

CHALLENGES OF KAMPALA AS BUSINESS TOURIST DESTINATION

BY

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DECLARATION

I Akampereza Vianny declare that this dissertation is my original work and has never been submitted for the award of a degree, diploma or any other academic qualification in any other university, college or institution before.

Signature:  Date: 22/05/2018

AKAMPEREZA VIANNY

APPROVAL

This dissertation entitled 'Challenges of Kampala as business tourist destination' was done under my supervision and has been submitted to the College of Education, Open and Distance e-Learning at Kampala International University with my approval as the supervisor.

Signature 

Date 22/05/2018

KAMULEGEYA SIRAJE

DEDICATION

I dedicate this dissertation to my dear parents, brothers and friends for their mentorship and support.

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DEFINITION OF TERMS

Central Business District (CBD): Central area economic core of the city.

City: Large urban area with many people and businesses.

Destination: Predetermined end of a trip or travel.

Tourism: It is the act of travel for the purpose of recreation and the provision of services for this act including business travel for a night stay.

Tourist: Someone who travels at least fifty miles from home as defined by the World Tourism Organisation.

Tourist industry: A multisectoral activity that requires inputs from many industries [agriculture, construction, manufacturing—and from both the public and private sectors].

Urban: Relating to or typical of being a city, urban life or an urban area.

ABSTRACT

This study investigated the challenges of Kampala as business tourist destination. This was after the realisation that Kampala City has many attractions and a relatively reasonable infrastructure with the potential and prospects to make it a major business tourist destination just like other world cities such as Dubai, London, Tokyo and New York among others. The study specifically sought to achieve the following objectives: to identify the potentials for Kampala City as a business tourist destination; to determine the problems of Kampala City as a business tourist destination; and to examine the ways of promoting Kampala City as a business tourist destination. The study design took the form of a case study of Kampala City CBD. The study also involved purposive sampling in which the data sought were qualitative. A sample of 49 respondents was selected for the study. The sample included traders, lodge or hotel workers, taxi operators, tour company operators, commuters, tourists and opinion leaders. The data were collected using interviews and observations for primary data and documents analysis for secondary data. The analysis of the data generated by the interviews and observations involved a phenomenological approach by emphasising a deep understanding of the observed phenomena and views of the participants, literal description and narration of the emerging issues out of which authentic conclusions were made. During the interviews and observations, the researcher noted down in his diary the relevant issues (episodes, situations, events or instances) for accurate reporting. The main themes that emerged from the field notes and interviews were noted down, quoting extensively in verbatim format. The study found out that the potentials for Kampala City as a business tourist destination ranged from the warm and sunny weather conditions, scenic attractions, amenities, historical and cultural heritage, accessibility and accommodation to the relative political stability. The study revealed that among the problems of Kampala City as a business tourist destination included the limited marketing of the tourist potentials, management problems of the sector, competition from other tourist destinations, undeveloped domestic tourism and the inadequate capital to invest in the sector. The study also found out that the potentials Kampala City as a business tourist destination could be realised through a multifaceted effort involving advertisement, investment in the tourist infrastructure, conservation, peace and political stability and training in tourism and hospitality. The study concludes by noting that Kampala City as a tourist destination will for some time remain a myth or dream. This will be the case not until those who wield power and influence realise the potentials and prospects for tourism in Kampala City and take the initiative to invest in the tourist infrastructure, conserve the heritage of the city and market the city to the rest of the world. The study recommends the need for the marketing of the tourist attractions of Kampala via the news columns, TV and internet, the development of transport to promote intra-regional tourism, investment in accommodation and the strengthening of political stability to make the city a major tourist destination in the heart of Africa. The study also recommends the development of tourist attractions and facilities to international standards or tastes to make Kampala more attractive. Further, the study recommends for an effort to conserve the heritage of the city and more training in tourism and hospitality.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter presents the background, problem statement, purpose, specific objectives, research questions, significance and scope of the study.

1.2 Background of the study

Tourism has become one of the major players in international commerce and at the same time one of the main source of income for both the developed and developing countries (UNWTO, 2010). This is why tourism has been associated with development such that developing countries are beginning to develop their tourism service and amenities with an aim of promoting economic growth.

Tourism business encompasses the use of various facilities and services like transportation, accommodation, restaurants and other recreational facilities to satisfy the holiday experience of visitors during their stay in a destination. This is why tourism is the fastest growing economic catalyst as it uses all available resources to satisfy these visitors and at the same time improve the living standards of the growing population. Such that in 2009, international tourism generated 852 billion USD (611 billion Euros) in export earning superseding other export sectors of the world. “The business volume of tourism equals or even surpasses that of the oil export, food product or automobile.

The strong potential contribution of tourism towards economic development is the reason why both developed and developing countries are channelling their resources to the tourism industry. Developed countries are channelling their resources towards the upgrade of more sustainable urban tourism facilities and services in their respective countries. This is seen in the city planning techniques used in these countries to cater for the accessible needs of both the disabled tourist and their growing aging population. The potential contribution to development is the justification

for establishing tourism (Sharpley & Telfer, 2002). Despite the fact that tourism accounts for about 10% of world total Gross Domestic Product (GDP), there is still lots of untapped aspect that has been neglected of which if properly looked into would give tourism a considerable boost and consequently impact on global economy (WTO, 1999). Efforts to bridge this gap made many stakeholders to start looking into several means and ideas that could be employed to achieve an optimum integration encompassing business tourism.

1.2 Statement of the problem

In 2006, receipts from tourism in Uganda totalled US\$137 million (Uganda, 2008). During the relatively stable period from independence in 1962 to 1971, the tourist industry experienced a remarkable 34% annual growth rate and 1970, US\$ 18 million were realised from tourism making it Uganda's third largest foreign exchange earner after coffee and cotton (NEMA, 1996). However, owing to the political turmoil and economic instability of the era of President Idi Amin Dada, the industry registered a 13.8% decline per annum with the lowest earning of US\$ 0.120 million registered in 1977 although the earnings reached a level of US\$90 million in 1995 (NEMA).

