**MEDIA MESSAGES AND STRATEGIES:
SELLING KENYA TO THE WORLD THROUGH
THE HOSPITALITY INDUSTRY**

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Abstract

Purpose: The purpose of this study is to explore the media messages and strategies that countries use to sell themselves to other countries.

Methodology: The paper isolated theories that may explain the need to use media strategies in selling a country. Furthermore, empirical studies that demonstrate what media strategies other countries use to sell themselves were also explored. Specifically, the paper identified documentary evidence in the form of already completed studies that focused on media strategies and messages that are used by countries to sell themselves.

Results: The paper indicates that the theories that support the use of media messages and strategies and are related to advertising and media include the "agenda setting theory", and "persuasion theory". Findings also indicate that countries in developed economies (USA for instance) use a lot of television, as well as digital, billboard and print advertisements along with a robust online presence and social media strategy to reach potential visitors. Facebook, Twitter and YouTube pages are used to showcase country specific promotions and engagements. In addition, the newly re-launched website DiscoverAmerica.com is a media strategy for selling America. In addition, Kenya uses various media messages and strategies selling itself to the world. Specifically, Kenya relies mostly on the hospitality industry to market itself.

Unique contribution to theory, practice and policy: The most common area in the hospitality industry that is being used to promote Kenya to the world include ecotourism, culture tourism, slum tourism, hotel and accommodation, business conferences and sports tourism. To show case the products that it has, Kenya uses television for Brand Kenya Initiative campaign, radio and social media. Specifically, twitter and face book pages have been developed for brand Kenya. Furthermore, websites for brand Kenya initiatives and for showcasing the various hospitality products have been established. Musicians such as Emily Kosgei and Eric Wainana are being engaged to promote the Kenyan brand through their music.

Keywords: *media messages and strategies, hospitality industry*

1.0 INTRODUCTION

1.1 Background of the Study

Advertising is a form of communication used to encourage or persuade an audience (viewers, readers or listeners; sometimes a specific group of people) to continue or take some new action. Most commonly, the desired result is to drive consumer behavior with respect to a commercial offering, although political and ideological advertising is also common. The purpose of advertising may also be to reassure employees or shareholders that a company is viable or successful. Advertising messages are usually paid for by sponsors and viewed via various traditional media; including mass media such as newspaper, magazines, television commercial, radio advertisement, outdoor advertising or direct mail; or new media such as blogs, websites or text messages.

A brand is a "name, term, sign, symbol or design, or a combination of them intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of other sellers. Therefore it makes sense to understand that branding is not about getting your target market to choose you over the competition, but it is about getting your prospects to see you as the only one that provides a solution to their problem.

The term "media" refers to all means of communication used to disseminate information by technical means to a large audience at once. The media encompasses the process of collecting and publicizing information through newspapers, radio, television or other means to the community by creating awareness and public knowledge on issues, problems, challenges and opportunities. There are two main types of media - Electronic such as Radio and Television and Print media such as newspapers and magazines. Whatever the audience size or purpose, media reaches and informs almost everyone. The ability to reach a large audience from different walks of life quickly has made the media a very powerful tool of communication.

The hospitality industry consists of land category of fields within the service industry that includes lodging, restaurants, event planning, theme parks, transportation, cruise line, and additional fields within the tourism industry. The hospitality industry is a several billion dollar industry that mostly depends on the availability of leisure time and disposable income. A hospitality unit such as a restaurant, hotel, or even an amusement park consists of multiple groups such as facility maintenance, direct operations (servers, housekeepers, porters, kitchen workers, bartenders, etc.), management, marketing, and human resources.

The hospitality industry covers a wide range of organizations offering food service and accommodation. The industry is divided into sectors according to the skill-sets required for the work involved. Sectors include accommodation, food and beverage, meeting and events, gaming, entertainment and recreation, tourism services, and visitor information.

The hospitality industry is one of the oldest businesses in history. People have always gone out to eat sometimes and traveled for work or leisure purposes. However, the face of the hospitality industry has changed drastically. Brenda Scott, president and CEO of the Mobile, Ala., Convention and Visitors Corporation, agrees and says; demographically the world is changing. By the year 2000, 45- 50 percent of the workforce and consumers will be non-white. Not only has the industry expanded to include areas such as tourism and meeting and convention planning, but also the face of the workforce in substantial positions has expanded to include all races and colors. The explosion of growth in the hospitality industry demands highly qualified people trained in hospitality management to fill rapidly opening positions.

Nation branding appears in the United States and United Kingdom (where it is officially referred to as Public Diplomacy,) South Africa, Canada, New Zealand, and most Western European countries. There is increasing curiosity in the conception from poorer states on the grounds that an enhanced image might fashion more favorable conditions for foreign direct investment, tourism, trade and even political relations with other states. Across the Indian Ocean is Singapore, a classic example. It has run successful six-year highlighting of its unique blend of the best from the modern world and rich cultures and how visitors could be enriched by experiencing the city's diverse offerings. Singapore has drawn reputation from its efficiency and quality. The process of developing the Singapore brand went deeper than building a surname around the tangible attributes of a destination. It also focused on service delivery as well as the perceptions of Singaporeans (Ndegwa, 2011).

 "For more than 200 years, people have been coming to America, but we have never officially invited the world to visit," said Bob Jeffrey, Chairman and CEO of The James Walter Thompson Company (JWT Worldwide). "To deliver America's first tourism campaign, we developed a powerful message that taps into people's emotions, reminding them what they love most about America – the diversity, pop culture, optimistic spirit and larger than life presence – and are inviting them to see it, hear it and feel it in a new way. We are excited to be part of this historic moment, as America competes for international travelers to drive tourism in the U.S., a mission we are extremely passionate about supporting." Thus the country saw the need to advertise the country through brand USA (JWT, 2012).

Before creating the campaign, JWT set out to understand the existing perceptions of the U.S. around the world. JWT discovered that people love: the freedom America makes them feel; think everything is larger than life in the U.S.; feel unity in the diversity; and see it is a land where anything is possible. These insights helped inform JWT's approach to bringing Brand USA to life through the lens of foreign visitors. "Our goal is nothing short of rekindling the world's love affair with the U.S. – the place, the spirit and the dream," said Brand USA CEO Jim Evans. "We want to spread America's message of welcome around the world and invite travelers to experience the limitless possibilities the United States has to offer. So we asked ourselves, 'how can we best speak to multiple countries, across countless languages and cultures?' We found the answer lies in the only truly universal language—music."

