

## **Opportunities for Micro and Small Scale Businesses in the Tourism Sector: The Case of The Kenya Coast<sup>1</sup>**

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### ***Abstract***

*Tourism has been considered as an economic boon in Kenya as it is the largest contributor to the country's foreign exchange earnings. In the past, Kenya has concentrated on developing large scale tourism but this has led to high foreign exchange leakages as well as minimum benefits to the locals. In order to benefit the local economy, focus is now shifting to developing linkages between tourism and the local economies. This paper analyzed the proportion of hotel products purchased from MSEs and the opportunities available to micro and small businesses (MSEs) in the hotel industry in Kenya. Data from a survey of 49 hotels was used to determine the opportunities for MSEs in the hotel sector in Kenya. From the analysis, MSEs were found to have most potential in hotel food supply, child care services, room cleaning services, garbage collection, handicrafts and souvenir as well as maintenance and repair services. The results have implications for the role of tourism in small business growth and improving rural livelihoods and poverty alleviation.*

**Keywords:** Tourism, Micro and Small Business, Opportunities

### **INTRODUCTION**

Tourism is considered as the world's largest industry and generator of jobs (Hegarty and Przezborska, 2005). This sector takes many forms with demand met by facilities of differing scales and degree of sophistication. It also provides wide-ranging opportunities for foreign investors and local entrepreneurs. It is seen to bring inward investment, foreign exchange earnings and creation of small, medium and micro businesses.

In Kenya, tourism is regarded as an 'economic boon' and a valuable asset to the national economy (Ondicho, 2000; Government of Kenya (GoK), 2007). This is because it is the second largest contributor to the country's foreign exchange earnings after agriculture. It contributes about 12.5 percent to the country's GDP after agriculture which generates about 25 percent (GoK, 2002). In addition, it generated export income of about 48.9 billion Kenya shillings for the country in 2005 (GoK, 2006). Apart from foreign exchange it is a source of employment contributing to 8.7 percent of Kenya's total employment (WTTC, 2008).

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Following this, tourism is one of the six key pillars for growth under Kenya's vision 2030. Hence, this sector may be a primary means of realizing the goal of economic development of undeveloped regions by linking tourism operations to local suppliers. For many coastal communities in Kenya, tourism is an important means of generating income and provides an opportunity for strengthening local businesses. The use of available resources by hotels can be a good way for enhancing the growth of micro and small scale enterprises (MSEs).

Over the past two decades, Kenya has emphasized micro and small-scale enterprises in its development agenda. This is important since many Kenyans lack formal employment. They therefore depend on informal employment in MSEs. MSEs also create job opportunities, promote national productivity, provide materials and components to other industries, promote rural development, reduce rural-urban migration and supply goods and services to customers at reasonable prices (GoK, 1994). Furthermore, they use simple technologies that are labor intensive, which generate employment and income. They save money that would have been used to import products and encourage savings among the lower income groups. Similarly, they can be established to supply small segments of the market in remote areas with little developed infrastructure as well as reduce income inequalities and train indigenous entrepreneurs for future manufacturing industry employment.

In Kenya, studies in tourism have concentrated on its development (Ondicho, 2000; 2003), its contribution to employment and foreign exchange (Summary, 1983; Bachmann, 1988; Jommo, 1987; Joosten and Marwijk, 2003; Sindiga, 1999). Few studies have looked at the linkages of tourism with other sectors of the economy (Alila and McCormick, 1997; McCormick and Atieno, 1998; Mshenga, 2009).

The contribution of tourism to the growth of other sectors of the local economy is not well documented especially regarding MSEs. In addition, the hotels' consumption of locally-produced products from MSEs is yet to be established in this region. Moreover, there is no empirical information about the current and future opportunities for MSEs in the tourism sector. This study is therefore aimed at (1) determining the proportion of hotel products purchased from MSEs and (2) finding out the opportunities available to MSEs in the tourism sector in Kenya. The study was guided by the following research questions (1) What proportion of the listed hotel products is purchased from MSEs? (2) What opportunities are currently available to MSEs in the tourism sector?

