

THE OPEN UNIVERSITY OF TANZANIA



International Conference on the Future of Tourism (ICFT)

16th -17th April 2019

**Organized by: The Open University of Tanzania
Venue: Njiro VETA Hotel, Arusha-Tanzania**

**Proceedings Editors Prof. Jan-Erik
Jaensson Dr. France Shayo**

The Open University of Tanzania
Kawawa Road,
P. O. Box 23409
Dar es Salaam,
TANZANIA

©The Open University of Tanzania, 2019

ISSN - 2507-7821

ISSN - 2507-7872 [Online Publication]

All rights reserved. No part of this publication may be reproduced, stored, in a retrieval system or transmitted in any form or by any means; electronic, mechanical, photocopying, recording, or otherwise, without the prior written permission of The Open University of Tanzania.

FOREWORD

Dear Authors and Esteemed Readers

It is with deep satisfaction that I write this Foreword to the Proceedings of the 2nd International Conference on the Future of Tourism (ICFT) held in Arusha, Tanzania, April 16 - 17, 2019.

ICFT continues a tradition of bringing together researchers, academics and professionals from all over the world, experts in tourism and hospitality. The conference particularly encouraged the interaction of research students and developing academics with the more established academic community in an informal setting to present and to discuss new and current work. Their contributions helped to make the Conference as outstanding as it has been. The papers contributed the most recent scientific knowledge known in the field of Sustainability of Tourism; Domestic Tourism and SMEs Development; Tourism and Economic Development; Culture and Tourism; Innovation in Tourism; Customer Care in Tourism; Methods of Measuring Tourism; and National Tourism Policy.

In addition to the contributed papers, two invited keynote presentations were given: by Mr. Richald Rugimbana, the Executive Secretary of Tourism Confederation of Tanzania who spoke about the Issues for future tourism development with special focus of Tanzania; and Prof. Zororo Muranda, Pro-Vice Chancellor, Chinhoyi University of Technology in Zimbabwe who gave presentation on the Future of tourism: Tourism of the future.

The Conference was preceded by a tailor made training in *e-Tourism and Management of World Heritage sites*. The facilitators of training were: Prof. George Oreku, a professor of ICT from the Open University of Tanzania and Mr. Erick Kajiru, an expert of Management of UNESCO World Sites from the UNESCO Commission in Tanzania.

These Proceedings will furnish the scientists of the world with an excellent reference book. I trust also that this will be an impetus to stimulate further study and research in all these areas.

We thank all authors and participants for their contributions.

Ladislaus F. Batinoluho, PhD

Conference Coordinator

Department of Tourism and Hospitality Management

P. O. Box 23049, Dar es Salaam, Tanzania

Tel: +255 767 636606

Email: tourism@out.ac.tz

Website: <https://icft.out.ac.tz/>

CHALLENGES FACED TOUR OPERATORS IN PROMOTIONS OF THEIR PRODUCTS AND SERVICES IN TANZANIA: A CASE STUDY OF TOUR OPERATORS IN ARUSHA CITY

Samwel Savunyu Ngungat
The Open University of Tanzania
samwel.savunyu@out.ac.tz

Abstract

This study examined challenges faced by tour operators in promoting their products and services in Arusha Tanzania. The study used exploratory research and case study design of 76 respondents' tour operators and marketing managers. Documentary review, interviews and questionnaire were used for data collection. The data collected were analysed using SPSS for questionnaires and the data from interviews were analysed through content analysis. The findings show that the challenges that faced by tour operators in promoting their products and services includes lack of competent tourism marketing professionals; linguistic and communication barrier of employees; high services charges and fees in destinations; little usage of information technologies; changing of customer preference and buying behaviors from tourism generating markets; poor market segmentation and targeting to among of many operators; poor product branding; poor quality service of tour guide; lack of reliable tourism information; poor tourism infrastructure in the destination; poor customer service; 18% of VAT imposed by the government in tourism products reduces the number of visitors; cost of doing marketing research, advertising, printing and distribution of promotional materials; and bureaucracy in tourism destination. The study found the challenges noted affects tour operates and therefore measures that can be used by tour operators to succeed in promotional efforts include: - marketing research; recruit skilled and qualified personnel; improving services provision. In the light of the findings, further research on similar topic is suggested in other destinations of the world for comparison purposes.