Given its environmental, cultural, educational, political and economic significance, there is every reason to believe or dream that Kampala City has the potential and prospects to become a major business tourist destination. All indications are that tourism will increase to become a significant feature of in the economic and social development of Kampala in particular and Uganda as a whole. The challenge, then, is to ensure that such a potential is tapped within a sustainable framework by putting in place the necessary infrastructure and the exploitation of the existing attractions. Tourism is multisectoral activity that requires inputs from many industries such as agriculture, construction and manufacturing and from both the public and private sectors to provide the goods and services used by tourists (Jenkins, 2008) of which Uganda can benefit through the multiplier effect. Tourism has no clearly determined boundaries and no physical output. It is a provider of services, which in range will vary between countries, for example, in Singapore, shopping is a major tourist activity but not entertainment. In London, both shopping and entertainment are important inputs to the tourism sector (Jenkins). In the case of Kampala, a

multiple of activities such as shopping, entertainment, trade, education, sports, and art and craft among others can be packaged in the tourist industry as major attractions for business tourism.

1.3 Purpose of the study

The purpose of this study was to investigate the challenges of Kampala as a business tourist destination.

1.4 Specific objectives of the study

The study was guided by the following specific objectives:

1. To identify the potentials for business tourism in Kampala City.
2. To determine the problems of business tourism in Kampala City.
3. To examine the ways of promoting business tourism in Kampala City.

1.5 Research questions

To achieve the stated objective, the study was guided by the following research questions:

1. What are the potentials for business tourism in Kampala City?
2. What are the problems of business tourism in Kampala City?
3. What are the ways of promoting business tourism in Kampala City?

1.6 Significance of the study

Data on Kampala City as a business tourist destination is sketchy or generalised. Thus, there was need to generate specific data on business tourism in Kampala City more so when other sectors of the economy are not faring well and yet tourism can be explored to be number one sector of the economy. This study is hoped to yield data that will be useful for proper planning and institutionalisation of a framework of action into the development of business tourism in Kampala City. The findings, recommendations and conclusions will hopefully, benefit economic planners, city authorities, hospitality industry, campaigners against poverty, politicians, non-governmental organisations (NGOs) and opinion leaders to base their decisions and actions on concrete knowledge of issues supported by research other than subjective judgements. The

researcher also hopes that this study will form a basis for further research into business tourism in Uganda.

1.7 Scope of the study

The study to investigate the challenges of Kampala City as a business tourist destination was qualitative and conducted in March 2018 using a case study design and purposive sampling technique. A sample of 49 respondents was selected for the study. The respondents included lodge or hotel workers, traders, taxi operators, tour company operators, commuters, tourists and opinion leaders. The data were collected using interviews and observations for primary data and documents analysis for secondary data. The study specifically sought to identify the potentials for business tourism in Kampala City; to determine the problems of business tourism in Kampala City; and to examine the ways of promoting business tourism in Kampala City.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews the literature related to tourism and business tourism. The literature particularly focuses on the potentials of business tourism; limitations of business tourism; and ways of promoting business tourism.

2.2 Potentials of business tourism

Attractions and facilities together constitute the basis of tourism. Their absence in an area would result in a general lack of motivation to visit it. Among the potentials for the growth of business tourism, include the warm and sunny weather, scenic attractions, amenities, historical and cultural features, accessibility, accommodation and political and economic stability.

2.2.1 Weather conditions

In countries with a cold winter and warm summer, business tourism is common in summer, while in those places that are warm and sunny throughout the year, it is less variable (Lubwama, 1989). Many of the less developed nations including Uganda are located within the tropics and being warm and sunny for most of the year, they are potential holiday destinations for those from the developed world with high incomes wishing to avoid winter. Among the popular tourist destinations in the tropics, include the Caribbean islands, west, central and East Africa, South Africa, South and South East Asia, Indian Ocean Islands of Seychelles, Mauritius and Maldives. These regions have sunny conditions suitable for sunbathing and water sports such as swimming, canoeing, water-skiing, kayaking, wind and surfing. Snow and winter conditions also attract tourists for winter sports such as skiing, skating, snow-biking and motor rallying. This is evident in the Scandinavia, Switzerland, Austria, German and USA. Kampala being warm and sunny for most of the year, her potential as a holiday destination business tourists is strong.

2.2.2 Scenic attractions

Scenic attractions are either manmade or natural. The manmade sceneries include dams, irrigated lands, terraced hills, villages and towns while natural sceneries include outstanding panoramas, mountain landscapes, beaches, cascading rivers, lakes, coral reefs and national parks (Ghosh, 1998; Leong & Morgan, 1982; Lubwama, 1989). In Africa, the Victoria Falls on the border between Zambia and Zimbabwe, the national parks of Central and East Africa, which are rich in flora and fauna, the rift valleys, volcanoes and the snow-capped mountains of East Africa, are some of the internationally known scenic attractions. Kampala can be a tourist destination by being a transit route for business tourists visiting some of the areas both within and outside East Africa.

2.2.3 Amenities

Audrey (2003) defines an amenity is something in or some quality of the environment perceived as pleasant and attractive which makes life agreeable and satisfying for people. As noted by Lubwama (1989), amenities attract tourists [including business tourists] for entertainment, enjoyment, relaxation and recreation. Amenities include theatres, casinos, cinemas, amusement and recreation parks, illuminations, sports centres, bathing pools and zoos. Others include participation in and the viewing of sports, nightlife, oceanariums and cruises, lakes, beaches and corals. These offer opportunities for recreation (e.g., sailing, sunbathing, fishing and swimming, beach games, waterskiing, kayaking, windsurfing and canoeing). In East Africa, the white sand beaches along the coast, corals and the numerous rift valley lakes are outstanding natural amenities. Kampala can market herself as a major business tourist destination by taking advantage of her existing amenities [such as theatres, casinos, cinemas, amusement and recreation parks, sports centres, nightlife and the beautiful hills].

2.2.4 Historical and cultural features

Features of historical and cultural interest like famous ruins, castles, temples, cathedrals, art galleries, music festivals, museums, archaeological sites, educational and political institutions, monuments, native life and customs, and national festivals, receive many visitors (Leong & Morgan, 1982). Famous examples of historical and cultural interest include the pyramids,

statues and temples of Egypt, the Great Wall of China. In or around Kampala, examples include the cultural site of Buganda and Namugongo Shrines. Elsewhere, examples include the Muslim holy cities of Mecca and Medina, the Greek temples and the Judaeo-Christian holy places in Israel and Palestine. The great wall or ruins of Zimbabwe, the ancient cities of Timbuktu and Axum in Mali and Ethiopia respectively, Fort Jesus in Mombasa, the former slave trade islands of Gore (Senegal) and Zanzibar, and the Robben islands in South Africa where Mandela Nelson spent 27 years are outstanding examples.