## **LITERATURE REVIEW**

Tourism can contribute to the goal of sustainable development as well as development of local economies if it is linked to the local economies. In the recent past, focus in tourism has shifted to pro-poor tourism. One objective of pro-poor tourism is to increase the positive impacts of tourism on poor people, increase participation of the poor in the tourism industry as well as increase the economic benefits of the poor from tourism activities. This can be realized by limiting leakages through the use of micro and small scale enterprise products, increasing tourist expenditures and promoting linkages between tourism and the local economy through activities in which the poor participate such as MSEs (Manyara and Jones, 2005). The emphasis of tourism's use of locally produced products would enhance tourism's output multiplier and foster faster growth of MSEs and agriculture (Cooper, Fletcher, Gilbert and Wanhill 1998). Ashley,

Boyd and Goodwin (2000) contend that tourism is a sector that can promote pro-poor economic growth since it can enable diversification of local economies as well as offering opportunities to MSEs such as earnings from selling goods and services like food, crafts, building materials and guide services. Similarly, the formal sector tourism enterprises like hotels can provide a market for labour and products of the MSEs. Shah (2000) suggests that when formal tourism enterprises are owned by locals, then there is a high likelihood of purchase of local supplies.

Wanhill (2000) contends that in developing countries tourism's economic objectives of increasing earnings, foreign exchange, investment and job opportunities, as well as minimizing adverse social and cultural effects are not best promoted through inward investment and large tourism enterprise but through enhancing micro and small enterprises. For tourism to be beneficial in terms of income generation, economic growth, poverty reduction, and improving rural livelihoods, it has to be linked to local economies such as agriculture and micro and small scale enterprises (MSEs). Outsourcing, subcontracting or other linkage arrangements between hotels and MSEs are an important means of developing small enterprises. Successful linkages can occur if there are opportunities, information, capacity and capital (Thomas, 2004).

Literature has pointed to these linkages in various countries. Telfer and Wall (1996) suggested that small local suppliers account for 63 percent of individual hotel purchases in Indonesia. A study by Bond and Ladnaan (1982) cited in Shaw and Williams (1997), done in Mexico showed strong linkages existing between tourism with the Mexican construction industry. Also the demand for handicrafts could create linkages to small factories and cottage industries. Hall (as edited by Harrison, 1997) looked at tourism development in Cuba asserting that indigenous industries were receiving a boost from tourism development. Such industries included those dealing in building materials, furniture, linen, mattresses and food production. He also found out that there was marked increase in sales of such products as toiletries, perfume and handicrafts.

The relationship between tourism and small businesses was also examined by Page, Forer and Lawton (1999). They looked at the role of tourism and business development in Northland, New Zealand in relation to finance, marketing, human resource issues and the importance of tourism in the annual turnover of these businesses. In their study, they argued that this relationship remains *terra incognita* due to the fact that the existing research was published in diverse sources and failed to explicitly contribute to methodological development in the area.

Swaziland saw the importance of localizing the productive activities of tourism in a bid to strengthen its economy way back in 1979, to improve the welfare of the local people (Lea, 1981). This was only possible through the development of tourism based MSEs. In the case of Swaziland, tourism had been of great benefit to taxi drivers, sculptors, carvers, wholesalers and retailers (Harrison, 1997).

