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Influence of Events Management on Visibility of Rwanda: A Case of Splendid Hotel in Muhanga

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ABSTRACT

The study explored the influence of events management on the visibility of Rwanda, using Splendid Hotel in Muhanga as a case study. It specifically examined the impact of strategic event hosting, the role of the hotel's event management, and the effectiveness of its strategies in promoting national visibility. Using a descriptive survey design, the research targeted 78 hotel staff, with a sample size of 65 respondents determined via Slovin's formula. Data was collected using survey questionnaires and analyzed using SPSS. Findings revealed that corporate events contributed most to visibility (26.2%), followed by weddings (23.1%), cultural events (18.5%), concerts (16.9%), and industry-based events (15.4%). Splendid Hotel's event management was found to significantly enhance Rwanda's global image, with 26.2% citing increased exposure, 23.1% improved national image, and 20.0% promotion of culture and tourism. Additionally, 26.7% noted that high-profile events enhanced visibility, while 21.5% highlighted the impact of foreign visitor engagement. Overall, the study demonstrates that strategic event management at Splendid Hotel plays a vital role in promoting Rwanda's international visibility.

Keywords: ***Events management, Management, Visibility and Hotel***.

1 Introduction

Event management refers to the process of planning, organizing, and executing various types of events to achieve specific objectives. These events may include corporate conferences, weddings, cultural festivals, exhibitions, and product launches. Event managers are responsible for ensuring that all elements of an event such as venue selection, logistics, budgeting, marketing, and attendee engagement are seamlessly coordinated. In the context of hospitality and hotels, effective event management plays a crucial role in drawing attention to the hotel and attracting a diverse audience, both local and international. Well-executed events can enhance a hotel's reputation, encourage repeat business, and create new opportunities for growth (Bladen, Kennell, Abson & Wilde, 2022).

Globally, the role of events management in boosting hotel visibility has been well established and continues to grow in importance. Major international cities such as London, New York, Paris, Dubai, and Singapore are renowned for hosting events ranging from global summits to international sports competitions and trade shows. The global hospitality industry is closely linked to events management, with major hotels and resorts frequently engaging in the organization and hosting of high-profile events to attract international guests (Getz, 2022).

Hotels that host or sponsor global events benefit from both immediate economic advantages (through bookings, service fees, and publicity) and long-term strategic advantages (through increased brand visibility and recognition). The Dubai World Trade Centre, for example, attracts thousands of exhibitors and visitors to the city annually, driving business to hotels that are connected to these events. Similarly, hotels in cities like Paris and London that host fashion weeks, art

fairs, or international sports events can see a significant boost in visibility, often resulting in international media coverage and social media exposure (Akhundova, 2020).

On a global scale, event-driven hotel marketing has also evolved with the advent of digital media. Live-streaming of events, influencer partnerships, and social media campaigns can amplify a hotel's visibility far beyond its physical location. Through events, hotels have the opportunity to market themselves not only through traditional advertising but also through user-generated content, media partnerships, and online reviews, which can enhance their reputation globally (Getz, 2022).

On a broader African scale, events management is an even more significant factor in boosting the visibility of hotels due to the continent's diverse tourism markets and the rapidly growing demand for both leisure and business travel. The African hospitality sector is expanding in response to both domestic growth and increasing international tourism. Cities such as Cape Town (South Africa), Accra (Ghana), Lagos (Nigeria), and Cairo (Egypt) have emerged as popular destinations for business conferences, exhibitions, and cultural tourism. As these cities host international events and major conferences, hotels in these cities become crucial players in providing accommodation, services, and event space (Salimova, 2021).

The PWC Hospitality Outlook: 2019-2023 highlights significant growth in the African tourism and hospitality sectors, with room revenue across key markets such as South Africa, Nigeria, Mauritius, Kenya, and Tanzania rising by 7.4% in 2018, up from 1.9% in 2017. This growth was particularly driven by remarkable turnarounds in Kenya (28 percentage points), Tanzania (15.4 percentage points), and Nigeria (7.2 percentage points). Mauritius continued to experience robust double-digit growth, while South Africa saw a modest increase of just 0.5%. These developments indicate a resurgence in the tourism market, which is closely tied to the increase in MICE tourism (Meetings, Incentives, Conferences, and Exhibitions). Events management plays a crucial role in driving hotel revenue in these markets, as business and leisure events attract international visitors, leading to higher occupancy rates, longer stays, and increased overall demand for hotel services (PwC, 2019).