Grammy-award winning singer/songwriter Rosanne Cash, daughter of American music legend Johnny Cash, composed an original song, "Land of Dreams," to serve as the heart of the campaign. Initial advertisements feature Cash playing the song under New York's Brooklyn Bridge, accompanied by musicians from home and abroad united in their love for this country. (JWT,2012).

Brand USA employed a fully integrated marketing strategy designed by JWT, using a mix of :60, :20 and :15 second television spots, as well as digital, billboard and print advertisements along with a robust online presence and social media strategy to reach potential visitors. Facebook, Twitter and YouTube pages showcases country specific promotions and engagements and the newly re-launched website DiscoverAmerica.com will act as visitors' information portal for trip planning. Additionally, DiscoverAmerica.com features three brand ambassadors' journeys in the U.S. New ambassadors will continue to be added as the campaign rolls out in other markets. The first wave of advertising launches in-market on May 1st in the United Kingdom, Japan and Canada, with a media budget of $12.3 million for the

first three months. Subsequent campaign waves will include Brazil and South Korea, to be followed soon after by other markets under consideration, which include China, India, Germany, Mexico, India and Australia (JWT,2012)

Brand USA also launched a new consumer website, www.discoveramerica.com, which includes interactive features, and a wide selection of U.S. destinations to explore. The website aims to help potential visitors imagine their visit to the United States by showcasing 250 vibrant and distinct experiences that can only be found in the United States of America. The website features destinations both large and small, iconic and lesser-known, from all geographical regions. The site highlights not only the destinations, but more specifically, the experiences a traveler might have – for instance, Memphis barbecue, the scenic Hana Highway in Maui or baseball Spring Training in Florida. The 250 featured experiences and their descriptions were licensed from the best-selling book, 1,000 Places to See in the United States and Canada Before You Die by Patricia Schultz. On the home page, in addition to viewing the tiles, visitors can connect with Brand USA through Facebook and other social media channels, as well as search for destinations by city, state, region and category of experience. A free download of the "Land of Dreams" song featured in the campaign is available at www.discoveramerica.com

A long form version of the commercial (2:30) will be available for viewing on Discover America's You Tube channel. As part of its marketing efforts, Brand USA will extend invitations to musical artists from around the world to come perform their music in their favorite U.S. cities and towns, profiling their trips and favorite things about the U.S. online and through social media.

Brand USA was created as a result of the U.S. Travel Promotion Act, federal legislation passed in March 2010, which established a public-private partnership between the travel industry and the U.S. government dedicated to increasing international visitation to the U.S. through marketing and promotional efforts to drive job creation and spur economic growth. According to the U.S. Travel Association, the average overseas visitor to the United States spends $4,000 per trip, and 35 incremental overseas visitors' supports one new U.S. job

Countries such as China, India, Brazil, Mexico, Russia, South Korea, South Africa, Egypt, and several others, are currently experiencing a heightened consumerism owing to a boom in their economies. Some characteristics that are common to customers in both the developed and the developing economies are – an enormous appetite for devouring television entertainment while displaying a marked tendency to avoid commercials, the Net savvy consumer preferring to seek brand information through "word-of-mouse" sources rather than the conventional "word-of-mouth" ones, etc. Academic studies also point to a "cluttered" advertising environment in emerging markets such as India, a problem earlier associated only with the mature, developed economies.

What is singularly distinctive of emerging markets is a strong regional influence. The influence could be cultural, linguistic, socio-political, and even religious. Emerging markets are extremely price sensitive, as well as quality conscious. They can display a fierce loyalty to a local brand in a show of "patriotism," and also prefer a foreign brand in a show of "sophistication." These markets demand the right mix of "glocalisation," which is a complex tapestry of global and local attributes, and viable from one emerging market to another, and more perplexingly, from one region within an emerging market to another.

Nigeria's problems have been identified as bribery and corruption, unemployment, poor infrastructural development, over dependence in the oil sector for federal income and revenue, poor work ethics, increasing citizens dissatisfaction and disaffection with the government, political structures and politicians, corporate and large scale organizational irresponsibility, inadequate funding of the educational, health and other key sectors, neglect of the agricultural and other non-oil productive/manufacturing sectors, continued manufacture of poor quality, fake and substandard goods and services, over dependence on imported goods, poorly regulated capital and financial market, tribal, ethnic and religious squabbles, homelessness, poverty and hunger, poor maintenance culture, poor planning, lack of security and disregard for human life and property, armed and pen robbery, and others.

As a result of the realization of the negative effects of these issues on Nigeria as a potential investment country, the government of Nigeria launched the Nigeria Image Project in July 2004. The then Nigeria's Minister of Information, Chief Chukwuemeka Chikelu described the project as both informational and orientational in nature, involving both the media, advertising and public relations practitioners.

It should also be said that the task of rebranding a country in order to attract foreign investors is never left at the hands of branding and marketing professionals only. It is also important for the leaders in the country to embark on public and economic diplomacy. In this regard, Nigeria's President Olusegun Obasanjo appeared to be doing very well in his quest to attract foreign investors and also to re-integrate Nigeria into the global community. Although, after years in the cold as a pariah caused by the economic policies and the human rights violations of past military juntas, the results of the Obasanjo's global junketing have yet to materialize in Nigeria. (The president has been widely criticized for his penchant for traveling around the world, usually with a large retinue of aides at the expense of the tax payers.)

Brand South Africa was dragged down by a lot of negative attributes – crime, inefficiency and the African stereotype," says John Dixon, South Africa Group CEO of Draftfcb. "There was a time when the world's media was in love with us, when Mandela was our president and the rainbow nation was big. South Africa enjoyed positive press off the back of the South African miracle for three or four years. Over the last ten years the media has picked up on what they see as more stereotypical African behavior such as government corruption, Jacob Zuma's wives, Thabo Mbeki's stance on AIDS and Julius Malema. The media latch onto these African stereotypes and taint us with that same brush," says Dixon.

The biggest factor in changing brand perceptions is experience, and what the World Cup did was to enable millions if not billions of people to experience South Africa directly, through the media and through social networks during the World Cup when the globe's intense gaze was on the country. South Africa's hosting of the World cup event got the thumbs up from FIFA President SeppBlatter who said he'd support a bid to host the 2020 Olympics by Brand South Africa. Compliments went to the government for all the guarantees they gave and met.

Brand South Africa is also using the tourism growth strategy which started in 2001 and is a market-facing process that involves ongoing research and analysis to support critical choices around which markets and consumer segments to focus on, and specifically how to activate growth through marketing, brand positioning and channel fulfillment in the chosen focus areas while at the same time monitoring and evaluating our work.