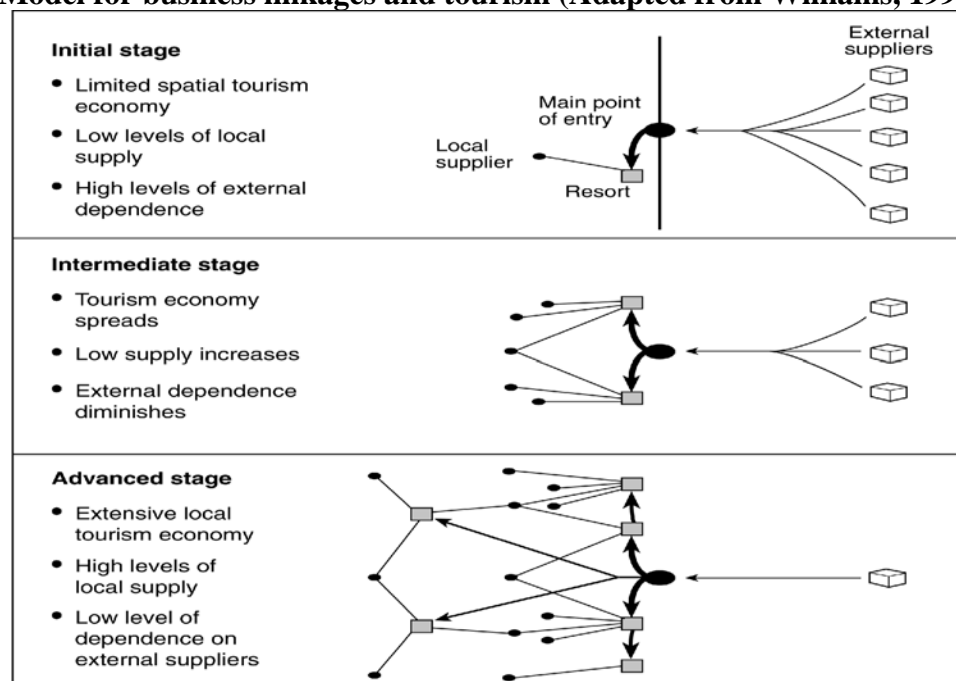
Rogerson (2003) studied the constraints and opportunities faced by tourism based MSEs in South Africa. He argued that it was only through small enterprises that rural people can participate in tourism. In these enterprises, the opportunities for MSEs or labour by the poor are maximized. He argued that the government had the responsibility to involve local communities

in tourism through the development of economic linkages such as supply of agricultural produce to lodges, outsourcing of laundry *etc.*

Kirsten and Rogerson (2002) supported this view of development of linkages between tourism and small enterprises. Such involvement would lead to sustainable tourism. They identified the challenges faced by tourism MSEs in South Africa as: limited involvement of local black entrepreneurs due to their limited resources and difficulties to secure credit from conventional financial institutions; limited and inadequate training and education as most of the entrepreneurs only have primary level of education which made the black community uncompetitive in the 'knowledge based' tourism industry; limited access to new or established tourism markets for black entrepreneurs and thus difficulties in marketing their products. In addition, the South African government did not have any entrepreneurial support programs and those in existence were poorly advertised and took long to implement. Many of the above challenges also face MSEs in Kenya. In their study they identified the following opportunities available to MSEs in South Africa: provision of construction materials, production and sell of handicrafts, selling of cultural experiences, offering transport services, food supply, room cleaning services and tour-guiding.

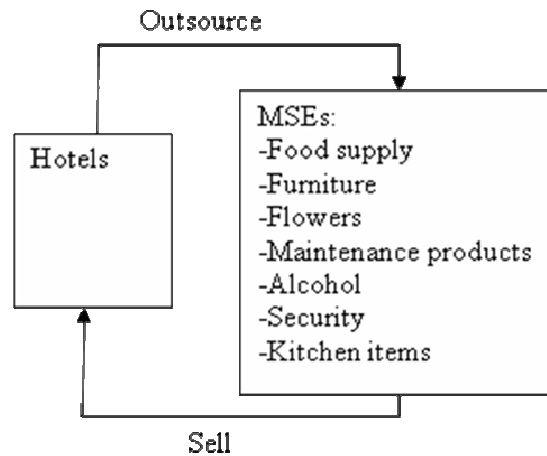
Williams (1998) developed a model of tourism entrepreneurship and linkages in developing countries as shown in Figure 1. In this model, entrepreneurial development is a three stage process. In the first stage, there is limited local provision of products to a new hotel thus products consumed by hotels are mostly imported. In the second stage, tourism businesses increase in the region and this leads to profits filtering in the local economy and new businesses are formed to supply the hotels. In the mature stage of the model, there exist developed patterns of local supply with minimal dependence on foreign suppliers.