Keywords: Tourism marketing, promotion, tour operators, and tourism products

Introduction

The growth and development of tourism in different destinations globally is linked to promotion efforts done by respective destination agencies, in collaboration with tourism business operators including hotels, tour operators and travel agencies. Various studies have been done on issues related to tour operators promoting their products and services. Stanić N, (2016) did a study on market trends on tour operators and travel agencies booking channels and results indicated that traditional distribution systems still dominate in most of the activities of the young population and especially for booking tourism and

travel services. Van Der Merwe (2003) researched on marketing communication methods used by tour operators and noted that registered tour operators frequently use interactive media, direct marketing and advertising in promoting their packages. Seleshi (2011) conducted a study on the role of tour operators in tourism development and indicated that tour operating firms are highly vertically integrated and they employ a few promotional media, and involve local communities in some forms of tourism activities at tourist destination sites.

Twining-Ward L, (2010) in his study noted that the factors constraining tour operator business development in Sub Saharan Africa includes poor quality service, poor airline connections, insecurity and political unrest, high cost of doing business, low product diversity, corruption, red tape, and visa, poor roads and infrastructure, capacity of accommodation, poor national marketing, health and safety issues, problems with the charter tourism, seasonality service standards, and market awareness.

Rheal L, (2016) in his study on the perceived challenges of incoming tour operators with the post political crises effects found that the perceived challenges to incoming tour operators stemmed from the uncertainty of the environment in which incoming tour operators operates, decline of demand, internal changes followed by a period of inactivity, damaged destination image, late recovery for tourism industry and economic downturn were the main consequences facing tour operation business. Otieno, O (2014) looked at face book usage for the purposes of marketing products and services offered by tour operators, results showed that only 35% Kenyan tour operators are present on Face book and that less than 10% are consistently active. The study indicated also that that the major challenges faced in using Face book among the tour operators as a marketing tool were little understanding of social networking usage, a lack of budget allocation, a need for more human resources and a severe lack of visitor interaction and feedback.

Nkonoki S, (2012) identified that most of the challenges facing tour operators in Tanzania are originating from the external facilitators of the tourism but they have negative impacts in the internal business operations of tour operators. The author contended that some obstacles towards the delivering of the services by the tour operators to the customers resulted from improper functioning of other supporting factors such as poor infrastructure and safety. The competition between the tour operating companies is high, lack of competitive and skilled labour as well as little assistance from the government to the tour operating companies are among the key challenges facing tour operation business in the country. Moreover, Kaaya E, (2014) on the assessment of marketing strategies tour operators use for marketing and promotion of Tanzania tourism products find that tour operators use various marketing strategies to market and promote

Tanzania tourism products. Nevertheless, the above studies have focused on general challenges facing tour operators. This study therefore intended to identify products and services provided by tour operators; to check on promotional instruments used by tour operator; to examine challenges facing promotions of tour operator's products and services and to provide strategies on how to overcome them.

Review of Related Literature

Theory/Concept of Integrated Marketing Communications

The advocates of the IMC concept, Schultz and others note that the process of integrated marketing communications calls for a "big-picture" approach to planning marketing and promotion programs and coordinating the various communication functions. It requires that firms develop a total marketing communications strategy that recognizes how all of a firm's marketing activities, not just promotion, communicate with its customers (Belch GE and Belch MA, 2001). The IMC approach is proving to be a permanent change that offers significant value to marketers in the rapidly changing communications environment they are facing in the new millennium. The basic tools used to accomplish an organization's communication objectives are often referred to as the promotional mix which includes advertising, direct marketing, interactive/ internet marketing, sales promotion, publicity/ public relations and personal selling. However, the theory of integrated marketing communications (IMC) seems to be very useful theory in this study. To enable an effective promotion of tourism products, tourism businesses operators including tour operators need to adopted and use an integrated marketing communications. Thus, since among of the aim of this study is to identify marketing instruments used by tour operators in their efforts to market their tour packages and companies therefore this theory is significant.