Local customs and ways of life, dances, art and crafts and folklore events, are the attractive manifestations of national culture (Ghosh, 1998). The Samba or carnivore dance of Brazil, Kora music awards of Africa, initiation ceremonies of male circumcision in East and Southern African, traditional dances of the Baganda, Bagisu and Masai in East Africa, art and craft exhibitions in Paris, Rome, Berlin, London, New York and other world cities are good examples. Kampala too can exploit the rich diversity of the local customs and ways of life to become a major business tourist destination.

2.2.5 Transport

For any attraction to be visited, it must be accessible. An attraction is of little value if located in an area that cannot be easily reached due to physical isolation and inadequate transport facilities (Ghosh, 1998; Lubwama, 1989). This is the case for many remote areas in the developing world. Thus, air, road and railway transport are important in the development of tourism (Ghosh, 1998; Leong & Morgan, 1982; Lubwama, 1989; Witherick, 1995). North Americans and Europeans regularly visit Thailand, Mauritius, Seychelles, Maldives, Switzerland and Bermuda among others partly because of the development of air transport. Road and railway transport are important in domestic and intra-regional tourism. Kampala being a major transport hub by road, railway and air for Uganda has a potential of being a major business tourist destination if marketed properly.

2.2.6 Lodging and accommodation

Feeding and lodging form accommodation. Some tourists go to particular destinations simply because of the good food provided and the excellent hotel facilities available (Leong & Morgan, 1982; Lubwama, 1989). It is therefore, important to have modern hotels, lodges, hostels, guest, and boarding houses built near tourist attractions to promote tourism (Ghosh, 1989). Today such facilities are available in major tourist destinations in the developing world (e.g., in the coastal resorts of Kenya [Mombasa, Lamu and Malindi], in the tourist resorts of Thailand, Mauritius, the Caribbean Islands and in the Egyptian Red sea and Mediterranean sea resorts). Kampala too can improve on such facilities to become a major business tourist destination.

2.2.7 Peace and stability

Tourists often go to places, which are politically stable and peaceful (i.e., where they are assured of security for their lives and possessions). Insecurity of any kind discourages tourism. Many of the potentially tourist destinations of the developing world have remained unvisited partly because of insecurity (e.g., Democratic Republic of Congo (DRC), Central African Republic (CAR), Afghanistan, Iraq, Palestine, Somalia, Burundi, Mali, Libya and Syria among others which have been torn apart by wars). Besides, war destroys the infrastructure and tourist attractions (flora and fauna, cultural and historical sites and museums) that form part of the basis for tourism. Cases of poaching have been reported in war-torn DRC and CAR while museums have been looted in war-ravaged Iraq and Afghanistan. The improvement in security in Uganda has been pivotal in the attraction of tourists to Uganda since the 1990s (NEMA, 1996) as the number of tourists had gone down following the political turmoil of the 1970s and 1980s. Kampala can take advantage of this relative stability to attract business tourists.

2.3 Problems of business tourism

A combination of factors can limit the potential and prospects for the growth of business tourism (e.g., limited marketing of the business tourism potentials and management problems; competition from other business tourist destinations; loss of antiquities; undeveloped domestic business tourism; diseases or epidemics that scare visitors; and inadequate capital to invest in the sector).

2.3.1 Social problems

Tourism creates environments that attract social problems such as prostitutes and their clients. It creates situations where gains from crime may be high and the likelihood of detection is small (Ghosh, 1998). Prostitution, which is the performance of sexual acts solely for the purpose of material gain (Prostitution, 2008), is one of the vices associated with business tourism. The issue of prostitution has been partially resolved through decriminalisation and tolerance. Often motivated by poverty, people prostitute themselves when they grant sexual favours to others in exchange for money, gifts or other payment and in so doing, use their bodies as commodities. Prostitutes may be of either sex and may perform either heterosexual or homosexual services, but throughout history the majority have been women servicing male clients, reflecting both the traditional socio-economic dependence of women and the tendency to exploit female sexuality (ibid). Amongst the attractions of western cities such as Hamburg, Amsterdam and Las Vegas are the brothels. Curious tourists who wish to have sex with young girls often throng their streets. Sex-tourism has also developed in areas such as the Philippines, Thailand and South Korea. In Bangkok, 50% of the prostitutes may be children under the age of 13. The essential reason for the girls entering prostitution is poverty (Ghosh, 1998). The predatory tourist seeking sexual pleasures is not always male, e.g., the largest group of Africans in Sweden consists of Gambian boys imported into Sweden by mature Swedish women who befriend them on a holiday. Sex has often been utilised in the selling of the holiday product (ibid). Kampala too has not been spared of prostitutes associated with business tourists.

2.3.2 Environmental destruction

This manifests itself in a variety of ways (e.g., the destruction of forests, pollution of water bodies and coral reefs, accumulation of litter on mountain slopes and beaches, erosion of outstanding archaeological sites, disruption of the mating of wild animals, vandalism by visiting souvenir hunters and unauthorised hunting in game parks (Ghosh, 1998)). In the case of Uganda, green spaces and wetlands together with their ecosystems especially in and around Kampala have been destroyed to create space for hotels, shopping malls and facilities associated with business tourists. The drainage of wetlands, conversion of shrub lands to grazing lands, cutting

and clearing of forests, desertification, urbanisation and suburbanisation, and highway and dam construction have seriously reduced available habitats. This has undoubtedly reduced the diversity of wildlife that attracts business tourists.

2.3.3 Disruption of local life and the environment

Ordinary or local people such as farmers and foresters often see tourism as an intruder and yet they have been the sole users of the land before (Ghosh, 1998). In addition, the tourist traffic affects the local environment by causing pollution and loss of biodiversity. Cars and buses create congestion on roads and noise and other forms of pollution. To Bell (2008), pollution is the contamination of the environment by manmade substances of adverse effects on living or non-living matter (i.e., the wrong substance in the wrong place in the wrong quantities at the wrong time [e.g., the litter left on beaches and mountain slopes by tourists]). The trends in pollution are difficult to determine accurately, particularly on a world scale. Aircraft noise disturbs the residents and cause damage to wild life (Bell; Ghosh, 1998). Tourists damage crops and flora and leave litter behind (Ghosh, 1998). Uganda may as now not be so much affected. However, the trend may be on the increase with an increase in the business visitors coming to the country.