**FIGURE 1**  
**Model for business linkages and tourism (Adapted from Williams, 1998)**



From the above discussion, it can be conceptualized that linkages between hotels and MSEs can occur if hotels outsource some of the products they need from MSEs. These products include foodstuff, furniture, flowers, security, maintenance products, alcohol and kitchen items.

**FIGURE 2**  
**Outsourcing by Hotels**



## **METHODS**

This study was explorative in nature and the survey research design was used. The study area was coastal Kenya which accounts for 60 percent of tourism earnings in the country (GoK, 2008).

### **Sampling Methods**

Three regions Mombasa, Malindi and Diani were purposively selected due to their high involvement in tourism activities. The population of study was all tourist hotels with a bed capacity of 40 and above. These hotels were chosen since the tourist office classifies small-scale accommodations as facilities that have less than 40 beds. Accommodations that offer more than 40 beds are categorized as middle to large facilities as found in Joosten and Marwijk (2003). A census survey was used. A list of hotels was obtained from the Kenya Tourism Board and all the hotels in the list that agreed to be interviewed were selected. In total 49 hotels were interviewed forming approximately three quarters of all the hotels and resorts in Mombasa, Diani and Malindi.

### **Data Collection Methods**

Procurement managers of the hotels were chosen to provide information as they are involved in the purchasing decisions of the hotels. First, a pre-test was undertaken to test survey instruments, sampling procedures and analytical techniques. The pre-test involved seven hotels. After the pre-test, final data was collected from the chosen respondents using semi-structured questionnaire followed by follow-up in-depth interviews with hotel procurement managers where necessary as used by Bachmann (1988), Joosten and Marwijk (2003), and Torres and Momsen (2004).

## Data Analysis

Since this was an explorative study, data analysis was restricted to the use of descriptive statistics such as percentages as found in Kirsten and Rogerson (2002).

## FINDINGS

### Proportion of Hotel Purchases Made from MSEs

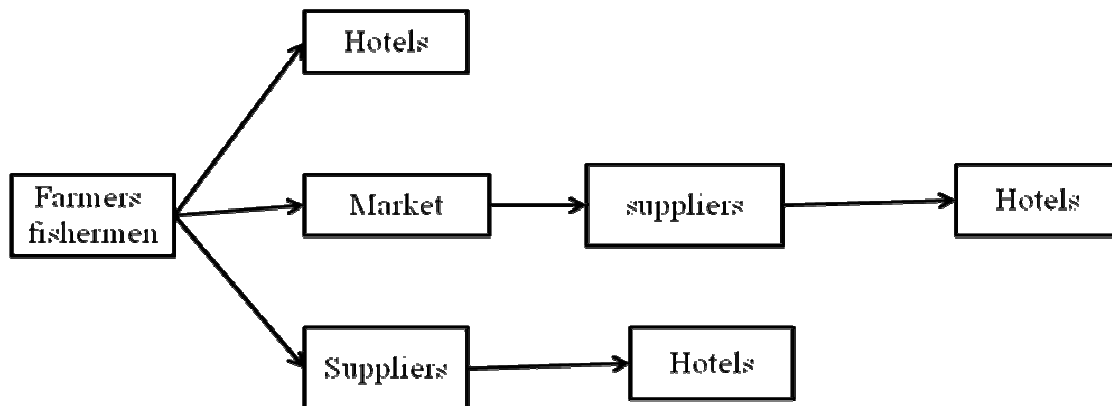
Our findings suggest that hotels mostly purchased food stuffs from MSEs. The foodstuffs purchased included meat, eggs, chicken, fish, fruits, vegetables, and milk. The proportion bought however differed as shown in Table 1 below.

