mobile phone data and other sources like public transport data, data from credit cards, hotels, restaurants etc. is the new reality and we will explore new ways of extracting and interpreting this data. We will develop a digital infrastructure platform that enables and encourages intelligence gathering and knowledge sharing to enable all members of the tourism ecosystem to have access to real time market and performance information and be able to adjust product offerings and sell with speed and ease. We will develop a data analytics platform that will aggregate tourism-related data for analysis to generate insights into and boost our understanding of our consumers. This platform will also enable KTB and our tourism partners to strengthen industry capabilities in data analytics and bring greater value to the tourism sector.	Facilitate the development of diverse and authentic Kenyan experiences and promote them to priority markets.

SFA 2: POWERFUL MAGICAL KENYA BRAND

Strategic Issue 5: Weak association of Magical Kenya Brand with unique experiences	Strategy Direction	Strategic Objective
Prospective tourists to Kenya do not have a clear understanding of what to expect in Kenya, what quality experiences they enjoy beyond the known culture, beach and safari.	We will increase the level of association of Magical Kenya Brand with products and experiences that create a truly unique destination. Tourists will understand what they can expect what they will be attracted by and witness the unique and authentic experiences that they can only enjoy in Kenya. This will give the brand a stronger and more differentiated positioning and significantly raise overall satisfaction, recommendations and repeat visits.	Increase the level of association of Magical Kenya Brand

SFA 2: POWERFUL MAGICAL KENYA BRAND

Strategic Issue 6: Lack of clear positioning in the safari and beach business	Strategy Direction	Strategic Objective
The Kenyan destination has been perceived as a 'mass tourism' destination, regarded as 'crowded' and 'low value for money', due to the over-communicated 'wildebeest migration' season of July to October. This has meant that tourism visitors have focused these months as the best time to visit Kenya, to the detriment of the rest of the calendar months.	Magical Kenya Brand will be re-positioned as a quality destination by innovating and exceeding customer expectations in specific high value segments (hyper-luxury, luxury, family/multi-generational travel, special interest and celebrations). Through marketing and cooperation with Kenya Wildlife Service and the conservancies we will introduce a variety of reasons to safari in Kenya during green and even rainy season. Special promotions targeting the older generation will be in place for the shoulder season. Our communication to B2C and B2B will focus on the key strengths of our safari (very easy to spot, diversity & density of wildlife, diversity of landscapes, warm climate, real & authentic safari, strong cultural component, etc.), avoiding a reliance on the wildebeest migration effect.Kenya will incorporate the beach as a value-added component to the safari, reducing the need to go elsewhere for a better access to the beach.	Improve competitive positioning of the safari and beach business

SFA 2: POWERFUL MAGICAL KENYA BRAND

Strategic Issue 7: No clear image of the Kenyan destination beyond safari and beach

Kenya is one of the richest tourist destinations in terms of variety and diversity, however so much communication and promotion has gone into the Maasai Mara Wildebeest Migration that the rest of the offerings have been neglected. This has also meant that the high season is now during the migration months of July to October, with other former high seasons forgotten.

Strategy Direction

Magical Kenya Brand will effectively inspire target segments of travelers using clear messages to be delivered through the most appropriate media channels. Messages will have to include "feelings", "benefits" and "differentiators" of the brand. Magical Kenya Brand will move away from the current restrictive positioning based on "classical safari" to embrace a broader position in the mind of the traveler. Kenya will be a welcoming, warm and sustainable destination that transforms the life of its visitors through inspiring adventure experiences with high levels of nature and culture.

Strategic Objective

Clearly position and communicate the diversity of the Kenyan destination experience.

SFA 2: POWERFUL MAGICAL KENYA BRAND

Strategic Issue 8: Brand identity lacks dynamism

The Magical Kenya Brand is distinctly Kenyan – especially in terms of national colours – clothing and jewellery. It portrays stunning landscapes , mountains, grasslands, sunrise and a bridge to Kenya, positively associated with warm and friendly people, and beautiful landscapes.
The Magical Kenya Brand, however does look a little dated and lacking in dynamism. It is too traditional and lacks a premium feel to it, especially when compared to other peer identities.

Strategy Direction

Magical Kenya Brand's identity will be refreshed to deliver more dynamism and a modern feel in line with international identities.

Strategic Objective

Refresh the Magical Kenya Brand Identity

SFA 2: POWERFUL MAGICAL KENYA BRAND

Strategic Issue 9: Media relationships are not strategically aligned

Although Kenya has continued to receive positive global attention arising from successfully hosting key international events over the last few years.