Role of Tour Operators in Tourism Industry

It is undeniable fact that tour operators play a crucial role in the tourism industry. They act as intermediaries who can influence the supply chain as suppliers often have no alternative marketing and distribution channels (Zhang, Song & Huang, 2009; Budeanu, 2009) and tour operators are able to affect the consumer's choice. Cooper (2012) also showed that the important function of a tour operating company is to bridge the elements of the services offered from the supply side of the business with the consumption side of the business. Tour operators purchase the tourism elements such as airline tickets and hotel rooms in a large scale and combine them together, market them as a single product through brochures and other. Laws (1996) identified that tour operator contributes to tourism value chain including, selecting and packaging holiday element, promoting and distributing them; providing information about destinations; ensuring affordable access to them; setting and monitoring quality

standards in resorts; organising excursions and entertainments; managing relations with supplier and distributors.

Tour Operators and Marketing

Tour operator is an intermediary between hotels, transport companies, activity centres and the customer. Over the years the tour operations industry has evolved and with it the tools that are used in sales and marketing. Like all businesses it is important that tour operators market their products and services effectively using various avenues such as; word of mouth, direct marketing, personal selling, public relations, sales promotions, advertising and Internet marketing (Hudson, 2008). Tour operators are the main organizers and providers of a package holiday, through finding and searching clients either online via internet or to the events such as Tourism Trade Fairs, large group meetings such as conferences or seminars. They sometimes contract with accommodation sectors for overnight stay and meals, local and international airlines, ground transport companies for transfers and game drives, restaurants and to the other stakeholders servicing the industry such as supermarkets, curio shops and gemstone shops made by them (Saffery et al, 2007).

Challenges facing Tour operators

Raluca D, (2013) in his study noted that the challenges facing tour operators in the promotion of destinations are, essentially concentrated on the tourism practices and the transition towards the new modern tourism, also on financial possibilities to invest in the ecological technology; the discrepancies between the major tourism components, lack of leisure infrastructure; the high level of prices of services is a big impediment in the increasing popularity among tourists, and especially foreigners, strong competition of countries with similar potential; and the new technologies are influencing the way consumers are prospecting the market and purchasing the best services. Tay K.X. & Chan, J.K.L. (2013) in their study conducted found that the obstacles faced by tour operators in practicing responsible destination development are lack of demand for responsible tourism packages, high cost of staff development, complexity due to involvement of various parties and partners such as hotels, transportation, and others and non-standardised strategies due to different regulatory systems in destination countries.

Furthermore, a report prepared by Twining-War L (2010) for World Bank, documented that the cost of doing the business, security, access, business environment, service standards, and market image are the key challenges facing the tour operations sector in Sub-Sahara Africa. The report mentioned that the limited frequency and the high cost of flights reduce the ability of ground operators to access; poor roads constrain the development of new destinations and cause considerable wear and tear to vehicles; the high cost of vehicles and vehicle parts and the lack of maintenance skills make it expensive to operate

ground transfers; high interest rates make it hard for operators to borrow money to grow their business. Moreover, a continual increase in park fees and the high cost of utilities put a strain on business operations.

Mwita M, (2014) in his study, found that the most prominent challenges facing tour operators were budget limitation followed by rapidly changing technology. Lack of appropriate skills and other logistics problems, cost of developing and maintaining an e-commerce systems, customer not ready tour e-commerce and security systems concerning payments as among of the challenges that tour operators face was also pointed as challenges in the study. Nkonoki S, (2012) found that among of most challenges facing tour operators in Tanzania originate from the external facilitators of the tourism, moreover, the improper functioning of other supporting factors such as poor infrastructure, safety; competition between the tour operating companies, lack of competitive and skilled labour in tour companies as well as little assistance of the government to the tour operating companies. High competition among tour operators threatening raised operational costs- Competitors with higher capital base may decide to penetrate local market by lowering their prices to levels that are unaffordable to the company. Among other problem facing tour operators includes, difficult to raise capital, availability of high tax, high competition in business, bureaucracy, poor infrastructure, poor technology and unstable economic condition. Moreover, Anderson W & Juma S (2011) contented that among the constraints faced by operators; include poor quality of the locally supplied products, business informalities, high transaction costs and violation of agreements by local suppliers. They highlighted also that there are challenges which are demand-related challenges, supply-related challenges, and institutional & legal-related challenges.