**TABLE 1**  
**Percentage of Hotel Purchases made from MSEs**

Product	Percentage
Fruits	94
Vegetables	90
Chicken	62
Eggs	84
Meat	65
Milk	57
Cereals	33
Dairy products	59
Fish	91
Baked Products	53
Furniture	48
Security	0
kitchen items	32
Flowers	68
Alcohol	29
Maintenance products	47

Food products purchased by sampled hotels in Coastal Kenya were either bought directly from produces or indirectly from intermediaries as given in the supply chain shown in Figure 3 below. Most of the suppliers of foodstuff to hotels are small scale suppliers thus this presents an opportunity for MSEs.

**FIGURE 3**  
**Supply Chain of Foodstuff Purchased by Hotels**



In her study, Jommo (1987) found out that agricultural activities such as poultry and dairy keeping were mostly on the north coast of Kenya. However, currently, south coast residents are engaged in these activities to take advantage of the opportunities provided by the many hotels and resorts in that region.

Contrary to the above findings, studies elsewhere (Momsen, 1986; Belisle, 1984) have shown that meat was one food product that had high levels of imports. Torres (2003) found out that Cancun hotels bought 84 percent of vegetables and 85percent of fruits from specialized wholesalers while poultry was supplied by a single vertically integrated company. This shows that meat may be highly-dependent on the place and context.

Security was mostly provided internally and supplementary security was outsourced from large scale businesses like Group Four Security. The reason for this was that most of the hotels felt that MSEs did not have the capacity to cater to this need. As for the hotels that relied on internal security, their major reason was that these were hotel employees thus it was easy to trust them with hotel property.

Flowers were not a very commonly purchased product in the hotels but when need arose, they were mostly purchased from MSEs as indicated by the 68 percent proportion. These flowers were mostly purchased during certain occasions such as when the hotel hosted conferences, weddings, and anniversaries. As for other days, the hotels used flowers from their own gardens or sometimes used artificial flowers.

The low proportion of alcoholic beverages purchased in these hotels was because most of these were supplied by large distributors and some of the alcoholic drinks were imported. Kenya's alcoholic drinks are mostly produced by East African Breweries (mostly beer) and Kenya Wines Agencies (KWAL) for the wines. However, the more exotic wines and alcohol were imported.

Hotels fulfilled 48 percent of their furniture needs from MSEs. The bulk of the furniture was bought from large scale furniture manufacturers like Hatimi Joinery Works Limited. However, traditional and hand made furniture was mostly produced by MSEs.

Concerning maintenance products and services, 44 percent were supplied by MSEs. Maintenance services included repainting, repairing doors and floors, maintenance of electrical supply, minor plumbing works *etc.* Some hotels undertook their own maintenance. However sometimes they bought maintenance products from large businesses.

Cereals or commodity goods (rice, flour, sugar, oil, beans *etc.*) were another product that was found to be purchased in small quantities from MSEs with its proportion averaging 33 percent. Most of the cereals were supplied by large businesses or purchased from large supermarkets such as Nakumatt – Kenya’s largest convenience store.

### **Considerations by Hotels in Purchasing From MSEs**

Table 2 below gives the purchase considerations by the hotels. The results are discussed below.

**TABLE 2**  
**Purchase Considerations by Hotels**

Considerations in Purchasing from MSEs	Percentage
Price	14.3
Quality	34.7
Supply reliability	8.2
All the above	42.9
Total	100.0

Asked what factors they consider in the decision to purchase from MSEs, 14 percent of the hotels considered price, 35 percent quality, 8 percent supply reliability and 43 percent all the above.