Visits by renowned global celebrities and personalities have bolstered Kenya's image as a premium leisure destination, media is not strategically aligned with KTB, with the latter's goal to position Magical Kenya Brand as a leading destination that champions sustainability and one that has a warm and friendly people.

Strategy Direction

To increase destination awareness and affinity, media is considered a key stakeholder. With this in mind, KTB will develop deliberate programs to deliver a holistic media engagement. Some of the activities will include: frequent media roundtables, media workshops and themed media FAM trips.

Strategic Objective

Build strong media partnerships through constant engagement

SFA 3: EFFECTIVE SALES SYSTEM

Strategic Issue 10: Low brand conversion

Although Kenya is one of the most searched for tourism destination, brand conversion is low. There are various reasons for this situation, including:

- The trade's inability to sell to the new global traveler who does not want to be stuck in a hotel, but is demanding an adventure, rather than just visiting a destination; and
- The difficulty of translating online search to direct booking on the same site;
- Lack of investment in tourism, despite experiences having been developed;
- The stereotyping of Africa as the continent of disease, upheavals, general insecurity, hunger, etc. affects Kenyan tourism negatively.
- The World Health Organisation's (WHO) requirement for yellow fever vaccinations, yet Kenya has not had a yellow fever patient in at least 20 years.

Strategy Direction

- We will invest in a powerful B2C/B2B program of media relations, content marketing and advocacy management to close brand gaps
- We will ensure that the marketing team is knowledgeable about Kenya's products and unique selling proposition and that they have the necessary content to properly recommend and sell Kenya
- We will engage in partnerships with the trade, media and airline carriers with the objective of influencing the consumer in the inspiration & planning process and convert this to sales

Strategic Objective

Build Magical Kenya Brand affinity with prospective visitors.

SFA 3: EFFECTIVE SALES SYSTEM

Strategic Issue 11: Gaps in penetrating intermediaries and retailers	Strategy Direction	Strategic Objective
The intermediaries and retailers locally and internationally have not sold the Kenyan destination brand as well as they could have, due partly to the lack of a well-developed diversified product. With the development of new products and experiences, coupled with a clear brand identity and positioning, it is now possible to grow and further penetrate the trade intermediaries.	We will ensure that traditional safari intermediaries and new and traditional retailers become familiar with the full collection of experiences by providing the necessary education/communication tools to differentiate and effectively sell Kenya's full offering. We will identify the specific opportunities (especially SITPs, Sports Organisers, M&E planners, Clubs & Associations, Beach Holidays Tour Operators, Transport Operators) and engage them in business development programs for the local industry to present their products. We will introduce new industry support tools, such as "Buy Kenya", more clearly oriented to increase business than traditional trade fairs, rationalising its attendance to these events and its approach, working with specific objectives and targets.	Grow market share with Tour Operators and Online Travel Agencies/Travel Agencies.

SFA 4: EFFECTIVE PARTNERING WITH PRIVATE SECTOR

Strategic Issue 12: Misalignment with private tourism and travel industry sector	Strategy Direction	Strategic Objective
With divergent motivations separating the private sector and the Kenya Tourism Board, the entire tourism ecosystem has not had the growth that it would have had with more alignment by the two through participation, cooperation and marketing performance of the industry.	Local industry will see in KTB their preferred marketing partner to improve their business performance, thanks to a high value-added portfolio of services delivered with operational excellence. The different types of stakeholders feel that KTB understands their specific needs and gives timely answers to them through the most effective channels. The communication between KTB, the tourism industry and other stakeholders will be highly effective, supported by the most appropriate channels, with owned platforms as the main pillar.	Improve participation, ownership and marketing performance of the Kenya tourism industry and other stakeholders.

SFA 5: ORGANISATIONAL CHANGE & PERFORMANCE

Strategic Issue 13: Emerging workforce and succession planning within human resources

Generation X makes up most of the staff complement at KTB. The emerging workforce is made up of the Millennials and NexGens. They are more loyal to colleagues and co-workers than to an organisation or manager. Work/life balance is extremely important for this group and they don't want to sacrifice family time for a career. Succession planning becomes imperative, and the handing over of the baton from one transiting senior staff to a younger person is important for business continuity.