1.2 Research Objectives

The purpose of this study is to explore the media messages and strategies that countries use to sell themselves to other countries. Specifically, the paper attempted to look how the hospitality industry has been used by Kenya to sell itself to the world.

2.0 LITERATURE REVIEW

2.1 Theoretical Literature Review

2.1.1 Persuasion Theories

Since the mid-1930s when Dale Carnegie first published his best-selling book *How to Win Friends and Influence People,* the notion of how to persuade others has been both a popular and profitable subject. Concurrently, with the rise of mass media and the pervasiveness of propaganda used in both World Wars, the study and understanding of mass-mediated persuasive messages became critical to understanding political and social change. Today, the importance of understanding the power of persuasive messages is greater than ever. According to Kilbourne (1999), "the average American is exposed to at least three thousand ads every day and will spend three years of his or her life watching television commercials" (p. 58). Clearly, we are inundated with messages of persuasion and influence in all aspects of our lives— relational, social, political, and economic. Accordingly, we believe that having an understanding of how persuasive messages work (or don't work!) is central for surviving in today's advertising and media-blitzed society.

Persuasion is typically defined as "human communication that is designed to influence others by modifying their beliefs, values, or attitudes" (Simons, 1976, p. 21). O'Keefe (1990) argued that there are requirements for the sender, the means, and the recipient to consider something persuasive. First, persuasion involves a goal and the intent to achieve that goal on the part of the message sender. Second, communication is the means to achieve that goal. Third, the message recipient must have free will (i.e., threatening physical harm if the recipient doesn't comply is usually considered force, not persuasion). Accordingly, persuasion is not accidental, nor is it coercive. It is inherently communicational. Many theories in this chapter are concerned with shifts in attitude, so it is important to make clear what we mean by that term. An attitude is a "relatively enduring predisposition to respond favorably or unfavorably" toward something (Simons, 1976, p. 80). We have attitudes toward people, places, events, products, policies, ideas, and so forth (O'Keefe, 1990). Because attitudes are enduring, they are neither fleeting nor based on whims. Yet at the same time, attitudes are *learned* evaluations; they are not something that people are born with. As such, attitudes are changeable. Finally, and perhaps most importantly, attitudes are presumed to influence behavior. To illustrate, your attitude toward a product will influence whether you buy the product.

There are at least four theories that explore aspects of persuasive communication. Although portrayed as theories of persuasion, each of these viewpoints can be applied to a wide variety of communication contexts. From well-crafted public relations campaigns designed to foster positive attitudes about a company to telling a story to convince a customer that a salesperson is honest, the theories presented highlight the varied ways to conceive persuasive messages. The four theories to be discussed include social judgment theory, the elaboration likelihood model (ELM), cognitive dissonance, and the narrative paradigm.

2.1.2 Social Judgment Theory

Consider your personal and professional network. It is likely easy for you to come up with at least one example of a person with whom you cannot talk about a particular topic. Perhaps your father is a die-hard democrat who will not listen to any conservative viewpoints. Or perhaps you know that your boss is incapable of having a discussion that involves spending any money. Social judgment theory suggests that knowing a person's attitudes on subjects can provide you with clues about how to approach a persuasive effort. Created by Sherif and associates, the theory focuses on peoples' assessment of persuasive messages (Sherif & Hovland, 1961; Sherif, Sherif, & Nebergall, 1965). Research using this theory has often focused on cognitive processes, but thereare numerous implications for communicators seeking to persuade others.

Social judgment theory proposes that people make evaluations (judgments) about the content of messages based on their **anchors,** or stance, on a particular topic messages (Sherif & Hovland, 1961; Sherif et al., 1965). In addition to an individual's anchor, each person's attitudes can be placed into three categories. First, there is the **latitude of acceptance,** which includes all those ideas that a person finds acceptable. Second, there is the **latitude of rejection,** which includes all those ideas that a person finds unacceptable. Finally, there is the **latitude of noncommitment,** which includes ideas for which you have no opinion—you neither accept nor reject these ideas.

A person's reaction to a persuasive message depends on his or her position on the topic (Sherif & Hovland, 1961). Accordingly, the first step in the social judgment process is to map receivers' attitudes toward a topic. This task can be accomplished through an *ordered alternatives questionnaire.* The questionnaire presents a set of statements representing different points of view on a single topic (O'Keefe, 1990). The statements are listed so that they create a continuum; the first statement reflects one extreme view of an issue, and the last statement reflects the opposite extreme view. Respondents are asked to mark the statement with which they most agree (i.e., the anchor). They are then asked to indicate statements with which they generally agree or disagree (representing the latitudes of agreement and disagreement). Statements that are neither acceptable nor unacceptable are left blank (representing the latitude of noncommitment).

To illustrate, consider attitudes about the gap between the employment of Caucasian Americans and people of color. Recent statistics indicate that the jobless rate for Blacks is twice as high as that for Whites (Hammonds, 2003). Furthermore, although 29.7% of the workforce is classified as minority, just 14.9% of officials and managers are minorities. In contrast, White men represent 37.6% of the workforce, but 56.9% of officials and managers are White men (U.S. Equal Employment Opportunity Commission, n.d.). Simply presenting these statistics is likely to have sparked a response in you. For some, these figures might spark feelings of indignation about social inequities. For others, the statistics might spark irritation because we are discussing race. The fact of the matter is, your response is a perfect illustration of social judgment theory.

Social judgment theory says that the map of an individual's attitudes about any given topic is a function of how ego involved that individual is about that topic. When an individual is highly ego involved with a topic, she or he believes that the issue is important, and the person typically holds an intense position (O'Keefe, 1990). Because the topic is one that has

personal significance to the individual, it is considered to be central to their sense of self—hence, she or he is *ego-involved.*

Knowing whether a person is ego-involved allows the persuader to make certain predictions about the recipient of a persuasive message. First, *the more ego-involved a person is, the larger the latitude of rejection that person will have.* This prediction is based on logic; if you feel strongly about something, you are likely to reject anything that doesn't match your precise point of view. If you don't care as much about the topic, you are likely to be open to alternative possibilities. The second prediction is that *the more ego-involved a person is, the smaller the latitude of noncommitment.* Again, this hypothesis makes sense. If you believe a topic is important, you are likely to have thought about it, leaving little room for having no opinion or no knowledge. If you don't view the topic as important, you probably haven't spent much time crafting an opinion about it.