### **Current and Future Opportunities Available to MSEs in the Tourism Industry**

Large hotels cannot undertake all operating activities by themselves. To be efficient some of the activities are subcontracted or outsourced. Food supply to the hotels such as fruits, vegetables, milk, meat, eggs and fish denotes an opportunity to MSEs. As seen (see table 3 in appendix A) from the proportions of these products supplied by MSEs to hotels, this is a big opportunity as indicated by the responses where 79 percent responded affirmatively. 81 percent of the respondents said this opportunity will be available in the future. Only 19 percent said that food is currently not available to MSEs as mostly these purchase foods from large organisations. Looking into the future, food supply will still be an opportunity accorded to MSEs.

Currently, about 40.9 percent of security services are offered internally by the hotels employing their own security personnel. However, some hotels supplement this by outsourcing security services from large security firms like Group Four Security. Most hotels (56.8 percent),



responded that security services are provided by large businesses. No security services are currently offered by MSEs.

Almost all the large hotels (75 percent) reported that selling of handicrafts and curios was a current opportunity for micro and small scale businesses. However, currently some of the hotels sell their own handicrafts to tourists or have rented hotel premises to an MSE owner to sell the handicrafts within the hotel. All the respondents in this case reported that in the future, this will be an opportunity accorded to micro and small scale enterprises. This finding is supported by Jansen (2001) and Roe, Goodwin and Ashley (2002).

Of the sampled hotels, 28.3 percent said that maintenance and repair services are currently being offered internally by the hotels as they have employed people to undertake these activities. The majority of the respondents, 69.6 percent, said that these services were currently available to MSEs and will also be available in the future. These findings support Rogerson (2003) who found out that at Umngazi in South Africa, electrical repairs and certain building works were outsourced from MSEs.

Housekeeping services include room cleaning and laundry services. Currently, cleaning services for guest rooms, offices or hotel grounds are offered internally. Many hotels have employed people to undertake these activities. However, the respondents agreed that it may be cheaper to out source cleaning services and that in the future they may consider this option. As to whether room cleaning services will be a future opportunity to MSEs, most respondents affirmed this. They agreed that this might be an opportunity for micro and small enterprises in the future if security measures are beefed up.

Hotels need laundry services so as to clean staff uniforms, table linen and bed sheets. The study found out that 90 percent of the respondents had internal laundry services. It was also found out that 79 percent of the respondents said that laundry services were an opportunity for MSEs at the present time as well as in the future.

Some hotel guests are sometimes accompanied by their young children. Such guests may sometimes require child care services in case they would wish to undertake an activity in which the presence of the child will be a hindrance. From the study, 17 percent of the hotels said that these services were provided internally by the hotel, while 57 percent said that this opportunity was currently available to MSEs. Additionally, 74 percent of the hotels said that this opportunity will be available to MSEs in the future.

Hotels require building materials for expansion purposes. As to whether supply of construction materials is an opportunity to MSEs, 25 percent of the respondents said it is unavailable as their building materials are supplied by large companies. None of the building materials are supplied internally. However, 75 percent of the respondents affirmed that this is an opportunity currently available to MSEs and will also be available to them in the future.

Hotel waste needs to be collected and disposed of properly so as minimize environmental pollution. Garbage collection and disposal is thus one activity which the study sought to determine whether it was undertaken by the hotel itself or outsourced from other firms. The

study found out that 31 percent of the respondents collected and disposed of their waste. Of the surveyed hotels, 53 percent said that garbage collection is an opportunity currently available to the MSEs while 60 percent said that this opportunity will be available to MSEs in the future. It was also found out that 9 percent of the respondents said that this opportunity is not available to MSEs as it was being undertaken by large organization, municipal council or county council.

Transportation is an important activity in the tourism sector. Tourists have to be transported to and from the airport as well as for shopping and site seeing. Asked as to whether transportation services are an opportunity available to MSEs or not, 79 percent of the hotels said that this opportunity is currently available to MSEs as well as in the future. MSE transportation services are provided by two sources. Firstly are the private taxi owners who park outside or inside the hotels or at the airport as they wait to transport guests. Secondly, there are small tour firms that transport guests sometimes to national parks. These have cultivated good relations with hotel such that they get information when guests need transportation services. Moreover, 19 percent of the respondents said that transportation was provided internally. These hotels own buses or minibuses to transport their guests. However, 2 percent of the respondents said that transportation services are not available to MSEs.