2.3.4 Human and natural disasters

The tourist industry even if highly developed may suddenly collapse as a result of a disaster of an epidemic, disease, pollution, oil crisis, terrorism, political disturbance, earthquake, tsunami or typhoon (Ghosh, 1998). Tourism is so fragile and therefore, subject to domestic and international crises. A sudden down turn in tourist numbers can lead to a marked fall in income for a large number of people and wide spread unemployment. This is exactly what Uganda experienced in the 1970s and 1980s when the number of foreign visitors declined owing to political and economic instability (NEMA, 1996).

2.3.5 Inferiority and aggression

Tourists can raise negative feelings in the inhabitants that range from inferiority and resignation to envy and aggression (Ghosh, 1998). The feelings may result into the imitation of foreign tourists, loss of sense of tradition, prostitution and organised crime (ibid). There is also very

little, if any, contact between foreign visitors and indigenous people in terms of conversation. Instead, insufficient information and stereo typed thinking tend to confirm existing prejudices, intolerance, disinterest and arrogance. Foreign visitors rarely gain an accurate understanding of the prevailing economic and social conditions of the country visited. It is on very rare occasions in Uganda to see foreign tourists mingling with local people.

2.3.6 Seasonality of tourism

Tourism is a seasonal activity which results into seasonal unemployment and fluctuations in revenues. In some months the facilities may not be enough while in other months, the facilities are underutilised (Ghosh, 1998; Lubwama, 1989). This has a direct effect on the hotel industry and tour operators directly linked to tourism. The tourist industry in Uganda mainly depends on foreign visitors and as such, it is bound to suffer fluctuations in revenues owing to seasonal changes in countries of origin of the tourists, many of whom come from the west (Europe and North America). Most Ugandans have low incomes, which reinforces the dependency on foreign tourists. In addition, most local people are not interested or do not appreciate the tourist attractions.

2.3.7 Competition from other tourist destinations

Countries like Uganda, which is even landlocked, face competition for tourists with other regions or countries that offer more or less the same attractions [e.g., the Caribbean, Southeast Asia, Latin America, Kenya, Tanzania and southern Africa among others] (NEMA, 1996). The inadequate capital has not enabled Uganda to develop most of the facilities to international standards. Transport and communication facilities are still poor in major tourist destinations. Accommodation facilities and the skills to manage the tourist industry as a whole are wanting.

2.4 Promoting business tourism

The potentials and prospects for business tourism can be realised through a multifaceted effort involving advertisement, investment in the tourist infrastructure, conservation of the natural and manmade heritage, political and economic stability, and training in tourism and hospitality.

2.4.1 Advertisement

Advertising, a collective term for public announcements designed to promote the sale of specific commodities or services (History of Advertising Trust & Nik Mahon, 2008) is pivotal in the promotion of business tourism. It is a form of mass selling, employed when the use of direct, person-to-person selling is impractical, impossible or simply inefficient. Advertising techniques range in complexity from the publishing of simple, straightforward notices in the classified advertisement columns of newspapers to the concerted use of newspapers, magazines, television, radio, the internet, direct mail, and other communications media in the course of a single advertising campaign. Kampala should consider advertisement as one way of marketing herself as major business tourist destination. Thus, publicity as an activity involving the stimulating of public interest especially through advertising and the dissemination of information, designed to increase public interest in or awareness of something or somebody (Encarta Dictionaries, 2009) should be an integral variable in the promotion of domestic and international tourism in Uganda.

2.4.2 Investment in the tourist infrastructure

For the economy as a whole, investment or capital formation is an addition to its stock of real capital, notably its stock of productive capital (e.g., in the form of transport equipment and so on as well as human capital in the form of a skilled and educated labour force (Beckerman, 2008)). On the other hand, infrastructure refers to the large-scale public systems, services and facilities of a country or region, which are necessary for economic activity, including power and water supplies, public transport, telecommunications, roads and schools (Encarta Dictionaries, 2009). Investment and infrastructure play a crucial role in the growth of business tourism. Thus, investment and infrastructural development are necessary if business tourism were to develop in Kampala. Investment in infrastructures such as transportation, communication, hotels and utilities provides services for business tourism.

2.4.3 Conservation of the natural and manmade heritage

From the aesthetic and moral viewpoint, conservation also includes the maintenance of national parks, wilderness areas, historic sites and wildlife. In certain cases, conservation may imply the

protection of a natural environment from any human economic activity (Conservation, 2008). In economic terms, the natural resources of any area constitute its basic capital, and wasteful use of those resources constitutes an economic loss. For example, one of the basic principles of wildlife conservation involves the provision adequate natural food and shelter to maintain populations of each species in a given habitat. A major threat facing wildlife is both the destruction of habitat, through drainage, agriculture and urban expansion, and the fragmentation of habitat into parcels too small for wildlife populations to use (ibid). Illegal trade in feathers, horns, ivory, hides and organs has brought many endangered species to the verge of extinction. Thus, the sustenance of tourism rests on the sustainable management of tourist attractions through careful management, (e.g., hunting regulations allow the culling of many species without affecting overall population levels and can even help to control species that have grown too abundant for the region they inhabit).

2.4.4 Vocational training and apprenticeship in tourism

Vocational training and apprenticeship in areas related to business tourism and hospitality need to be emphasised. According to Young (2008), vocational training aims at a specific job or career and is comparable to an apprenticeship, as it tends to focus on learning specific skills that are required in particular workplaces. Apprenticeship, on the other hand, involves the learning of an art, craft or trade under the tutelage of a trainer (Apprenticeship, 2008; Apprenticeship, 2009). Vocational training ranges from accounting to automobile repair, court reporting, computer programming, cosmetology, dental hygiene, food service management, dietetics, graphic arts, forestry, hotel management, plastering, secretarial skills, television repair, travel agency and welding (Vocational training,2009). Such training, directly or indirectly benefits tourism. Barber colleges, secretarial schools, beauty colleges or travel schools among others, for example, need strengthening. Such schools teach a variety of courses in fields related to tourism and hospitality. A business college, for instance, will teach accounting, bookkeeping and secretarial skills, which too are relevant to hospitality and tourism.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the study area, research design, sample framework, sample size, methods of data collection, data analysis and limitations of the study.