Methods

Research Design

This study employed exploratory and a case study design of tour operators who are arranging safari for visitors in different tourist destinations. The sample size of the study was 76 registered tour operators doing tour operation business and they were selected randomly and purposively to represent the study from 325 registered tour operators residing and engaging in tourism business in Arusha.

Data Collection Methods and Instruments

Data were collected from the sample population through interviews to key informants and questionnaires. The researcher gathered secondary data through published documents from articles, conference proceedings, and other electronic sources cover the study objectives. This study used questionnaire of closed and open ended questions and interviews to key informants of marketing and sales officer and tour operators were used to gather information on the study objectives

Data analysis

Quantitative data were analyzed using the SPSS and Microsoft Office Excel 20. Data collected by questionnaires on promotional instruments, and challenges faced by tour operators in promotions of tour products were coded and analysed accordingly. The analysis revealed descriptive statistics including frequencies and percentages which appeared in form of tables, and figures. However, thematic based analysis was used to analyze qualitative data from interview and open-ended questions related to research objectives.

Results and Discussion

Products and Services offered by Tour operators

The study was to identify products and services provided by tour operators. Tour products and services are singled out in packages and then sold to the clients. Results of services offered is presented in term of percentage as follows: - photographic safaris 36%, balloon safaris 15.8%, hunting 9.2% camping 14.5% mountain climbing 18.5% cultural tourism 6.9% and other accounted to 3.9%. The results imply that tour operators sale mostly wildlife photographic safaris, mountain climbing, cultural and beach holiday in Zanzibar

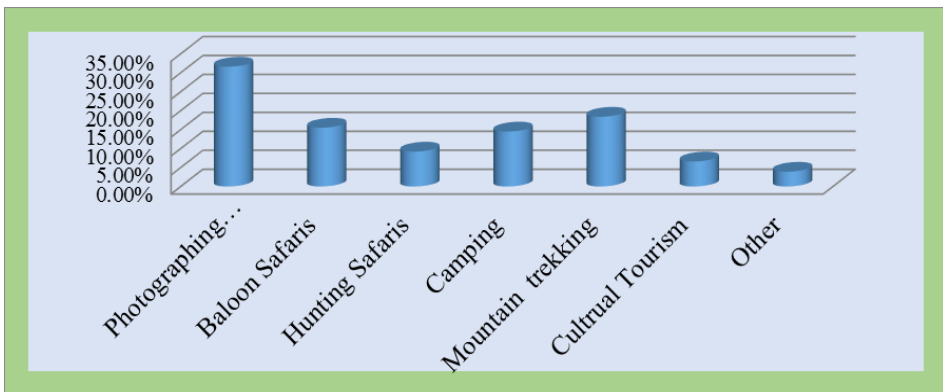


Figure 1: Products and Services offered by Tour operators.

Source: Research Data (2019)

Promotional Instruments used by Tour Operators

Results indicate that tour operators are using different promotional instruments simultaneously to reach the target market and sale tours packages to their potential clients. Findings through open ended question shows that tour operators in the study area uses instruments such as attending travel trade fairs at both local and international level like Karibu Travel Fair, Kili fair, Kili marathon and international tourism fairs such as INDABA Tourism Fair held in Durban South Africa. Many tour operators are doing online marketing via website and social media such as Google, trip advisor, face books, twitter, you tube, e-mails and blogs. Tour operators are also using print media e.g. magazines and newspapers, travel trade manual, maps, promotional brochures.

Such results' are in line with findings by Kaaya E, (2014) who identified different marketing strategies that tour operators use for marketing and promoting Tanzania tourism products. Moreover, Van Der Merwe (2003) researched on marketing communication methods used by tour operators and found that registered tour operators frequently use interactive media, direct marketing and advertising.