## **DISCUSSION**

Our study suggests that a large proportion of fruits, vegetables, fish, milk, chicken and eggs were purchased from MSEs. This provides an opportunity for MSEs and also farmers to supply or produce for the hotel industry. In fact as standards of living go up, many people who are employed look for alternative means of earning more income, hence activities like poultry keeping are becoming very lucrative. Therefore, farm MSEs should specialize in producing chicken, eggs, fruits and vegetables for the tourist hotels. As countries are looking for ways of diversifying tourism, one way is through food testing in food festivals by the tourists. Ngomongo Village offers tasting of indigenous food to tourists. Preparation of indigenous foods by the hotels can offer an opportunity to small scale food suppliers. The opportunity for MSEs to supply food to hotels was also discussed by Jansen (2001) as he looked at the MSE opportunities offered by the rise of cultural villages in South Africa.

The findings of this study support those of Batt and Parining (2000) and Telfer and Wall (2000) but are contrary to the findings by Bachmann (1988), Migot-Adholla, Mkangi and Mbindo (1982) and Jommo (1987). This could be due to the government's call on businesses to buy local products (buy Kenyan, build Kenya) so as to minimize foreign exchange leakages. Therefore, the findings of this study are of utmost importance as food purchases constitute one-third of all tourist expenditure (Belisle, 1984) and thus presenting an opportunity to stimulate local agriculture and generate income and employment in the local economy (Telfer and Wall, 2000). Stimulation of local agriculture to supply tourist hotels is important as this will provide jobs and income to many people.

Concerning purchase considerations by hotels, hotels preferred local purchases since they are cheap due to reduced transport costs from the place of production to the place of consumption. As regards freshness, this is especially important for perishables like vegetables, fruits, meat and fish. These need to be consumed immediately to avoid spoilage otherwise there will be need for storage and refrigeration facilities which is an extra cost. With respect to

availability, if products are available locally, this reduces the supplier search costs. The above findings are supported by Starr et al. (2003), Hakansson and Wootz (1975), Leenders and Fearon (1993) as well as Torres and Momsen (2004). The above findings and literature point to the importance of price, quality, quantity and availability in purchase considerations.

Hotel security services are mostly provided by large businesses. The reason for this is that hotels need many security guards. This supports the finding by Kirsten and Rogerson (2002) who found out that small security companies may not have sufficient scale to provide unfaultable security services to large hotels. However in the future, this may be possible as most firms providing security are tending towards the use of security gadgets such as security cameras, which reduces the number of people employed as security personnel. Other findings by Alila and McCormick (1997) point out that one third of the large tourism firms outsourced security services; however this was in the case of large tour operators.

Room cleaning services are provided internally as the hotels felt that it was safer this way as this reduces the risk of theft of guests' belongings or hotel items as it is easier to control the activities of employees than outsiders. For MSEs to be able to provide room cleaning services in the future, they have to have equipment like vacuum cleaners and lawn mowers so that more work can be done by less people. The provision of room cleaning services as a future opportunity to MSEs is supported by Karrim and Lambrechts (1999) in Kirsten and Rogerson (2002) who found out that there was out sourcing of the non-core activity of room cleaning by hotels. Outsourcing is advantageous in that it reduces the number of paid employees by the hotel and this is considered as a cost cutting measure.

Pertaining to laundry services, MSEs can be able to exploit this opportunity by having washing and drying machines. In South Africa, laundry services are an opportunity for MSEs as found out by Jansen (2001).

## **CONCLUSIONS**

Given the exploratory nature of the study, it comprised only of hotels in Coastal Kenya with a bed capacity of 40 and above and did not sample any MSEs. However, the results are promising and in the future follow up research can be undertaken.