Strategy Direction

With many emerging workers ready to take up more senior positions, KTB will make digital fitness a business imperative. In line with the importance of technology in delivering efficiency and marketing to the world, the emerging workforce will be at home with new technology because they grew up with it. While these new workers may be competitive, they nonetheless value the chance to be part of the team, and openness and transparency will be important in managing this group. These emerging workers want to grow at work to new challenges and they expect succession plans that give them an opportunity for upward mobility. They want to be coached and mentored even as they transition to higher positions. They want leaders who set them up for success, instill in them a sense of higher purpose and give them the confidence they need to keep going when work is challenging. KTB will create an open culture, coaching and mentoring, and succession plans that are supportive to this group.

Strategic Objective

Develop succession plans that are cognisant of the emerging workforce.

SFA 5: ORGANIZATIONAL CHANGE & PERFORMANCE

Strategic Issue 14: Inter and intradepartmental teamwork weakness

When teamwork is jeopardised by a lack of teams working well together in a department or across departments, it means that silos have been created. KTB needs to build teams that share information and best practices with each other. Employee disengagement can cause inefficiency, duplication of work and possible dissatisfaction in customer and stakeholders' experiences.

Strategy Direction

KTB will have intradepartmental and cross-departmental collaboration, a reflection of a healthy internal culture. Employees will feel comfortable working together, communicate effectively, and understand each other's roles and functions within the system, and stakeholders will experience that difference. Employees will be cross-trained from time to time and cross-functional projects will have staff working together to achieve organisational objectives. Employees will be offered frequent opportunities to step into each other's shoes, job-shadow each other, or train each other. The idea is not to make everyone essentially interchangeable, but to give employees a basic understanding of how each department functions, individually and as part of the bigger picture.

Strategic Objective

Improve team cohesion across the organisation.

SFA 6: ESTABLISHING SUSTAINABLE FUNDING

Strategic Issue 15: Inconsistent funding model	Strategy Direction	Strategic Objective
Funding from government and other public sources is inconsistent. KTB's budget request is based on the planned programs required to achieve contracted objectives. The allocation is however much lower than hoped for, due to other pressing government priorities. The total AIA is dependent on the number of exhibitions and trade shows industry partners participate in with KTB and this relies on the government's allocation. The Tourism Promotion Fund, which is collected from the departure tax was proposed by the Treasury Cabinet Secretary in 2016 and has been collected ever since, however, the regulations to implement the fund have not been finalised.	The KTB marketing funding model will not be fully dependent on public funds (currently at 95%), but will in future receive funding from other sources. A Tourism Fund was announced in the Budget speech of June 2016. Regulations have been drafted to actualise the fund, and are waiting enactment. When the fund comes into operation KTB will be able to tap into these funds and reduce reliance on exchequer grants.	Increase KTB's marketing funds, sources and stakeholder product and services co-creation.

STRATEGIC OBJECTIVES AND INITIATIVES

Strategic Focus Areas (SFAs)	Strategy Objective	Initiatives
SFA 1: INNOVATION CULTURE	a) Leverage technology adoption by the organisation.	1) Identification of strategic business processes to be automated. 2) Acquisition, installation and operationalisation of marketing and management ICT tools. 3) Training users.
	b) Facilitate and offer diverse, authentic Kenyan experiences.	4) Put in place a framework of an experience system (top experiences). 5) Put in place a framework of an experience system (signature experiences and quality labels). 6) Sensitize and train stakeholders on packaging experiences. 7) Put in place a system of sub-brands (Territorial & Product brands). 8) Put in place a system of Quality Assured labels.
	c) Leverage digital marketing.	9) Recruit digital marketing specialists. 10) Acquire and upgrade digital marketing tools: Data Management Platforms (DMP); Google Studio; Social Analytics Tools; Social Listening Tools and User Generated Content Tools. 11) Train the marketing team in emerging and high impact areas: Email Marketing; Content Creation; SEO optimisation; Social Media Marketing; Paid Search, Display & Video Advertising; Website optimisation; Analytics; Community Management; Influencer Marketing. 12) Train the digital marketing team on the destination and usage of digital marketing tools. 13) Deploy the tools.
	d) Improve data collection, sourcing, market intelligence and analysis.	14) Generation of timely and quality reports. 15) Automate data collection & mining process.