3.2 Description of the area of study

Kampala is the largest city in Uganda. However, the study focused on the Central Business District (CBD) of Kampala. The CBD is the site of government buildings, businesses, hotels and lodges, shopping malls, supermarkets, bookstores, theatres, foreign diplomatic missions, Uganda Museum, offices local and foreign NGOs, casinos, night clubs, places of worship, clinics, informal trade and a major transport, financial and commercial hub for Uganda. The downtown streets are a home to several street kids, pickpockets and peddlars who carry out vending on the streets or sidewalks selling items such as foodstuffs, second hand clothes, household utensils, electronics and airtime among others. The CBD is also the headquarters for most large Ugandan firms and a focal point for transport by bus, car and motorcycle taxis. The CBD is also the hub of the nation's road network and served by a railway that connects with Mombasa, Kenya, on Africa's east coast. The CBD also has a link to the international airport at Entebbe, 34 kilometres southwest. Port Bell, 10 kilometres east on Lake Victoria, also serves the city. The 2003 estimate, put the population of Kampala at 1,246,000.

3.3 Research design

The study was conducted using a case study design. A case study design involves an intensive, descriptive and holistic analysis of an individual, group, institution or phenomenon in order to gain an insight into larger cases (Abel & Olive, 1999:173; Onen & Oso, 2008:71). The researcher, therefore, considered Kampala CBD as a bounded case study for an in-depth study.

3.4 Sample framework and sample size

A non-probability sampling technique involving purposive sampling was used to select the respondents and area of study. The primary consideration of purposive sampling is on the researcher's judgment as to who can provide the best information to achieve the objectives of the study (Kumar, 2011: 207). Thus, the researcher only goes to those people who in his opinion are likely to have the required information and willing to share it with him (Kumar). Purposive sampling technique was used to identify the area of study and those respondents with the relevant information with a view of generating focused information. A sample of 49 respondents was selected for the study. Kampala CBD was purposively selected since it is Uganda major business hub. The respondents included lodge or hotel workers, traders, taxi operators, tour company operators, commuters, tourists and opinion leaders. Seven respondents represented each category of respondents. The data were collected using interviews and observations for primary data and documents analysis for secondary data. After engaging 49 respondents in the study, the researcher assumed that no more new information was likely to emerge. As noted by Kumar, in qualitative research, when no more new information is emerging, it is assumed that one has reached the data saturation point and accordingly, the sample size is determined. Thus, the sample size was determined by the data saturation point instead of being fixed in advance.

3.5 Data collection

The study used of a combination of data collection techniques hoping to draw on the strengths of each other. The data collected were both primary and secondary. Primary data were collected using field observations and interviews. Secondary data were collected by documents analysis (i.e., by the review of official records, government publications, reports, journals and internet search). This enabled the researcher to acquire already processed or analysed data out of which research gaps were detected and comparisons made. Secondary data sources also provided data that may not be have been acquired from primary sources.

3.5.1 Interviews

This instrument involves face-to-face discussions, interaction or interpersonal communication between the researcher and respondents intended to elicit opinions (Abel & Olive, 1999:155; Onen & Oso, 2008:84). This instrument was used to yield descriptive or qualitative data. As noted by Abel and Olive (1999:156), attitudes, perceptions and emotions are best studied by qualitative methods. Thus, the interviews permitted the researcher to go beyond the statistical results. Structured and unstructured questions were used in the interviews. Under the structured interviews, a formal list of open-ended questions was asked to all respondents in the same way (appendix A). For the unstructured interviews, the interviewer probed respondents and guided the interview according to their answers. During the interviews, the researcher asked questions to identify the potentials for business tourism in Kampala City; to determine the problems of business tourism in Kampala City; and to examine the ways of promoting business tourism in Kampala City. Interviews were conducted with 49 respondents purposively selected on their presumed knowledge about the subject of study. The respondents included traders, lodge or hotel workers, taxi operators, tour company operators, commuters, tourists and opinion leaders. The aim was to collect focused data and data that were hard to observe in order to elicit opinions. Direct contact with the respondents also provided the researcher with the opportunity to gauge the accuracy of the answers given and seek clarifications on unclear responses by asking supplementary questions.

3.5.2 Observations

This instrument involves the use of all senses to perceive and understand the experiences of interest to the researcher (Onen & Oso, 2008:84). Data were gathered through disguised observations (non-participant observation) in which the researcher was passive by merely taking notes in his diary of what he had observed (e.g., about the evidence of the CBD of Kampala as a business tourist destination). To achieve this, a list of items to be observed was made. The list consisted of foreign visitors (Caucasians), hotels and lodges, historical monuments and sites, art, craft and entertainment places (theatres, casinos, art galleries and night clubs), prostitutes, tour companies, transport in the CBD, and actions and behaviours of the people on the streets and in the places frequented by tourists [such as the national theatre and hotels] (appendix B). This

enabled the researcher to yield information which the respondents are normally unwilling or unable to provide; to record information as it occurs; explore topics that may be uncomfortable to informants; notice unusual aspects; and to gain firsthand information to bridge the gap between what the respondents say and what actually happens. Such data enabled the researcher to identify the potentials for business tourism in Kampala City; to determine the problems of business tourism in Kampala City; and to examine the ways of promoting business tourism in Kampala City.

3.6 Data analysis

The analysis of the qualitative data generated by the interviews and observations involved a phenomenological approach by emphasising a deep understanding of the observed phenomena and views of the participants, literal description and narration of the emerging issues out of which authentic conclusions were made. During the interviews and observations, the researcher noted down in his diary the relevant issues (episodes, situations, events or instances) for accurate reporting. The main themes that emerged from the field notes and interviews were noted down, quoting extensively in verbatim format. Content analysis of the interviews and observations enabled the researcher to identify the main themes, similar phrases, relationships between variables, common sequences, differences and isolated patterns in order to reach conclusions with great authenticity.