Challenges Faced by Tour operators in Promotions of their products

The study was to examine challenges faced by tour operators in promotions their products and services in Arusha City. The challenges that were found in the course of doing this study includes lack of tourism marketing professionals, the success of marketing requires determined, well trained and experts who are specialized in marketing discipline. Research findings show that (43) 56.6% of respondents agree that lack of marketing tourism professionals who specialized in marketing of tourism oriented products is a challenge in their companies where as (24) 31.4% disagreed with the statement and only (9) 18.8% remained neutral to the statement. The findings concur with results of Nkonoki S, (2012) who noted that lack of competitive and skilled labour in tour companies is a challenge facing tour operators in marketing and performing other operations.

Language barrier of employees was mentioned also as a challenge where by most of marketing managers, driver guides, travel consultant and other company's officials lack a good command of communication skills and multilingual to offers service. Results in Table 1.0 show that (46) 60.5% agreed to the factor that language barrier of employees is among of a challenge towards promotion efforts done by tour operators while only (30) 39.5% remained neutral to the statement.

Know how on marketing skills and techniques on how to carry out marketing activities is among of the important factor for marketing success of any company. Lack of marketing skills and techniques is among of a challenge that faces tour operators in the study area. Finding indicates that (40) 52.6% of respondents agreed that lack of the knowhow on marketing skills and techniques is a challenge that face tour operators while (36) 47.4% disagreed with the statement. The study findings imply that many tour operators in the study area are not aware on effective and reliable marketing skill and techniques that will enable them to penetrate in the market and being able to receive a significant number of clients.

Further, high charges and fees in tourism destinations have been noted as a challenges facing marketing effort among tour operators. A number of charges and fees, taxes and levies have been established by the government over time in the tourism industry. Charges and fees vary from one tourist's destination to another. Charges and fees ranges from destination entre fee; conservation fee;

vehicles fees; camping fees; guide/ranger service fees walking safaris fee; huts and hostel fees; rest houses and banda fees; rescue fee for Mts Kilimanjaro and Mount Meru; landing fees and many other. Results in Table show that (54) 71.1% agreed that high charges and fees in tourism destinations is a big problem in their operation and getting customers whereas (15) 19.7% remained neutral to the statement while (7) 9.2% disagreed with the statement. The results imply that the multiple fees and charges for tourism activity discourage tour operators business.

With regards to the problem of Information Technology (ICT), the study indicates that effective and efficient application of ICT for tourism marketing and other tour operation is among of the challenges that many tour operator face in the study area. Table shows that (59) 77.6% of respondents agreed that problems related on application of ICT and weak internet is among of the serious challenges that is hindering their marketing efforts as well as even other tour operation activities while only (17) 22.4% remained neutral to the statement. The result imply that weak internet and low application of ICT has led the companies to fail to distribute information more quickly, as well as to build closer relationships with customers and suppliers, and to sell their products more efficiently and effectively. Weak ICT penetration and application in the region has resulted inefficient of operational activities of tour operators in the region. The researcher findings concur with previous finding by Mwitia M, (2014) who in his study concluded that rapidly changing technology has drastically affected travel and tour operators. The author pointed also that the cost of developing and maintaining an e-commerce systems is among of the setback to tour operation business, some customer are not ready to do tour e-commerce and security systems concerning payments as among of the challenges that tour operators face.

Moreover, poor marketing segmentation and targeting has been noted as a weakness among many tour operators. The study shows that a larger proportion of respondents (39) 51.3% agree with the statement that poor market segmentation and targeting is among of the challenges hindering good performance of the tourism industry in the region including tour operators as well, however, (31) 40.8% disagree whereas (6) 7.9% remained neutral to the statement. The results imply that marketing segmentation and targeting is not done very well.

Poor product branding, findings as shown in table shows that many tour companies about (50) 65.5% agreed that poor branding of tourism destination and their respective companies has been a factor hindering marketing efforts whereas respondents who remained neutral accounted to (25) 32% while about (1) 1.3% disagreed with the statement . The results imply that many tour companies have failed to brand well they are products and services in orders to

attract the potential customers. Therefore since branding is the most powerful marketing weapon available to contemporary destination marketers and in highly competitive and dynamic global tourism environment, strong branding will help tour operators need to positions their products and services and companies in the mind of their customers.