The findings showed that a over 80 percent of fruits, vegetables, eggs and fish consumed by hotels are purchased from small suppliers. This indicates that MSEs have been able to exploit the opportunity of food supply to the hotels.

The findings on the opportunities available to MSEs in the large hotels indicated that over 70 percent of the respondents felt that there exists opportunities in the areas of food supply, laundry services, handicrafts and souvenirs, transportation, room cleaning services, maintenance and repair and supply of building materials. Similarly, over 50 percent of the respondents indicated that there exists opportunities for MSEs in child care services and garbage collection. The opportunities that were found to have the most potential were food supply, garbage collection, maintenance and repair, handicraft and souvenir, child care services and room cleaning services. However, MSEs have to take into account such factors as price, quality, and supply reliability if they are to exploit the opportunities.

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## APPENDIX A

### Percentage Responses on Opportunities available to MSEs

Opportunity	Currently available (percent)	Available in the future (percent)	Potential opportunities (percent)	Currently unavailable to MSEs (percent)
Food Supply	79	81	3	19
Laundry Services	79	79	0	0
Garbage collection	53	60	7	9
Building materials	75	75	0	25
Maintenance and repair	70	72	2	0
Handicrafts and souvenirs	78	85	7	2
Child care services	57	74	17	10
Transportation services	79	79	0	2
Security services	0	2	2	57
Room Cleaning services	73	78	5	0

Source: Survey Data

## APPENDIX B

### QUESTIONNAIRE

1. Location    ☐ Diani            ☐ Mombasa            ☐ Malindi    **(Not to be asked)**
2. When was the hotel established?.....
3. What is the ownership of this business?    ☐ Domestic            ☐ Foreign    ☐ Shared
4. Are your top managers (general manager and other managers) domestic or foreign?  
☐ Domestic            ☐ Foreign            ☐ shared
5. If foreign, from what country(ies) do they come from?.....
6. How many employees does the hotel have?.....employees
7. What is the bed capacity of the hotel?.....beds
8. What percentage of customers are domestic? .....percent
9. What is the country of origin of your foreign customers?  
.....  
.....
10. Do you purchase products locally?    ☐ Yes            ☐ No
11. Do you import any products?            ☐ Yes            ☐ No
12. Of the listed products indicate the percentage bought from MSEs or large businesses

Product	percent Bought from MSEs	percent Bought from large businesses
<input type="checkbox"/> Fruits	.....percent	.....percent
<input type="checkbox"/> Vegetables	.....percent	.....percent
<input type="checkbox"/> Produce	.....percent	.....percent
<input type="checkbox"/> Meat	.....percent	.....percent
<input type="checkbox"/> Dairy	.....percent	.....percent
<input type="checkbox"/> Eggs	.....percent	.....percent
<input type="checkbox"/> Chicken	.....percent	.....percent
<input type="checkbox"/> Baked goods	.....percent	.....percent
<input type="checkbox"/> Milk	.....percent	.....percent
<input type="checkbox"/> Fish	.....percent	.....percent
<input type="checkbox"/> Flowers	.....percent	.....percent
<input type="checkbox"/> Furniture and furnishings	.....percent	.....percent
<input type="checkbox"/> Maintenance products	.....percent	.....percent
<input type="checkbox"/> Kitchenware	.....percent	.....percent
<input type="checkbox"/> Security services	.....percent	.....percent
<input type="checkbox"/> Alcoholic products	.....percent	.....percent
<input type="checkbox"/> Others	.....percent	.....percent

13. What is the supply chain of the food products listed above?.....  
.....



**14.** What current and future opportunities does your hotel avail to MSEs (tick whether currently available or available in the future)

Opportunity	Currently available	Available in the future
Food supplies		
Laundry operations		
Rubbish removal		
Building material supplies		
Maintenance and repairs		
Craft production and sale		
Child care services		
Transport services		
Security services		
Room cleaning		

**15.** Would you consider that your hotel assists MSEs? ☐ Yes ☐ No

**16.** If yes how? .....  
.....  
.....