3.7 Limitations of the study

The study on the challenges of Kampala as a business tourist destination could have been conducted in the whole of Kampala City. However, the nature of the research design (i.e., case study) and sampling technique (i.e., purposive sampling) confined the study to a relatively smaller area of the CBD of Kampala City and few respondents. Besides, the sampling technique and the tools that were used in data collection have their own weaknesses. Thus, the data gathered mainly applies to this area or areas with the same conditions. In addition, the study was conducted for only one month in June 2017 using a sample of only 49 respondents, which limited the scope of the data collected. Further, the researcher was a student and therefore, had limited time and financial resources for an extensive study. Such factors may limit the

generalisation of the study to other parts of Uganda or lower the validity and reliability of the study. Nevertheless, this study provides a fertile ground for further research on the potentials and prospects of business tourism.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter presents the analysis and interpretation of the findings of the study on Kampala City as a business tourist destination. This was after the realisation of the role of business tourism in the total equation of Uganda's tourism. The challenge was how to harness this potential when the necessary infrastructure and human and financial resources were still wanting. The data collected were qualitatively analysed by the literal description and narration of the subject matter (i.e., content analysis of the emerging issues) followed by the making of authentic conclusions and quoting extensively in verbatim. The analysis, interpretation and presentation of the findings are under the following subsections: potentials for Kampala City as a business tourist destination; problems of Kampala City as a business tourist destination; and promoting Kampala City as a business tourist destination all of which relate to the objectives of the study.

4.2 Potentials for Kampala City as a business tourist destination

The first objective of this study was to identify the potentials for Kampala City as a business tourist destination. To achieve the stated objective, the study was guided by the following research question. What are the potentials for Kampala City as a business tourist destination? The data collected and analysed under this question indicated that there are several factors for the potentials and prospects for Kampala City as a business tourist destination. These included the warm and sunny weather, scenic attractions, amenities, historical and cultural features, accessibility, accommodation and the relative political stability. The analysis and interpretation of the findings are presented in the subsections below:

4.2.1 Warm and sunny weather

The findings revealed that Kampala CBD is relatively warm and sunny throughout the year with no dull and cold weather conditions. As such, the CBD was bound to attract visitors throughout the year or to be a potential holiday destination for business tourists. The findings tally with what Lubwama (1989) described about places with warm and sunny weather as being attractive to

tourists than those that are dull and cold. A 36-year old business tourist from Europe had this to say in relation to the warm and sunny weather conditions of Uganda:

“Kampala being warm and sunny, is a must stay place for anyone wishing to escape the cold winters of Europe. You do not need to stay indoors, or warm/heat your home, or dress in thick clothes. People are also friendly”¹.

The above observations imply that with proper marketing of the warm and sunny weather conditions of Uganda, there is no doubt that Kampala can become a business tourist destination in the heart of Africa.

4.2.2 Amenities

The study also found out that Kampala has amenities that include theatres, casinos, cinemas, amusement and recreation parks, illuminations, sports centres, shopping malls, beautiful hills and nightlife among others that can attract tourists. The findings auger with what Lubwama (1989) noted about how amenities attract tourists. A graduate student of MBA had this to say:

“If Uganda had strategists and not masquerades, Kampala could market itself as a business tourist destination by advertising her amenities that include theatres, casinos, cinemas, amusement and recreation parks, illuminations, sports centres, shopping malls, beautiful hills and nightlife to the rest of the world using the newspaper columns, internet and TV”.²

The implication is that Kampala can market herself as a major business tourist destination by taking advantage of her existing amenities via the TV and internet among others.

4.2.3 Historical and cultural features

The study also found out that Kampala has features of both historical and cultural significance. For example, the city hosts important temples, cathedrals, mosques, art galleries, national museum, educational and political institutions, monuments and the home to the traditions and

¹European tourist

²MBA graduate student

cultural sites of the Buganda Kingdom. As such, the city was bound to receive many visitors. The findings are in line with what Leong and Morgan (1982) noted about historical and cultural features as major tourist attractions. Therefore, Kampala can exploit her rich diversity of customs and ways of life to become a major business tourist destination.

4.2.4 Accessibility

The study also established that Kampala is a major transport hub by road, railway and air for Uganda and as such, it has a potential of being a major tourist destination if marketed properly. A 22-year old female tourist from UK who had accessed Kampala by road after touring neighbouring Kenya had this to say:

“I thought it was going to be tough for me to travel to Kampala by road from Nairobi. However, I was surprised that the journey took me roughly 10 hours. Uganda should exploit this to develop intraregional tourism”.³

The implication is that for any attraction to be visited, it must be accessible, a point also noted by Ghosh (1998); Leong and Morgan (1982); Lubwama (1989); and Witherick (1995) about road and railway transport in domestic and intra-regional tourism. In this regard, Kampala can exploit her existing air, road and railway transport to develop tourism.

4.2.5 Accommodation

The study also established that Kampala has a fairly decent accommodation that caters for all classes of business tourists [ranging from one to five star restaurants and hotels]. Other accommodation facilities in Kampala include lodges, hostels, guest and boarding houses. Such facilities have the potential to make Kampala a major business tourist destination if marketed properly on the internet, TV and magazines. An hotelier on condition of anonymity had this to say:

³ Female tourist from UK

“We are able to attract international visitors more than our competitors simply because we have marketed ourselves on the internet and in magazines that we offer excellent accommodation, hospitality and that the customer is the king”⁴.

A tourist found checking in one of the hotels explained that he was attracted to this hotel after reading about it from the internet. He was fascinated by the services the hotel was claiming to offer. The findings agree with what Leong and Morgan (1982) and Lubwama (1989) noted that some tourists go to particular destinations simply because of the excellent accommodation. The implication is that hotels, lodges, hostels, guest and boarding houses built near tourist attractions to promote tourism.

4.2.6 Political stability

The study also revealed that the relative political stability in Uganda has created prospects for business tourism, the evidence being an increase in the number of tourists visiting Kampala. A group of American business tourists noted that they were able to visit Kampala because it is a relatively safe city. A group of Kenyan business tourists from Mombasa also noted the same point. An elderly Kenya tourist in his 60s noted that they could not visit Uganda in the 1970s and 1980s because of the insecurity that was prevailing then. The findings concur with the observations made by NEMA (1996) of how the improvement in security in Uganda has been pivotal in the attraction of tourists to the country since the 1990s. The implication is that tourists go to politically stable areas where there is security for their lives and possessions. Insecurity of any kind discourages tourism. Thus, security of Kampala is necessary for business tourism to develop.