Rwanda's tourism industry has experienced significant growth over the past decade, with its annual revenue doubling from USD 200 million in 2010 to USD 400 million in 2016, and reaching USD 408 million in 2018 (RDB Report, 2017). This surge in revenue can largely be attributed to the continuous marketing of Rwanda as a high-end destination and its strategic positioning as a hub for Meetings, Incentives, Conferences, and Exhibitions (MICE) tourism. The government of Rwanda, through the Rwanda Development Board (RDB), has been instrumental in promoting the country abroad, attracting international visitors, and fostering a vibrant tourism sector (Rwanda Development Board, 2021).

Despite progress, Rwanda faces challenges in fully integrating strategic PR within healthcare due to limited training, unclear PR roles, and a perception of PR as a non-professional field. Addressing these issues through tailored PR strategies focusing on transparency, stakeholder engagement, and crisis management is crucial for enhancing institutional reputation and healthcare outcomes (Juuko, 2014). Educational opportunities in PR remain limited but are gradually expanding, with universities beginning to offer relevant courses. However, the sector needs more skilled practitioners to meet the growing demands of Rwanda's healthcare system (Juuko, 2014). This context frames the study exploring PR's role in promoting healthcare institutions' image in Rwanda, focusing on King Faisal Hospital. The study aims to assess the effects of employee relations, customer relations, and corporate social responsibility on enhancing the hospital's image and, by extension, the broader healthcare sector's reputation.

However, despite the growing demand for events, many hotels in Rwanda still face challenges in effectively managing such events. These challenges include the need for skilled event managers, adequate infrastructure, and marketing strategies to ensure that the events held are successful and attract the right clientele. Therefore, understanding how events management influences the visibility of hotels in Rwanda is important for both hotel managers and policymakers in the hospitality industry. By identifying the key factors that contribute to successful event management, hotels can optimize their resources, enhance their service offerings, and improve their market presence (Cyiza & Safari, 2024).

2 Literature Review

2.1 Empirical Literature

This section reviews empirical studies research grounded in data collected through observation, experimentation, or other direct evidence relating to the types of events, impact of strategic event hosting and role of event management in promoting the visibility of nations through hotels.

2.1.1 The types of events hosted to promote the visibility of Hotels

The empirical literature on the types of events hosted by hotels to enhance their visibility emphasizes the significant role that corporate events and conferences play in boosting hotel brand recognition and occupancy. Studies show that corporate events such as conferences, seminars, and business retreats attract high volumes of professionals, industry leaders, and decision-makers, leading to an increase in both short-term bookings and long-term clientele. Corporate events also provide hotels with opportunities to showcase their facilities and services, such as meeting spaces, catering, and technological support, positioning them as premium venues for business functions. Furthermore, hotels that successfully cater to corporate events often secure repeat business and establish themselves as preferred venues for future business gatherings (Dube & Nhamo, 2021). Similarly, exhibitions and trade shows are crucial in enhancing hotel visibility by attracting large numbers of exhibitors, suppliers, and industry professionals. According to empirical studies, hotels hosting or partnering with trade shows gain significant exposure to niche markets, which boosts their brand recognition within specific industries (Dube & Nhamo, 2021).

These events not only increase bookings for accommodation but also establish the hotel as a central hub for business networking, collaborations, and industry discussions. The increased demand for services from exhibitors and delegates leads to higher revenue generation, as hotels provide not only lodging but also event-specific services such as conference rooms and catering for networking events. This dual role of serving as both accommodation providers and event hosts significantly elevates the hotel's market position (Kamau, 2022). Cultural and social events also contribute substantially to a hotel’s visibility, attracting diverse local and international audiences. Events such as weddings, festivals, and concerts allow hotels to showcase their versatility and ability to manage both large-scale social functions and intimate gatherings (Getz, 2022).

Research highlights that hotels hosting cultural or social events become cultural ambassadors, drawing tourists interested in experiencing local traditions and festivities. By providing customized services for these events, hotels enhance their reputation as venues that cater to both luxury and cultural needs, thus increasing their appeal to a broader demographic, including international tourists. These events not only boost hotel bookings but also foster positive word-of-mouth and long-term brand recognition in diverse markets (Kamau, 2022).