Strategic Focus Areas (SFAs)	Strategy Objective	Initiatives
SFA 2: POWERFUL DESTINATION MAGICAL KENYA BRAND	e) Increase the level of association of Magical Kenya Brand	16) Refresh and relaunch the brand across all stakeholders (External & Internal) at both National and International levels.
	f) Improve competitive positioning of Magical Kenya Brand	17) Develop and implement Brand Communication campaigns 18) Build awareness and adoption by stakeholders of new Magical Kenya Brand 19) Drive an effective CRM program to build loyalty.
	g) Clearly position and communicate the diversity of the Kenyan destination experience.	20) Develop and implement joint campaigns with trade
	h) Refresh the Magical Kenya Brand Identity	21) Commission the design of a new visual and verbal brand identity
	i) Build strong media partnerships through constant engagement	22) Develop programs to deliver a holistic media engagement. These includes frequent media roundtables, media workshops and themed media Fam trips
	j) Build Magical Kenya Brand affinity with prospective visitors.	23) Develop and implement effective joint digital and co-marketing (offline and offline) campaigns
SFA 4: EFFECTIVE PARTNERING WITH PRIVATE SECTOR	k) Grow market share with Tour Operators and Online Travel Agencies/ Travel Agencies.	24) Develop and implement a Kenya specialist certification and e-learning platform 25) Implement capacity building programs (trade)
	l) Improve competitive positioning of Magical Kenya Brand	17) Develop and implement Brand Communication campaigns 18) Build awareness and adoption by stakeholders of new Magical Kenya Brand 19) Drive an effective CRM program to build loyalty
	m) Improve participation, ownership and marketing performance of the Kenyan tourism industry and non-tourism stakeholders.	26) Develop platforms for engagement with the trade (industry microsite, briefing, e-newsletter, webinars on specific topics, educational and training efforts) 27) Engage non-tourism stakeholders in Strategic

SFA 5: ORGANISATIONAL CHANGE & PERFORMANCE	n) Develop succession plans that are cognisant of the emerging workforce	28) Identify skills and competency gaps. 29) Hold staff training and development to bridge skills gaps. 30) Mentoring and Coaching. 31) Implement career progression framework for core roles. 32) Implement the new organization structure. 33) Enhance knowledge acquisition and transfer 34) Attract and retain Generations Y and Z.
	o) Improve team cohesion across the organisation	35) Hold frequent town hall meetings. 36) Carry out a Cultural Value Assessment exercise 37) Enhance a culture of inclusivity and involvement. 38) Hold team bonding sessions at departmental, interdepartmental and corporate level. 27) Engage non-tourism stakeholders in our Strategic Plan.
SFA 6: SUSTAINABLE TOURISM	p) Increase KTB's marketing funds and sources	39) Grow the total KTB budget. 40) Establish a sustainable revenue stream. 41) Increase appropriation in aid. 42) Establish alternative sources of funding. 43) Reduce operational overheads. 44) Stakeholder engagement to realise sustainable tourism.

MONITORING & EVALUATION

OVERVIEW

For successful implementation of this strategic plan, we have put in place a monitoring and evaluation plan (the Implementation Framework) as well as overall ownership of the strategy to the senior management, and to all KTB staff.

The following has been put in place:

- KTB Board and ExCo's approval of the strategic plan
- Cascading the plan to the entire staff of KTB
- Implementation matrix will be cascaded to every department with deliverables for both the departments and individual staff members performance management objectives
- Progress monitoring will be institutionalized in tactical weekly departmental meetings, monthly management meetings and quarterly strategic reviews

Monitoring and Evaluation (M&E) is an important tracking tool to assist in implementation of strategy, projects and programs. An M&E framework (Implementation Framework) with clear objectives, targets and initiatives for the 5-year duration of Strategic Plan is imperative in implementation. KTB will be tied to these annual targets in its performance contracts.

MONITORING

KTB will cascade monitoring and evaluation into the activities of all departments. Heads of departments will be responsible to monitor activities falling under their responsibilities, with a clear focus on the Strategic Objectives.

EVALUATION

There are key activities that will be undertaken during the implementation of the Strategic Plan.

ANNUAL REVIEW

KTB will prepare an annual progress report on the status of the implementation of the Strategic Plan. This will be shared with the Board and relevant stakeholders.

MID-TERM REVIEW

KTB will conduct a mid-term review of the Strategic Plan at all functional levels. The report generated will be used to review the programs to ensure set goals are achieved or to revise targets due to factors external to it.