Our introduction of social judgment theory stated that people make judgments about messages based on their preexisting attitudes. How does this translate to the real world? Imagine that you work in the human resources department of a major corporation, and you would like to persuade the management team to do something about the employment gap between Blacks and Whites in your company. The first thing you need to do is to determine the management teams' attitudes about the topic. Where along our ordered questionnaire do they fall as a group? How ego involved are they? Once we do this form of audience analysis, we can predict how they might respond to particular messages. Quite simply, the theory asserts that messages that fall within the audience's latitude of acceptance will be viewed positively, and messages that fall within the audience's latitude of rejection will be viewed negatively.

Social judgment explains these responses through two processes, the contrast effect and the assimilation effect (O'Keefe, 1990). The contrast effect occurs when a message is perceived as further away from that person's anchor than it really is—the receiver subconsciously exaggerates the difference between the message's position and his or her own position. This response happens when the message falls within an individual's latitude of rejection. The assimilation effect is just the opposite. When a message is received that falls within the individual's latitude of acceptance, the receiver subconsciously minimizes the difference between the message's position and his or her own position In sum, social judgment theory proposes that persuaders must carefully consider the pre-existing attitudes an audience might hold about a topic before crafting a message. If you send a message that falls in a receiver's latitude of rejection, you will not be successful in your persuasive effort. Moreover, if you send a message that is clearly in a person's latitude of acceptance, you are not persuading that receiver, you are only *reinforcing* what she or he already believes. True persuasion can only occur, according to this theory, if the message you send is in an individual's latitude of non-commitment or at the edges of his/her latitude of acceptance (Miller, 2002).

2.1.3 Elaboration Likelihood Model

Turning to our second theory of persuasion, the elaboration likelihood model (ELM) views persuasion primarily as a cognitive event, meaning that the targets of persuasive messages use mental processes of motivation and reasoning (or a lack thereof) to accept or reject persuasive messages. Developed by Petty and Cacioppo (1986), ELM posits two possible routes or methods of influence: centrally routed messages and peripherally routed messages. Each route targets a widely different audience. Accordingly, much like social judgment

theory, ELM emphasizes the importance of understanding audience members before creating a persuasive message.

Petty and Cacioppo's (1986) model depicts persuasion as a process in which the success of influence depends largely on the way the receivers make sense of the message. As mentioned earlier, ELM presents two divergent pathways that one can use when trying to influence others.

The more complex of the two paths is known as the central route, also referred to as an elaborated route. Centrally routed messages include a wealth of information, rational arguments, and evidence to support a particular conclusion. For example, during each election season, political hopefuls engage in speeches, debates, and roundtable discussions; each message is filled with elaborated and presumably rational information regarding the candidate's viewpoints, platform, and political history.

Centrally routed messages are much more likely to create longterm change for the recipient than are peripheral messages (discussed later); however, not all individuals are capable of receiving centrally routed messages. Importantly, ELM argues that centrally routed messages succeed in long-term change only when two factors are met: (a) the target must be highly motivated to process all of the information being given, and (b) the target must be able to process the message cognitively. For example, if you are not willing to sit through a 2-hour televised debate between presidential candidates, then ELM suggests that you do not have the motivation required to process an elaborated message in this instance. Alternatively, imagine that you are motivated to watch the candidates' debate, but the politicians' messages are so filled with jargon and complex issues of international policy that you do not understand them. In this case, ELM suggests that despite your motivation, the ability to understand the highly specific and intricate messages being offered is not present. The theory states that without *both* motivation and ability, an elaborated message is of little value.

2.1.4 Cognitive Dissonance Theory

It is often assumed that to persuade others to do something, an outside source simply has to provide enough ammunition to change another's attitudes or beliefs. For example, public health campaigns often presume that the best way to get a smoker to quit is to infuse the smoker with information about mortality rates, health problems, and the social stigma associated with smoking in order to change the person's attitude about cigarettes. If the smoker's attitude changes, surely he or she will stop smoking, right? After all, it doesn't make sense to engage in a habit that causes premature aging, various forms of cancer, and is banned in many public places.

According to cognitive dissonance theory, this line of thinking may seem logical but is potentially incorrect, possibly explaining why there are so many smokers who acknowledge the health and social risks yet continue to indulge in the behavior. Discussed in this section, cognitive dissonance theory (CDT) explains that persuasion is not simply the result of injecting new or refined beliefs into others. Instead, CDT predicts that influence is often an intrapersonal event, occurring when incongruence between our attitudes and behavior creates a tension that is resolved by altering either our beliefs or our behaviors, thereby effecting a change.

2.1.5 Narrative Paradigm

Whereas ELM emphasizes the importance of strong, logical arguments for persuading a motivated and able audience, the narrative paradigm stresses the effectiveness of influence through narration—that is, persuasion through storytelling (Fisher, 1984, 1987). Using a more subjective theoretical orientation, Fisher argues that human beings are fundamentally storytelling creatures; therefore, the most persuasive or influential message is not that of rational fact, but instead a narrative that convinces us of "good reasons" for engaging in a particular action or belief.

Consider television advertising. Are the most memorable ads those that inundate the audience with facts about the products, or are they those that craft a memorable story? Since 1988 Budweiser has used the "Bud Bowl" saga to sell its beer during the Super Bowl. For more than 8 years, viewers watched the soap-opera story of a British woman and her attractive neighbor sipping Taster's Choice coffee.

2.1.6 Agenda Setting Theory

The creation of what the public thinks is important

History and Orientation

Agenda setting describes a very powerful influence of the media – the ability to tell us what issues are important. As far back as 1922, the newspaper columnist Walter Lippman was concerned that the media had the power to present images to the public. McCombs and Shaw investigated presidential campaigns in 1968, 1972 and 1976. In the research done in 1968 they focused on two elements: awareness and information. Investigating the agenda-setting function of the mass media, they attempted to assess the relationship between what voters in one community said were important issues and the actual content of the media messages used during the campaign. McCombs and Shaw concluded that the mass media exerted a significant influence on what voters considered to be the major issues of the campaign.

Core Assumptions and Statements

Core: Agenda-setting is the creation of public awareness and concern of salient issues by the news media. Two basic assumptions underlie most research on agenda-setting: (1) the press and the media do not reflect reality; they filter and shape it; (2) media concentration on a few issues and subjects leads the public to perceive those issues as more important than other issues. One of the most critical aspects in the concept of an agenda-setting role of mass communication is the time frame for this phenomenon. In addition, different media have different agenda-setting potential. Agenda-setting theory seems quite appropriate to help us understand the pervasive role of the media (for example on political communication systems).