2.1.2. The impact of strategic event hosting at Hotels on raising national visibility

Empirical research highlights the significant role events play in enhancing the brand visibility of hotels, particularly through increased exposure to targeted audiences. According to studies, hosting large-scale corporate events, conferences, or exhibitions places hotels in the spotlight of key demographics, such as business professionals, industry leaders, and international delegates (Getz & Page, 2016). These events provide an opportunity for hotels to showcase their facilities and services, particularly to attendees who may not have been aware of the hotel otherwise. Research indicates that exposure from high-profile events, such as international summits or product launches, helps hotels differentiate themselves in competitive markets, establishing their brand as prestigious and capable of handling complex events. The visibility gained from such events is especially valuable for hotels in emerging markets, helping to build recognition among both local and global audiences (Cyiza & Safari, 2024). The reputation of a hotel is deeply linked to the quality and prestige of the events it hosts. Studies show that hotels which successfully manage large, complex events like corporate conferences or cultural festivals are perceived as more reputable and professional (Getz & Page, 2016). Hosting such events allows hotels to demonstrate their capacity to deliver high-quality service, from seamless logistics to excellent customer service. As a result, the positive outcomes of these events are likely to be

shared via word-of-mouth and professional networks, further enhancing the hotel's brand reputation. Hotels that consistently host prestigious events establish themselves as reliable venues for business and social gatherings, which strengthens their brand identity and fosters customer loyalty (Kamau, 2022). In today's digital age, events also play a pivotal role in driving media attention and enhancing brand visibility through social media platforms. Empirical evidence suggests that the media coverage surrounding high-profile events hosted by hotels whether through news outlets, social media influencers, or online blogs significantly amplifies the hotel's brand exposure (Okello & Novelli, 2014).

Real-time updates, event hashtags, and attendee-generated content increase the hotel's visibility by engaging a broader audience, often leading to organic word-of-mouth marketing. This digital engagement extends the reach of the event beyond physical attendees, attracting potential customers and increasing the likelihood of future bookings. The ability of hotels to leverage social media during events enhances their reputation as modern, customer-centric brands, further boosting visibility and engagement (Kamau, 2022).

2.1.3. The role of event management in increasing customer satisfaction of Hotels

The Empirical studies on event management in the hospitality industry consistently highlight its critical role in enhancing customer satisfaction. Research shows that tailored event experiences, where hotels customize services to meet the specific needs of various event types, significantly improve guest satisfaction. Events like business conferences, weddings, and family reunions have distinct requirements, and when hotels deliver personalized services such as specialized catering, room setups, and décor customers feel valued and their expectations are exceeded. This customization demonstrates the hotel's commitment to guest satisfaction, fostering a sense of loyalty and increasing the likelihood of repeat business. Successful event management allows hotels to align their offerings with the unique preferences of each customer segment, which leads to higher overall satisfaction (Bladen et al., 2022). Effective communication is another essential element of successful event management that directly impacts customer satisfaction. Clear, consistent communication between the hotel staff, event organizers, and guests ensures smooth event execution. Studies indicate that when hotels effectively coordinate events, providing attendees with timely information about schedules, meals, and venue changes, customer satisfaction improves significantly. Miscommunication or logistical issues, such as delayed services or incorrect arrangements, often lead to dissatisfaction. By managing communication effectively, hotels reduce the potential for confusion, thereby creating a seamless experience for attendees and ensuring a positive impression of the hotel's operations and service quality (Allen et al., 2022). Personalization is increasingly recognized as a key driver of customer satisfaction, particularly in event management. Empirical research emphasizes that hotels that offer personalized services during events whether through custom catering, personalized branding, or tailored experiences—enhance guest satisfaction and build lasting relationships. For example, during a corporate event, offering specialized business amenities such as customized branding and dietary accommodations for attendees can elevate the guest experience. Similarly, events like weddings or VIP gatherings, where the hotel anticipates guests' preferences, create an emotional connection that strengthens the hotel's reputation. Personalization not only leads to higher satisfaction but also encourages positive word-of-mouth and repeat business, which are essential for long-term success in the competitive hotel industry (Sadd & Musikavanhu, 2018). Lastly, post-event engagement is crucial for reinforcing customer satisfaction and ensuring continued positive relationships. Empirical evidence suggests that follow-up communication, such as personalized thank-you notes, feedback surveys, and social media interactions, plays a significant role in keeping the hotel top of mind for guests. Hotels that actively seek feedback and address any concerns demonstrate a commitment to continuous improvement and customer care. This proactive approach allows hotels to fine-tune their event management processes, ensuring that future events are even more successful. By maintaining post-event engagement, hotels not only enhance guest satisfaction but also increase the likelihood of future bookings and referrals, making event management an ongoing contributor to customer loyalty and long-term success (Bladen et al., 2022).

2.2 . Theoretical Framework

This section reviews existing theories relevant to the study of how public relations contribute to promoting the image of healthcare institutions.