END-TERM REVIEW

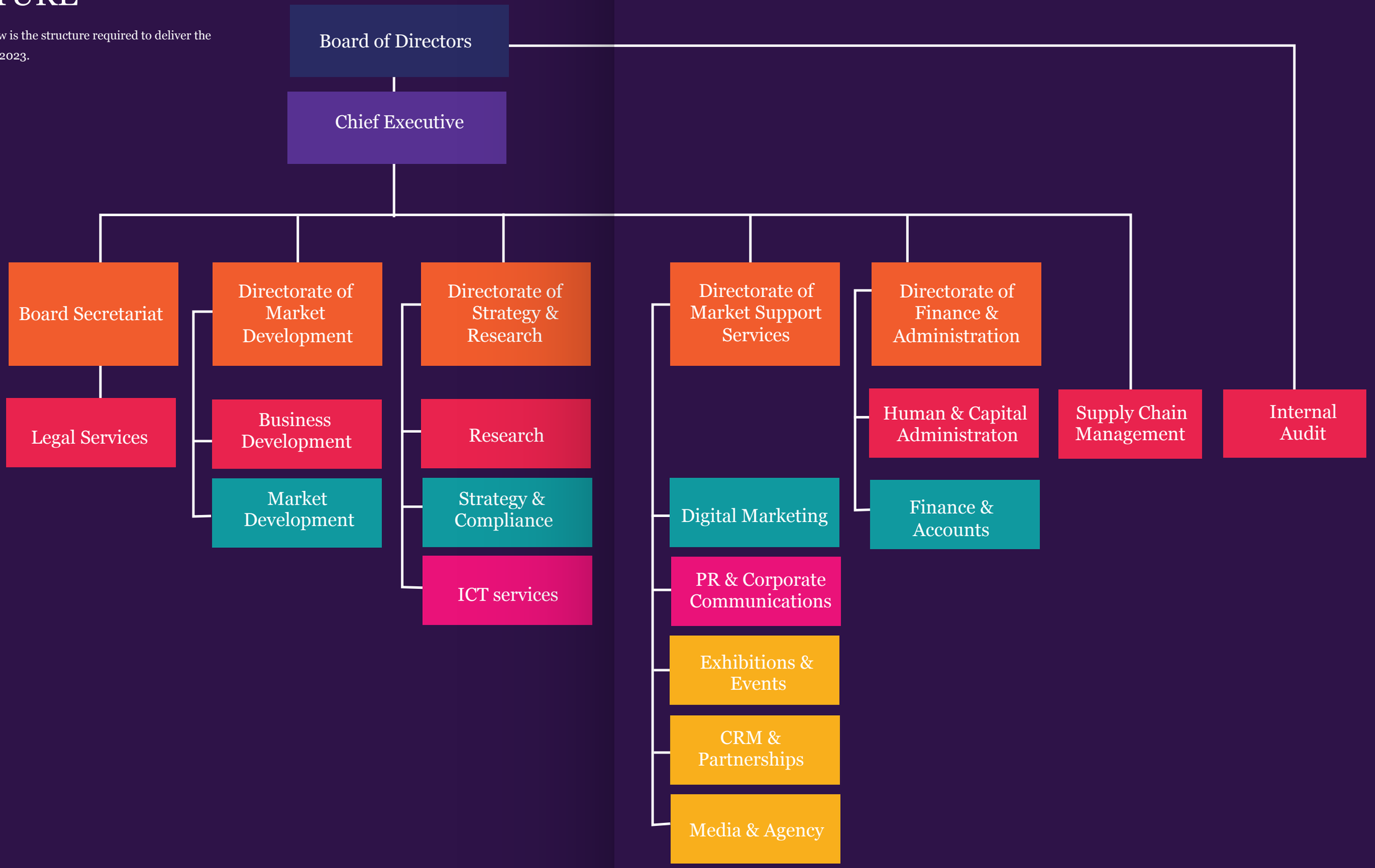
At the end of the 5-year Strategic Plan period, a terminal evaluation will be conducted to ascertain the level of achievement of goals, which will inform the next Strategic Plan.

THE FOLLOWING ARE SELECTED KEY PERFORMANCE TARGETS TO BE MONITORED DURING THE STRATEGIC PLAN'S IMPLEMENTATION:

KPI*	2016/17	2017/18	2018/19	2019/20	2020/21	2021/2022	2022/23
Number of Tourist arrivals. (numbers)	2.02m	2.2m	2.02m	2.2m	2.91m	3.5m	3.97m
Earnings from Tourism (Kes)	157.38b	174.14 b	157.38b	174.14 b	226.63b	271.96b	310.63b
Number of Bed-nights by domestic tourists. (numbers)	3.97m	5.5 m	3.97m	5.5 m	5.72m	6.86m	8.75m
Kenya tourism's brand awareness index (%)	65%	66%	65%	66%	67%	68%	69%

KTB ORGANISATIONAL STRUCTURE

The organogram below is the structure required to deliver the strategic plan 2018 – 2023.



KENYA
Tourism Board

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