The quality of safari guide and poor customer service, - tour guides are information provider, social facilitator, cultural host, motivator of conservation values, interpreter of the natural and cultural environment, and people mover. Tour guides ensure also safe and quality experience to tourists. However, the researcher in this study found that although tour guides in the region has been providing guiding services and other many important roles but the poor quality of safari tour guides has been among of the great challenge in marketing efforts that many tour operators observed in their business practices. Results in table show that of (48) 63.2% agreed that poor quality safaris guides are discouraging marketing efforts done by tour operates in marketing their packages. About (21) 27.5% remained neutral to the statement whereas (7) 9.2% disagreed with statement. A large proportion of the survey respondent's bolded that poor customer service is among services providers in travel and tour operation companies sector and is still a big challenge. Most staff working in tour companies lacks appropriate training, resulting in a less than professional approach/attitude.

Poor infrastructure in the destination, infrastructure is very important and is a major issue facing the tourism sector in many Africa countries (Alexander, 2011). Tourism infrastructure such as roads, tourism information centre, nature hiking routes, are important and necessary infrastructure for tourism development. The study found that (56)73.7% respondents agreed with the statement that infrastructure are not in a good condition making their clients to complain in most of the situations. During interviews majority of respondents mention that the condition of tourist infrastructure in destinations are in a bad condition which eventually affects their client's satisfaction. Most of such infrastructure such as roads is impassable during rainy season in most tourists' destination. Hence many complaints from tour guides and tourist have been raised over years which eventually limit tourist's flow in the region.

The challenge of Value Added Tax imposed on tourism services noted to affect promotions effort among tourism business operators. In order to broaden tax base, the Government decided to charge VAT on all tourism services with effect from 1st July, 2016. The study was interested to determine if VAT on tourism services is among of the challenges hindering promotion efforts of tour operators. Findings shows that a large proportion of tour operators (58) 76.3% agree that 18% of VAT imposed by the government is among of the biggest

challenge that is hindering their business operations while (15) 19.7% remained neutral to the statement.

Results through open ended questionnaire shows also that the other challenges facing tour operations in promotions of their products includes: - tough competition from tour operator; lack of marketing digital skills, lack of destination information, lack of collective or joint marketing among tour operators, inadequate of experts; booking cancellations when local or international crises occurs; e-payments by cards is a big problem when network is slow make customers complains in park gates; seasonality of tourism market, lack of trust and little government support.

Table 1. Challenges faced by tour operators in promoting their products and services

Views of respondents on Marketing Challenges	Extent of Agreement/Disagreement					
	Disagree		Neutral		Agree	
	F	%	F	%	F	%
Lack marketing professionals	24	31.6	9	11.8	43	56.6
Language barrier of Employees	-	-	30	39.5	46	60.5
Lack of marketing skills and techniques	-	-	36	47.4	40	52.6
High Charges and Fees in tourism Destinations	7	9.2		44.7	35	46.1
Problem of Information Technology (ICT)	-	-	17	22.4	59	77.6
Poor Market Segmentation and Targeting	6	2.9	31	40.8	39	51.3
Poor Product branding	1	1.3	36	47.4	39	51.3
Poor Quality of Safari Guide and Customer Service	2	9.2	21	27.6	48	63.2
Poor tourism Infrastructure in the destination	-	-	2	2.6	56	73.7
18% of VAT imposed by the government in tourism products	3	3.9	15	19.7	58	76.3

Source: Research Data (2018)

Measures to ensure the success of marketing efforts of tour companies

Findings through open ended questionnaires shows that among marketing strategies that can be used includes: - learning needs of international market; hire more skilled and qualified personnel; improving services; providing trainings to tour guides and other staff who interacts with clients; customer relationship management; improving high standards of products; pressing renovation of tourism infrastructure in tourists attractions; employing digital marketing; special offers to customers; improve quality of the products; enhancing customer relationship management; customer service; increase guest

loyalty; rebranding tour products; joining online booking sites such as booking.com, expedi.com, agoda.com that can help book direct online.