2.2.1 The Communication Visibility Theory

The Communication Visibility Theory, developed by Paul Leonardi in 2014, provide a foundation for understanding

how event management at Splendid Hotel in Muhanga can influence the visibility of Rwanda.

This theory centers on how information and communication, especially through digital and social media platforms, can be made visible to relevant stakeholders. It emphasizes that visibility is not just about exposure but also about how effectively communication reaches and engages the intended audiences (Leonardi, 2014). In the context of this study, the Communication Visibility Theory helps to understand how the events organized by Splendid Hotel can increase the hotel's visibility, as well as the visibility of Rwanda. According to the theory, it's not enough for information to just be shared; it needs to be noticed, understood, and acted upon by the target audience. Events hosted at the hotel, whether they are corporate conferences, cultural festivals, or social gatherings, serve as key platforms where communication can be intentionally designed to raise the profile of the hotel and Rwanda. For example, when the hotel organizes an event, communication about that event needs to be clear and widespread across both traditional media (TV, print) and digital platforms (social media, websites, blogs). The communication visibility of these events directly affects how much attention Rwanda receives from both local and international audiences. The more the events are discussed and shared in the public sphere, the higher the visibility for both the hotel and the country as a whole (Leonardi, 2014). The theory is relevant to the study in the way that, it helps to explore how the communication strategies of Splendid Hotel contribute to Rwanda's visibility. Through effective communication, such as broadcasting event details, promoting guest experiences, and highlighting Rwanda's culture and tourism, the hotel increase awareness about the country. If these communications are made visible across multiple platforms, they can reach a broader audience, including potential visitors, investors, and business partners.

2.2.2. The Brand Visibility Theory

The Brand Visibility Theory (Hatch & Schultz, 2003) play a significant role in promoting the visibility of Rwanda as a destination. By aligning the Vision, Culture, and Image of organizations within Rwanda, including hotels, tourism boards, and businesses, the theory can help position Rwanda in a way that enhances its global perception and visibility. Here's how the Brand Visibility Theory can help in promoting Rwanda's visibility:

The Brand Visibility Theory suggests that organizations within Rwanda, such as hotels, tourism agencies, or even government bodies, need to align their activities with this overarching national vision. For example, hotels like Splendid Hotel in Muhanga could host international events, conferences, or eco-tourism seminars that align with Rwanda's broader goals of attracting foreign investment, promoting eco-friendly tourism, and showcasing the country's cultural and natural beauty. These events help to project Rwanda's national vision to a wider audience, making the country more visible as a leading destination for tourism and investment in Africa (Hatch & Schultz, 2003). Through events and tourism initiatives that reflect Rwanda's culture, such as cultural festivals, national celebrations, and heritage tours, the country's internal identity is presented to the external world. The Brand Visibility Theory highlights how an organization's internal values should align with its external image, and for Rwanda, the alignment of cultural values with its tourism and branding efforts helps project an authentic and consistent identity. The image of Rwanda in the eyes of the global community is influenced by how it is marketed, how it engages with international stakeholders, and how it is represented by local organizations, including tourism operators and hospitality providers. Rwanda's efforts to overcome its tragic history and its positioning as a thriving, safe, and progressive country are key elements of its image (Hatch & Schultz, 2003). The Brand Visibility Theory is highly relevant to the area of study, especially when examining the visibility of Rwanda through events management, such as those hosted by the Splendid Hotel in Muhanga. By aligning the hotel's vision, culture, and image (VCI), this theory provides a useful lens to understand how events management can enhance both the hotel's and Rwanda's brand visibility.

2.3 Conceptual Framework

The model of the study is determined in Figure 2.1 below.