4.3 Problems of business tourism

The second objective of this study was to determine the problems of Kampala City as a business tourist destination. To achieve the stated objective, the study was guided by the following research question. What are the problems of Kampala City as a business tourist destination? The data collected and analysed under this question indicated that there are several problems of Kampala City as a business tourist destination. The problems included social problems, the

⁴ Hotelier

limited marketing of the tourism potentials and management problems. Others included competition from other tourist destinations, undeveloped domestic tourism, diseases and epidemics that scare visitors and inadequate capital to invest in the sector. The analysis and interpretation of the findings are presented in the subsections below:

4.3.1 Social problems

The study revealed that tourism creates social problems such homosexuality, prostitution, and drug and human trafficking among others. It was common to see prostitutes hanging around restaurants, hotels and streets frequented by tourists in the evening hours and the vice is widely blamed for spreading of AIDS/HIV. The prostitutes were motivated by poverty by exchanging sex for money. The majority were young women in their teens and 20s aiming at servicing male tourists, reflecting both the traditional socio-economic dependence of women and the tendency to exploit the female sexuality. This is what a 21-year old prostitute remarked:

“I operate around big hotels and restaurants where I expect to find rich business tourists who pay dearly. However, if I had an alternative job, I would not exchange my body for money. I have no way out. I have to survive.”⁵

This implies that tourism creates situations where gains from crime may be high with the likelihood of detection being small and that sex is utilised in the selling of the holiday product. The findings are similar to the observations noted by Ghosh (1998) about tourism and prostitution in western cities [such as Hamburg, Amsterdam and Las Vegas and sex-tourism in the Philippines, Thailand and South Korea]. Tourists were also perceived as spreading behaviours deemed anti African (e.g., homosexuality by enticing young people with money and promise of overseas trips). These are the remarks made by a 30-year old male street vendor about tourists:

“You see, these white people (tourists) have contaminated our culture with unimaginable vices. Imagine falling in love with a fellow man or woman. How can you sodomise a fellow man? They even do not want us to debate about it. If I had powers, I would ban gays or send them to jail. It is terrible!”⁶

⁵ Prostitute

⁶ Street vendor

Further, tourists were also accused of encouraging human trafficking by taking away kids of poor parents or from the streets under the guise of adoption or sponsoring them for further education or a better life. However, none of the interviewed respondents had any evidence to back up the claims.

4.3.2 Environmental destruction

The study also revealed that business tourism contributes to environmental destruction in Kampala. This was manifesting itself in a variety of ways (for example, the destruction of the green patches, trees and wetlands of Kampala to create room for tourist facilities such as hotels and shopping malls). An environmentalist on condition of anonymity noted that this was destroying Kampala's biodiversity. The findings are similar to what Endangered Species (2008) noted about the causes of species becoming extinct or endangered arising out of the destruction of habitats through developments. In this context, there is a strong correlation between business tourism and environmental destruction.

4.3.3 Disruption of local life

The study revealed that tourism affects the life of the ordinary people either directly or indirectly, (e.g., it is common to close roads leading to major hotels in Kampala to local motorists on the ground that they inconvenience guests or are a perceived security threat). This was alienating the local people in their own city. This is what an irked motorist parked next to one of the big hotels in the city had to say:

“Can you imagine that we cannot use that road simply because there is a hotel where there are guests from Europe? Are we second-class citizens in our country? It is a shame and a sign of inferiority complex! Why are they not offering the same protection to Ugandans?”⁷

With such remarks, one can conclude that tourism raises negative feelings in the inhabitants that range from inferiority and resignation to envy and aggression especially where foreign business tourists hardly mingle with local people, a point also noted by Ghosh (1998) about the relations between tourists and local people in Asia.

⁷Motorist

4.3.4 Vulnerability to human and natural disasters

The study revealed that business tourism in Kampala like other parts of the world is susceptible to local and international crises such as epidemics, diseases, pollution, oil crisis, terrorism and political disturbance (for example, the political chaos of the 1970s and 1980s left the would be tourists afraid of visiting Uganda). The recent political campaign involving ‘walk to work’ by the opposition and its violent suppression by the pro-regime and partisan forces, saw a decline in the number of tourists visiting Kampala. One of the hotel managers in Kampala made this remark:

“The ‘walk to work’ campaign by the opposition and its violent suppression by the pro-regime forces saw a decline in the number of foreign guests booking in this hotel. We also experienced cancellations by those who had placed reservations. Our business declined. We almost retrenched some workers.”⁸

The implication is that tourism is so fragile and may collapse because of terrorism, political disturbance and international crises. This may have serious implications for business, tax revenue, employment creation and the entire economy among others.

4.3.5 Seasonality of tourism

The study revealed that tourism in Kampala mainly depends on foreign guests and as such, it is a highly seasonal activity. This was resulting into seasonal unemployment and fluctuations in revenues for hotels and tour agencies. This is a remark made by one of the tour operators in Kampala:

“In some months, business booms when there are many tourists around while in other months, we are redundant when it is not a peak season. This has a direct effect on our revenues.”⁹

In this regard, the tourist industry in Uganda will continue to suffer fluctuations in revenues owing to seasonal changes in the countries of origin of the tourists, many of whom come from the West [Europe and North America] not until Ugandans participate in tourism. However, the

⁸Hotel manager

⁹ Tour operator

low incomes prevent Ugandans from being tourists. In addition, most local people are not interested or do not appreciate the tourist attractions.

4.3.6 Competition from other tourist destinations

The study also found out that Uganda, which is landlocked, faces competition for business tourists with other countries that have the same attractions (e.g., Kenya and Tanzania among others). The inadequate capital has not enabled Uganda to develop most of the attractions and facilities to international standards. This is what one of the opinion leaders had to say:

“Uganda is disadvantaged for being landlocked. Tourists prefer being on beaches or along coasts where they can enjoy activities such as kayaking, beach games, oceanariums, sunbathing, cruises, water skiing and water biking among others.”¹⁰

Thus, for Kampala to be competitive, tourist attractions and facilities must develop and appeal to international standards or tastes or the country risks to lose out.

4.4 Promoting Kampala City as a business tourist destination

The third objective of this study was to examine the ways of promoting Kampala City as a business tourist destination. To achieve the stated objective, the study was guided by the following research question: what are the ways of promoting Kampala City as a business tourist destination? The data collected and analysed under this question indicated that the potentials and prospects for tourism can be realised through a multifaceted effort involving advertisement, investment in the tourism infrastructure, conservation of the natural and manmade heritage, political stability, and training in tourism and hospitality. The analysis and interpretation of the findings are presented in the subsections below:

4.4.1 Advertisement

The study revealed that advertising plays a vital role in promoting Kampala City as a business tourist destination. Among the ways suggested by tour operators, hoteliers and opinion leaders to

¹⁰Opinion leader

promote Kampala City as a business tourist destination included advertisement in columns of newspapers, magazines, television, radio and internet. They all concurred that Kampala will be a little known destination for business tourists not until her potentials or attractions are made known to the rest of the world. As pointed out in the Encarta Dictionaries (2009), publicity stimulates interest especially through advertisement and the dissemination of information that increases interest in or awareness of something. One hotel employee acknowledged that they get international business tourists by marketing themselves on the internet.