Statement: Bernard Cohen (1963) stated: "The press may not be successful much of the time in telling people what to think, but it is stunningly successful in telling its readers what to think about."

2.2 Empirical Review

2.2.1 Advertising Kenya through the hospitality industry

Attempts at selling Kenya to the outside word have been done in various sectors. The sector that has been used most frequently is the hospitality industry. The hospitality sector has many dimensions of engaging foreigners. Specifically, the hospitality sector has products

such as eco-tourism, cultural tourism, slum tourism, game tourism, travel and tours, hotel and accommodation, business conferences just to mention a few.

Eco Tourism

Advertising in the most visited Kenyan website travel really sells out the country. For a country of its size, Kenya sure packs a lot in: mountains and deserts, colorful tribal culture, beaches and coral reefs, and some of Africa's best wildlife attractions. In fact, to say Kenya is Africa in microcosm would not be stretching the point. There are a million different reasons to come here, and picking just one is nigh impossible. Stunning landscapes set the scene, from Kakamega's rainforests to Indian Ocean beaches by way of Mt Kenya National Park; the rolling grasslands of the Masai Mara to searing deserts on the shores of the Jade Sea; with TheRift Valley, home to Hell's Gate National Park, cleaving a massive gash through it all.

Wildlife safaris have been the mainstay of Kenya's tourism for decades, and several Kenyan parks, like Tsavo National Park, are among the best places in Africa to see lions, elephants, leopards and the famous wildebeest migration. Kenya rates as one of the top five bird-watching destinations in the world; other activities for outdoor enthusiasts include trekking the glacial ridges of Mt Kenya, ballooning over the Masai Mara, snorkelling at the Marine National Park in Malindi on the Indian Ocean coast, and much more besides. Kenya's biggest city, Nairobi, with the baddest of reputations, is sidestepped by many visitors, but, in fairness, has an interesting urban appeal with its cafes and nightlife. The people, too, represent a wide cross-section of everything that is contemporary Africa, and everyday life brings together traditional tribes and urban families; ancient customs and modern sensibilities. Swapping the latest political gossip with the switched-on locals is just one more small pleasure that comes with the culture.

In the Euro-American West, the continent of Africa has long been associated with iconic wild animals. China may have its pandas, India its tigers, the Amazon its jaguars and anacondas, North America its bison, wolves, and bears. But Africa has lions and leopards, gorillas and chimpanzees, elephants, rhinos, hippos, ostrich, zebra, giraffe, and more! Not only is the continent home to more large, charismatic species than other regions of the globe, but its animals are also highly familiar to Western people, who are exposed to them in the form of toys, visual media, and the display of live creatures in zoological parks, often from early childhood on. (Garland 2008: 58)

Garland (2008: 51) goes on to say that 'the ubiquity of African animals in Western daily life itself derives from the dialectical history of European exploration and colonization of the continent.' Aided by globalization and the rise of the culture industries, these African animals have become ubiquitous symbolic imagery around the world in films like "Out of Africa" or "The Lion King," in travel magazines, travel writing, travel guides and countless advertising, promotion and marketing media. Postcolonial theorists like Said (1978), Spurr (1993) and Pratt (1992) have been drawn upon to develop analytical frameworks to conduct discourse analysis of travel magazines and travel journalism (e.g., Dickinson, as well as postcolonial critiques of promotional and marketing materials. Prasad (1997) analyzed how tourism advertising can replicate colonial forms of discourse such as by portraying local people and places as passive recipients of the Western tourist gaze, and show binary oppositions like colonizer/colonized, First World/Third World, civilized/primitive, active/passive, disciplined/ unrestrained, normal/exotic, etc. Postcolonial critique and discourse analysis of various promotion and marketing materials of Kenya's wildlife safari tourism attractions shows that

tourist advertisements for Kenyans attractions in Western media focus primarily on the "Big Five" (elephant, lion, rhino, cheetah and giraffe), and reinforce stereotypes of Kenyan people (Kibara 1994; Sinclair 1990; Urmilla et al. 2007). Images of wild Africa complete with roaring lions, trumpeting elephants, semi-naked natives and Maasai imagery complement the scene.

Kenya is ranked the fifth leading international tourist destination in Africa, receiving 1.575 million international tourist arrivals in 2008 (KNBS 2010). Wildlife-based tourism currently accounts for about 70% of tourism earnings, 25% of gross domestic product and more than 10% of total formal sector employment in the country (KNBS 2010). Conservation policies and related collaborative schemes and tourism programmes play a crucial role in developing intervention measures to protect these nationally and internationally significant resources (Bulte*et al*. 2008). A widespread protected area system is in place with over 10% of its land area currently gazetted as national parks, national reserves or forest reserves: the system to date is comprised of 23 national parks, 28 national reserves, 4 marine national parks, 5 marine national reserves and 4 national sanctuaries (Kenya Wildlife Service (KWS) 2010). These critical biodiversity areas are the backbone of a flourishing tourism sector; one out of two international visitors to Kenya is anticipated to have at least one wildlife appreciative/viewing opportunity during their stay (Odunga and Maingi, 2011).

Culture tourism-maasai

The Maasai feature prominently in brochures, advertisements, electronic media and other forms of tourism commercials that promote Kenya as a leading safari tourism "mecca" in Africa and are represented as primitive, unchanging, and inseparable from Nature and Savannah.

Scenes of the Maasai dressed in red ochre shuka and/or traditional regalia are juxtaposed with the "Big Five" (Tucker and Akama 2009). The Maasai tribesmen do not appear to have changed since early European explorers and adventure seekers first encountered the Maasai over 200 years ago (cf. Bruner and Kirshenblatt Gimblett's1994 study, where they noted blue jeans and nontraditional apparel being worn when the Maasai were not performing for the tourists). The Maasai Moran (youthful warriors), carrying traditional long spears and clubs, are projected as people who "walk-tall" amidst the deadly Africa wildlife (see above two websites).

Scenes of Maasai livestock are also projected in commercials, grazing in harmony with other savanna herbivores such as antelopes, zebra, wildebeest, buffalo and elephants (which is far from the case—see further below). It has been argued that the design and development of promotional messages and images used in marketing tour packages in tourist generating countries tend to be based on dominant Western cultural values and socio-political systems (Mowforth and Munt 1998, 2003). Social and cultural practices at the local level in which the Maasai and tourism intersect are also influenced to cohere with the media representations. Bruner and Kirshenblatt-Gimblett's (1994) study shows how the performance and actions of the Maasai are "scripted" carefully for visitors, controlled and influenced strongly by overseas tour operators and travel agents. The power relationships and subjection of the Maasai performing to tour visitors at a tea party on the manicured lawn of a plantation (British owners since pro-independence) can be seen as a continuation of the colonial relationships and power that underlie this touristic act.