Conclusion and Recommendation

From the study findings, the study conclude that, tour operators are selling a number products and services using different instruments or techniques such as attending trade fairs; online advertising; print media; road shows; travel brochures and corporate responsibility programs to help the community. However, challenges faced by tour operators in promotions their products and services marketing their products and services includes lack of tourism marketing professionals; linguistic barrier of employees; high charges and fees in tourism destinations; weak information technology; poor product branding; poor quality service of guide; lack of reliable tourism of information; poor infrastructure in destination; poor customer service; 18% of VAT imposed by the government; cost of marketing research and advertising. The study found that strategies that can be used by tour operators to ensure the success of promotion includes: - marketing research; hire skilled and qualified personnel; trainings tour guides and other staff who interacts with clients; using more digital promotion and online booking; enhancing customer relationship management; rebranding products and joint marketing.

The study recommends to tour operators that they should review marketing strategies; diversify tourism product and improve service; use ICT to market product and recruit qualified experienced staff. This study recommends to the Government to review tourism taxes, fees charges and tariffs periodically by involving tour operators. They need also to reduce the 18% of VAT imposed to tourism services so as to positively affect promotions effort done by tourism business operators and to increase a number of travelers in the country.

References

- Anderson W, Juma S, (2011) Linkages at Tourism Destinations: Challenges in Zanzibar ISSN 1997-2520 eISSN 2014-4458
- Alan Saffery (2007). The business of inbound Tour operation; Tour operation manual, Pp 1.
- Belch GE and Belch MA (2001). Advertising and Promotion. An Integrated Marketing and Communications Perspective. 5th Edition. Boston: McGraw- Hill
- Rabotić, (2010). Tourist guides in contemporary tourism. (International conference on tourism and environment Sarajevo,
- Cooper, C. Fletcher, J. Gilbert, D. Shepherd, R. and Wan will, S (1998) Tourism Principles and Practice. New York: Longman
- Krippendorf, J. (1971). Marketing in Fremdenverkehr. Bern & Frankfurt
- Kothari C.R (2004). Research methodology, methods and techniques; Second revised edition, new age international publishers, New Delhi-110002.

- Ragui, R (2013) Challenges Hindering Success of Tour Businesses Owned by Indigenous Entrepreneurs in the Tourism Industry in Kenya Thesis Submitted in Partial Fulfilment for the Award of the Degree of Doctor of Philosophy in Business Administration in the Jomo Kenyatta University of Agriculture and Technology
- Raluca D. (2013) The Challenges of tour operators facing the promotion of Romanian destinations. Romanian American University
- Maxwell, J. (2004). Qualitative research design: An interactive approach (2nd Ed.). Thousand Oaks, CA: Sage
- Mwita M, (2014) Opportunities and Challenges in ICT Adoption in Tanzania's Tourism Industry using case study of tour operators. E-Review of Tourism Research (eRTR), Vol. 11, No. 1/2,
- Nkonoki S. (2012) Challenges of Tour Operators, Case: Dar-es-Salaam, Tanzania Thesis Degree Programme in Tourism
- Stanić N (2016) Market Trends For Tour Operators and Travel Agencies Booking Channels - Preferences of Young People in Serbia. Quality and Competitiveness in Tourism And Hospitality Industry
- Seleshi (2011) Role of tour operators in Ethiopian tourism development. A Thesis Submitted in Partial Fulfilment of the Requirements for the Degree of MA in Tourism and Development in the Institute of Development Studies.
- Tay K.X. & Chan, J.K.L. (2013). A study of tour operators' motivation and the views on responsible rural tourism development in Sabah, Malaysia. TEAM Journal of Hospitality and Tourism, 10(1), 17-31
- Twining-Ward L, (2010) Africa Region's Finance and Private Sector Development Department (AFTFP) Sub Saharan Africa Tourism Industry Research Phase II Tour Operators Sector
- United Republic of Tanzania (2005) Tanzania Tourism sector survey, The international Visitors Exist survey report; Pp 17
- United Republic of Tanzania (2002) Ministry of Natural Resources and Tourism, Tourism Master plan strategy & action, Final summary update; Pp 14
- United Republic of Tanzania (Sept. 1999) National Tourism Policy. Dar es Salaam: Government Printers. Pp 4
- Van Der Merwe, Michelle, Caroline (2003). Marketing communication methods used by tour operators in Guateng. Research Dissertation: University of South Africa, South Africa
- WTO (1999a), 'Tourism Highlights 1999', (May).