4.4.2 Investment in the tourist infrastructure

The study revealed that in order to promote business tourism, there is need for substantial investment in infrastructures that promote business tourism (e.g., transport, communication, hotels, roads, power, internet, etc.). This is what a social, political and economic commentator had to say:

“Our infrastructure is still under developed by world standards. Do you still remember that we had to struggle to host the Common Wealth summit simply because we did not have enough facilities? How can we then think about being a major business tourist destination? This is a joke. Never the less, it is good to keep hope alive by dreaming!”¹¹

The conclusion here is that infrastructural developments are a must if business tourism was to develop in Kampala.

4.4.3 Conservation of the city’s heritage

The study revealed that in order to promote business tourism, Kampala City must protect and conserve her heritage (e.g., sites of cultural and historical importance such as the cultural sites of the Kingdom of Buganda, Uganda Museum, independence monuments, ancient buildings, and religious sites among others). These make Kampala unique from other cities. The major threats to the heritage of Kampala are the rapid urban developments that hardly care about the city’s history. This is a remark made by a male senior citizen now in his early 70s:

¹¹ Social, political and economic commentator

“It is as if our government wants to erase away our history by showing little or no interest in conserving our heritage. For example, the museum is in a bad state and almost no funding from the central government goes to help the Buganda Kingdom to conserve her cultural sites.”¹²

This implies that the promotion of business tourism in Kampala partly rests on the sustainable management of the city’s heritage.

4.4.4 Vocational training and apprenticeship in tourism

The study revealed that vocational training and apprenticeship in areas related to business tourism need to be emphasised (e.g., a group of Kenyan business tourists were dissatisfied by the quality of services offered by workers in hotels, restaurants and shopping malls. They noted that the customer care and attitude to work were wanting). This is what a female Kenyan business tourist had to say:

“Can you imagine requesting for a cup of tea and it takes 15 minutes or even more to organise. In Kenya, the customer is highly cherished. Ugandans must style up. They are sluggish!”¹³

The implication is that vocational training and apprenticeship in customer care, hospitality, business management, hygiene, food services and organisation of international dishes, dietetics, hotel management, travel and tour organisation should be strengthened if Uganda was to become a major business tourist destination.

¹²Senior citizen

¹³Kenyan tourist

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary, conclusions, recommendations and areas for further research. The first section demonstrates the summary according to the objectives of the study; the second section is about the conclusions based on the summary. The third section gives recommendations drawn from the conclusions. The fourth section puts forward possible areas for further research.

5.2 Summary

This study investigated the challenges of Kampala City as a business tourist destination. This was after the realisation of the role of business tourism in Uganda's tourism. The challenge was how to harness this potential when the necessary infrastructure and resources were still wanting.

The study was qualitative and conducted using a case study design and purposive sampling technique. The data were collected using interviews and observations [for primary data] and documents analysis [for secondary data]. The data collected were qualitatively analysed by the literal description and narration of the subject matter (i.e., content analysis of the emerging issues) followed by the making of authentic conclusions and quoting extensively in verbatim.

The summary of the findings below relate to the objectives of the study.

First, the study revealed that the potentials for Kampala City as a business tourist destination ranged from the warm and sunny weather to the scenic attractions, amenities, cultural heritage, accessibility, accommodation and the relative peace and political stability.

Secondly, the study revealed that the problems of Kampala City as a business tourist destination included the limited marketing of the tourist potentials, management problems, competition from other tourist destinations, undeveloped domestic tourism, diseases that scare visitors and the inadequate capital to invest in the sector

Thirdly, the study revealed that the potentials and prospects for Kampala City as a business tourist destination could be realised through a multifaceted effort involving advertisement,

investment in the tourist infrastructure, conservation, political stability and training in tourism and hospitality.

5.3 Conclusions

Based on the summary of the findings of the study, the following conclusions were drawn:

First, the study concludes by noting that the potentials for Kampala City as a business tourist destination as of now remain largely redundant or untapped either due to lack of publicity, ignorance or failure to realise how the country can reap big from business tourism.

Secondly, the study concludes by noting that given the political squabbles, corruption and bureaucracy of the city managers, the problems limiting Kampala City as a business tourist destination will for some time remain. This will continue to keep Kampala at the peripheral of global business tourism.

Thirdly, the study concludes by noting that Kampala City as a business tourist destination will for some time remain a myth or dream. This will be the case not until those who wield power and influence realise the potentials for business tourism in Kampala City and take the initiative to invest in the tourism, conserve the heritage of the city and market the city.

5.4 Recommendations

In view of the above conclusions, the researcher made the following recommendations:

The study recommends the marketing of the tourist attractions of Kampala via news columns, TV and internet so as to promote business tourism.

The study recommends that the government put in place incentives that attract investors - local and foreign - to invest in tourism to international standards or tastes that make Kampala more attractive to business tourists.

The study recommends a multifaceted effort involving advertisement, investment in the infrastructure, conservation, peace building and political stability and training in tourism and hospitality.

5.4.1 Recommended areas for further research

More research should be done on the followings:

1. Business tourism as a correlate to urbanisation in Kampala.
2. Sustainability of business tourism in Kampala.

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APPENDIX A

INTERVIEW SCHEDULE

1. Do you regard Kampala City to be a business tourist destination?
2. What are the potentials and prospects for business tourism in Kampala City?
3. What are the limitations of business tourism in Kampala City?
4. Is there a future for business tourism in Kampala City?
5. What should be the ways of promoting business tourism in Kampala City?

APPENDIX B

OBSERVATION CHECKLIST

1. Accommodation facilities (hotels and lodges)
2. Historical monuments and sites
3. Art, craft and entertainment places (theatres, casinos, art galleries and nightclubs)
4. Tour companies
5. Transport in the City
6. Actions and behaviors of the people on the streets and in the places frequented by tourists,
(e.g., national theatre and hotels)
7. Formal and informal activities
8. Social service facilities
9. Businesses