Advertising, promotion and other media representations by these tour operators fit the "script" and influence visitor expectations and the way they expect to see the Maasai. As Morgan and Pritchard (1998: 6) put it:

"Tourism image (as constructed by tour operators and other tourism marketers) reveals as much about the power relations underpinning its construction, as it does about the specific tourism product or country it promotes…They are powerful images which reinforce particular ways of seeing the world and can restrict and channel people, countries, genders and sexes into certain mind-sets".

Slum tourism

From the depths of Kenya's informal settlements has risen slum tourism, an activity that attracts mixed views. There are claims that it benefits only a scrupulous few even as tourism bodies skirt the issue. If you thought tourism involves foreigners and locals heading to posh and beautiful holiday destinations, think again. Kenya and other developing countries have been experiencing an unlikely form of tourism — slum tourism.

Slum tourism is the informal, but gradually flourishing poverty tourism, a new form just like eco-tourism. It is not officially recognized, but is earning a livelihood for many families. The informal structures in shantytowns, the sewer trenches and congestion are a subject of curiosity for many who come from where none of these exist. This has led to witty individuals coming up with a way to make a living through the visitors to the slums, of course in co-operation with the residents. Not many residents are willing to discuss the matter given the explosive nature of the slums and the gangs that run the hoods — such as Siafu.

Most tourists come with the mind of knowing more about the famous "flying toilets". But there is now even a more enhanced version where each family or housing unit is allocated two-bucket toilets.Once the buckets are full, they are delivered to bio-digesters to be emptied, cleaned, and returned the following day. The bio-digesters are themselves a marvel as they convert this human waste to bio-fuel which can be used for cooking and lighting.

There is also the "toilet bag" which is a self-sanitizing, single use, bio-degradable toilet which is in the form of a slim elongated plastic bag with a thin gauze layer inside it. The inside is coated with a thin film of urea. It is designed to be used once, sitting, squatting or standing and it can either be held by hands or placed in a cut plastic bottle or a small bucket.

Apparently this huge population, living in conditions most would find unbearable, has many more of life's lessons to share and the world is beginning to notice that it has a lot to learn from Kibera's stories of success in the midst of a bleak existence and they are trading the adrenalin rush of a Maasai Mara game drive or a glimpse of the on-going great migration at the Mara river, for a taste of the other side of human existence in the heart of Kibera.

But Kibera's stories go beyond the innovative toilets and the organic gardens. It has recently been the site of a great many award-winning filming projects such as Kibera kid, Togetherness Supreme, Soul Boy and many others. Even The Constant Gardener used Kibera as a backdrop to its storyline. If this is the new tourism attraction, then it is one Kenya can capitalize on but with a touch of great sensitivity and care lest we go beyond the barrier of the so-called human experience to one where the residents of Kenya's slums are seen as animals in one large zoo.

Due to these visits there has been development of beneficial projects to the community leaving in the slums and even earn a living by selling architect and craft shops. Some of these

beneficial projects such as schools and clinics have come out of visits by well-meaning foreigners.For example, Mathare 4A Primary School, this was given a facelift with aid from a German organization, Kibera School for Girls, opened recently by United States ambassador to Kenya, Scott Gration. However, the projects sometimes just benefit a few connected individuals in the slums and guides.

Hotels and accommodation

Hotels in Kenya are of international standard, renowned for their quality. Some of these Kenya hotels are award winners for superior accommodation and eco practices. There are many hotels and lodges that have been advertised in the internet and the world could make their bookings from their countries all they need to do is visit the various websites and reach out to the customer care. These hotels in return they can also arrange the travelling details as they work hand in hand with the travelling agencies. For example "Spartan Rutundu log cabin" has been in the forefront to market Kenya since the royal family that is Prince William proposed to Kate Middleton with the Diana's ring. This hut is located at the slopes of Mt. Kenya. Kenya has many categories of hotels and lodges, examples being Sarova hotels, Serena hotels and the beaches hotels which offer comfort and affordable quality services.

Business Conferences

According to the Kenya Tourism Master Plan (G.O.K, 2005a), Kenya boasts of world class meeting places in addition to the traditional wildlife and beach attractions. In the year 2004, the local conferences increased by 13.3% from 805 to 912 conferences while international conferences increased by 15.1% from 126 to 145 conferences (G.O.K, 2005b). Cairo and Nairobi are emerging to be the conference hub of repute in Africa, as well as commanding great rapport among conference organizers globally. Specialized conference facilities have been developed thus increasing the conferencing supply capacity in the country. Conference facilities in most cases have gone hand in hand with holiday accommodation thus placing hotels and accommodation facilities as the frontline tourist facilities (Victoria Safaris, 2007).

Since this is a service and subscribes to the unique characteristics of intangibility, perishability and inseparability of services and the providers, the intrinsic demands for meetings industry define the categories of suppliers for the same. The demand for the MICE tourism product is determined by factors such as facility availability; reputation for high quality services; travel distances for attendees; promotional qualities; image of the venue & destination; weather; activities offered; and pricing.

There are over 2000 meetings, incentive travel, conference and events/ exhibitions (M.I.C.E) facilities in form of hotels, lodges, learning institutions, Conference/Convention centres and Stadia all over the country concentrated in the major towns, along the coast and national parks, all with conference facilities of varying capacities. Public learning institutions have by virtue of their core business constructed to provide venues of information and knowledge exchanges in form of lecture theatres and seminar rooms. These have also been used as secondary source of income for these institutions through hiring the facilities to the local market for conferences, meetings and seminars. While stadia have been able to cater for demands of huge crowds especially for political and religious functions.

Conference tourism is a niche market product and should be differentiated, though complimented, with other tourism products. Having withstood the most turbulent times in Kenya's tourism, conference tourism through lacking a particular identity, has been a revenue

source to reckon with. Developing Kenya's conference tourism brand would be the next prudent step in differentiating this unique product. Kenya's tourism in general has been identified by culture (Maasai) and wildlife lion, leopard, rhino, elephant and buffalo (big-five), for a long time such that it's very hard to think of Kenya as a tourism destination without thinking of the two. Riding on these strengths and creating an extension identity would be ideal in differentiating the conference tourism product with the general holiday product. This will entail; logo and color for the brand; slogan; website and; convention bureau.

