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SCHOOL OF BUSINESS AND ECONOMICS  
DEPARTMENT OF TOURISM AND HOSPITALITY MANAGEMENT  
BTM 3413 DESTINATION MANAGEMENT  
EXAMINATION FOR FIRST SEMESTER 2018/2019 ACADEMIC YEAR

**INTRUCTIONS TO CANDIDATES**

ANSWER QUESTION ONE AND ANY OTHER TWO QUESTIONS  
QUESTIO ONE CARRIES 30 MARKS AND REST ARE 20 MARKS EACH

**QUESTION ONE**

STUDY THE CASE BELOW AND ANSWER QUESTIONS THAT FOLLOW

**FROM HEAVEN TO HELL: ALANYA, TURKEY**

It is customary at Tourism Conferences for local officials to welcome delegates to their destination and to extol the local tourism strengths. Therefore it was a surprise at an opening session of International Tourism Conference held in Alanya, Turkey during November 2006 to hear the rector of the host University share his views on the local tourism industry's problems. Clearly passionate about Alanya, he nevertheless lamented that his destination had gone 'from Heaven to Hell'

Alanya is a tourist resort situated in the Antalya region on the Mediterranean coast of Turkey. The Destination is nestled between coastline and mountains, and enjoys an almost sub-tropical climate suited to an all-year destination.

Following the rector's speech I became more observant of the local tourism scene, which was all but closed for winter...hotels were shut, the streets, tourist bazaar and sea promenade appeared almost deserted for most of the day. This was a destination with a lot to offer offseason visitors, but was clearly at the mercy of travel intermediaries selling all inclusive summer sun and sand packages:

In terms of economy, productivity is decreasing not increasing. The competition of the foreign tour monopolists is kept on by decreasing the price and marketing all inclusive packets, which causes the best hotels to be marketed at very low prices. Only about 25% of this income stays in Alanya and 75% of it goes out of the city.

The social and economic impacts were everywhere...the often desperate pleas of shopkeepers in the bazaars for cash flow, the many people out of work, lines of empty taxis and the ubiquitous colored wrist bands that identified the all-inclusive tourists. As I waited with the German tourist for one more paying passenger to join one hour boat tour, the captain confided to the two of us 'Alanya is now shit tourism'. He despised the lower class visitor that was now attracted to the all-inclusive packages at that time of the year. A similar unsolicited comment from a café owner in the later day left me wondering for how long the naturally friendly and hospitable nature of these warm hosts would last

Alanya is a naturally beautiful destination, with much to offer visitors from around the world. However, a number of important strategic decisions need to be made, including how to reposition away from an all-inclusive summer sun and sea commodity resort at the mercy of overseas intermediaries.

***From Steven Pike (2008:11) Destination Marketing. An Integrated Marketing Communication Approach. Butterworth- Heinemann***

- (a) Precisely explain market positioning process (8 marks)
- (b) Compare Destination Kenya to Alaya (10 marks)
- (c) Your Firm has been consulted to reposition Alaya and you are in charge of this task. Produce a reposition report for Alaya. (12 marks)

## **QUESTION TWO**

Identify and critically evaluate the role of one Destination Marketing Organization (DMO) in Kenya (20 marks)

## **QUESTION THREE**

Discuss tourism development in Kenya using Tourist Area Life Cycle (TALC) concept (20 marks)

## **QUESTION FOUR**

The carrying capacity of any given destination is influenced more by the speed of tourism development and relative differences between tourists and hosts than it is by their absolute characteristics. DISCUSS (20 marks)

## **QUESTION FIVE**

Using SWOT analysis, evaluate destination Kenya in relation to its major competitors like Tanzania. (20 marks)