The current global growth in the meetings industry is momentous both in size and type of demand and thus requires well-coordinated efforts for a destination to win international conference bids. The marketing and promotion of conference tourism in Kenya has been disintegrated, as each facility presents into the market, with little regard of other complimenting facilities. Harnessing of all this disparate resources would go a long way in presenting a united front in conference tourism marketing. It has become the global trend to establish a fully-fledged and well-funded Convention Bureau that is either government run, Quasi-government or privately funded and run. A convention Bureau is a non-profit making organization charged with the responsibility of promoting convention, exhibition and incentive travel. A convention bureau provides an integrated avenue in coordinating business and conference tourism marketing, international conference bidding.

Sports-athletics

Sports in Kenya are paralleled with Kenyan culture and as old as the archeological trivia of the trace of the origin of mankind. Various indigenous traditional sports have prevailed in Kenya as elements of culture and a way of life since the history of mankind. Some of the traditional games and sports prevalent in Kenya since antiquity included but not limited to, wrestling, racing exercises, stick fights, hunting (using spears and arrows), board games, bull fights, and dances.

Through sports Kenya has been on the international news and the whole world learns and gets the interest to know more about the country. This is because the country has been excelling in sports such as athletics, volleyball and swimming. Many visitors into the country associate the country with athletics games. Globally, Kenya is mainly known for her dominance in middle-distance and long-distance races.

Athletics (track and field) was one of the two modern sports (together with football) to be formally organized in Kenya around 1922. Kenya has regularly produced Olympic and Commonwealth Games champions in various distance events, especially in 800 m, 1,500 m, 3,000 m steeplechase, 5,000 m, 10,000 m and the marathons. Kenyan athletes (particularly Kalenjin) continue to dominate the world of distance running, although competition from Morocco and Ethiopia has reduced this supremacy. Kenya's best-known athletes included the four-time women's Boston Marathon winner and two-time world champion Catherine Ndereba, former Marathon world record-holder Paul Tergat, and John Ngugi.

Kenya is making a name for itself in rugby union. It is popular in Kenya especially with the annual Safari Sevens tournament. Kenya sevens team ranked 9th in IRB Sevens World Series for the 2006 season. Besides the highly publicized marriage between Prince William, Duke of Cambridge and Catherine Duches of Cambridge on 29/04/2010 in the UK after their marriage proposal in Kenya that put Kenya on the global map as a tourist destination, the recent Kenya's athletics victory in Daegu Korea has further propelled this Nation to the next level of

sport prominence-positively. With this monumental achievement, Kenya's tourism sector has received a shot in the arm (Ndegwa, 2011)

A part from other sporting activities such as rugby, golf, volleyball and swimming among others that have put Kenya on the global map as a sporting destination, athletics has proved an all- time sporting activity identified with Kenya thus pulling tourists to this country. The recent triumph of our athletes in South Korea- the best performance ever in the world athletics championship with 17 medals; Seven (7) Gold Medals, Six (6) Silver Medals and Four (4) Bronze medals has provided immense potentiality to the Kenya Tourist Board (KTB) in tapping potential tourists.

A part from beach and wildlife safari the tourism products this country is well known for, KTB has stepped up its market diversification strategy by marketing niche products among them sports tourism with athletics standing out. KTB has also been leveraging on other sporting activities such as rugby, golf among others to market Kenya as a sporting destination.

As a Nation, our prowess in athletics has brought fame to the country as a tourist destination that many admire to visit, and possibly find the magic behind Kenya's success in athletics. With this enthusiasm, KTB will reap in having her marketing efforts boosted leading to higher tourists arrivals into the country.

Indeed our sportsmen and women have become our brand ambassadors; the magic behind their success has become a major pulling factor for visitors to our country. Several high altitude training camps in the Great Rift Valley and Central Kenya attract many international athletes, yearning to share in that which builds Kenya's runners.

The training camps have made numerous international athletes troop there to train in an annual ritual that is quickly attracting track athletes and marathoners across the globe. For example, it is estimated that over 100 athletes from different countries and background train at each of the existing facilities every year in the full glare of the media. This conglomeration of international athletes is mainly drawn from the Middle East countries of Qatar and Bahrain. Others are from Europe especially the Netherlands, Belgium and Germany.

To market and promote this sporting activity, KTB has conducted a number of market familiarization trips with international journalists from across the globe to these high altitude training camps. Lately they have conducted media familiarization trips with journalists from France and Belgium representing high-end tourism publications and journals.

Further KTB is set to sign a Memorandum of Understanding (MOU) with the Athletics Kenya (AK) which will see to more and comprehensive action plan in leveraging athletics to market Kenya as a tourist destination. KTB is also developing a promotional video clip of between 5 and 15 minutes on the performance of our heroes and heroines from the concluded Championship in South Korea.

The video clip will be used as one of the strategies of promoting and leveraging athletics to market Kenya ahead of 2012 Olympics to be held in UK and in which KTB in collaboration with other relevant government agencies and stakeholders is positioning Kenya as a sports tourism destination.

KTB's   strength   on   the   Social   media;   face   book   page   on http://www.facebook.com/KenyaTourism continues to pay off in terms of reach and

consumption with hundreds of comments streaming in following images we uploaded recording the happenings at the just concluded world championship in S.Korea.

Finally it is noteworthy that the year 2011 World Travel Market (WTM) took place from 7th to 10th in November 2011 in UK and in which KTB and over 40 industry players participation was themed 'Sports and romance'. This thus presented another opportunity to market Kenya as a sporting destination. The campaigns organized for both before and after the event were running on-line and on print media for a period of two months. In conclusion however, a lot more needs to be done by all players in the sector in order to realize the full potential of tourism in Kenya in line with the vision 2030 goals.

Branding initiatives such as Brand Kenya Initiative

State branding aims to appraise, build and maintain the reputation of countries. It borrows various approaches from saleable brand management practices in an effort to build, change, or protect their intercontinental reputations. Brand images of countries are just as imperative to their success in the global marketplace as those of products and services. An increasing importance of the symbolic value of products has led countries to accentuate their distinctive characteristics. The branding and reflection of a nation-state "and the successful transference of this image to its exports - is presently as important as what they actually produce and sell." For Brand Kenya, where do we need to start? The nitty-gritty things taught in business schools may not go down to quench the thirst of those who seek enlightment on such a maneuver. Kenya is a brand and selling it has been done wittily. From the day we attained our independence and the beautiful national flag was hoisted with a new song "Oh God of all Creation, Bless this our land and Nation, justice be our shield and defender…," the Kenyan Brand was born (Opati, 2012).

When Kenya Airways- the pride of Africa- lands in any part of the world, those who can read gain the knowledge of Brand Kenya. When Kenyan tea is drank in Texas or Pakistan, Brand Kenya is sold in that cold summer. When our athletes confronted by the cold weather participate in global events such as the Boston Marathon, Brand Kenya wins admiration and attention. When our rugby team *bwogos* the giants like Fiji, the rating of Brand Kenya rises. When our president or the prime Minister lands in any country, Brand Kenya is recognized. Kenyan ambassadors in word or deed –the Politicians, the sportsman, the academia, and the businessmen give Brand Kenya prominence but the marketing activities will give Brand Kenya eminence which is the trick of what a brand is all about. Branding Kenya is a step in the right direction but it must not be made a short term work. We must demand responsible leadership, upholding the rule of law, maintaining investor confidence and form a culture that the populace of Kenya are not only proud to uphold but also careful to guard. In the end Branding Kenya is not just a government role but every conscious citizen that looks with hope for the country's prosperity. Brand Kenya is not just about the government it is about the country (Opati, 2012)

Brand Kenya Board (BKB) is a State Corporation established in March 2008 through a Legal Notice known as the Brand Kenya Board Order, No. 38 of 2008. The establishment of the Board underpins the Government commitment to put in place an integrated coordinating mechanism for building and enhancing the country's image, national identity and managing its international reputation as well for rallying citizens together for greater social harmony and cohesiveness.

The set up of the Board was at a time when Kenya was experiencing some challenges such as increasing global competition and development challenges among them rising unemployment rates especially amongst the youth, reduced direct investments, rising poverty levels, strained infrastructure and basic services which combined, were threatening the successful achievement of the objectives spelt out in the Kenya Vision 2030.

In addition, the country was experiencing a dented image emerging from the political crisis in early 2008 which had threatened the growth momentum achieved in the period between 2003 and 2007. These challenges triggered a need to expand Kenyans economic and social possibilities through a conscious branding programme It is important to note that attempts had previously been made to brand Kenya. The Marketing Society of Kenya started the initiative way back in 1999 when it developed a country branding proposal based on local and international perceptions prevailing at the time. National Economic and Social Council (NESC) also recognized the need for formation of a Board to brand the country.

The formation of the BKB places country branding where it rightfully belongs, within the Government. Having the government drive the process of the country branding is crucial and indeed countries that have succeeded in positioning themselves have done so primarily because their governments have taken the lead and provided the necessary resources and support for country branding. Country branding is a concept that has been adopted by many countries to build a globally recognized and accepted images based on their core competencies and values in areas that include investment, tourism, culture, national heritage, sports, trade and commerce, and diplomacy. The need for country branding is driven world over by developments in technology, globalization and depletion of natural resources that have led to increased competition among countries for investments, trade, commerce, tourism and talent.

A country brand provides citizens with a rallying point around which to develop talents, express hopes and aspirations and marshal strengths to exploit national, regional and global opportunities. Kenya therefore needs to build a compelling national image, based on her competencies and values, create brand awareness among Kenyans so that they may internalize and believe in the county's image and communicate effectively to the rest of world. This is in recognition of the fact that it is easier to market a country when citizens have taken ownership of and support the brand.

The key role of the Board is to coordinate various initiatives of marketing the country within government, the private sector and other key stakeholders. The Board will also facilitate creation and maintenance of the Kenyan Brand with a view to identify and distinguish Kenyan products, services and concepts. Further, the Board will undertake initiatives to differentiate Kenya from the rest of Africa and improve the international attention and goodwill towards Kenya.

BKB will play a leading role in Kenya's development agenda by undertaking initiatives geared towards creation of a unique country identity and image that shall make it stand out in the global arena as a wonderful place to visit, invest, work and live. In this regard, BKB will put in place a holistic brand management programme recognizing that anybody or anything that impacts on the country's perception and reputation matters. In addition, the Board will seek to establish meaningful networks and partnerships with individuals and organisations for an integrated and harmonised branding initiative. The activities undertaken by the Board will seek to ensure: -

i. That Kenyans gain and exude confidence and a positive attitude about their country's future prospects;

ii. That the country improves on its international image and gains the confidence of foreign investors and visitors;

iii. Development of a national image and identity that will serve as a focal point in harnessing the energy, warmth and entrepreneurial spirit of the people and to steer them to greater levels of productivity;

iv. An acceptable set of national values is built to enhance social harmony and cohesiveness as well as increase the self pride of every Kenyan and the national pride;

v. That the resourcefulness of the Kenyans in the Diaspora is tapped and to instill pride and confidence in their motherland and inspire them to support and market Kenya abroad;

vi. That the attractiveness of our towns, cities and places is enhanced to attract investment, trade and commerce and to also nurture and retain local talent;

vii. That where and when necessary relevant policy and legal interventions are undertaken on areas that touches on the country's image and reputation;

viii. That on a continual basis, the country's key attractions are packaged and communicated to the rest of the world.

It is envisaged that creation of a strong country brand will enhance the inflow of foreign direct investments, and foreign remittances while retaining local resources, promoting the country's exports and strengthening diplomacy. Ultimately, the country will experience expanded options for maximizing its social, economic and political potential, country's regional positioning, the trade, commercial and economic developments in the region, internal demographic factors, economic indicators and government policies as well as ongoing reforms. Overall, this Plan will provide for the Board a common strategic direction and a framework for management of its resources.

3.0 CONCLUSIONS AND RECOMMENDATIONS

3.1 Conclusion

The paper reviewed the various media messages and strategies that are being used by media in selling Kenya to the world. The most common area in the hospitality industry that is being used to promote Kenya to the world includes ecotourism, culture tourism, slum tourism, hotel and accommodation, business conferences.

The study also concludes that the task of rebranding a country in order to attract foreign investors is never left at the hands of branding and marketing professionals only. It is also important for the leaders in the country to embark on public and economic diplomacy.

3.2 Recommendations

The paper recommends that further studies should be done on the need to have proper institutions as a basic necessity for creating a brand name. Hence, the role of political institutions, judicial institutions, security institutions (police and army) need to be examined in relation to selling the nations to the outside world. The emerging themes are that it is necessary to marshall political goodwill in an effort to improve the brand of Kenya. However, what this paper did not address were the key success factors that would influence the

successful use of media strategies in selling Kenya. In addition, future studies should be on a comparative study on what other countries with a good brand (for instance America) did so as to be where they are, the challenges they faced and how they overcame those challenges.

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