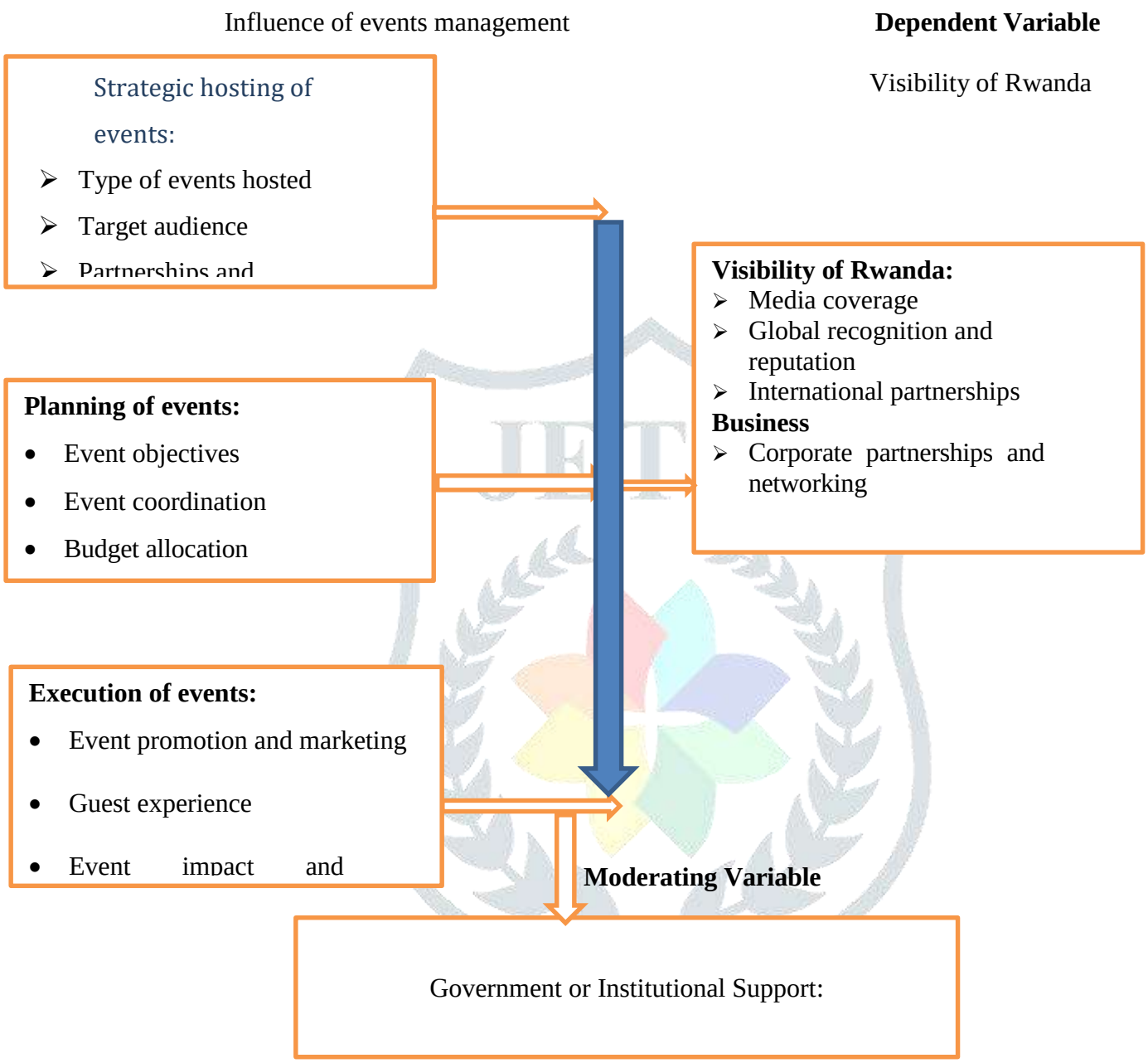

Figure 2. 1: Conceptual Framework

Source: Researcher (2025)

This conceptual framework explores how event management at Splendid Hotel impacts Rwanda's visibility, showcasing how well-executed events can help raise the country's global profile and improve perceptions of its potential as a tourism, business, and cultural hub. The independent variable, event management, includes key aspects such as the quality of events, the types of events hosted, and the engagement of attendees. The dependent variable, visibility of Rwanda, is shaped by several factors. Media coverage, especially international press and news reports, plays a key role in raising awareness about Rwanda's events and positioning the country on the global map. Social media also plays a major role in boosting visibility, as attendees share their experiences, photos, and event hashtags, spreading the word beyond the event itself. Government support, through policies and financial backing, further strengthens Rwanda's visibility, helping to create a conducive environment for successful events that align with the

country's broader tourism and business goals. Government or institutional support, as a moderating variable, strengthens the connection between event management and Rwanda's visibility. When Splendid Hotel organizes events with the backing of government bodies such as the Rwanda Development Board or the Ministry of Tourism, these events gain increased credibility, resources, and publicity. Institutional support often brings logistical assistance, funding, security coordination, and access to high-profile attendees, all of which enhance the overall success and impact of the event. Moreover, such support can help align event themes with national development goals, ensuring consistency in messaging about Rwanda's progress, stability, and openness to international collaboration.

3.0. Research Methodology

3.1. Research Design

According to Creswell and Creswell (2017), research design involves the strategy, plan, and structure for conducting a research project. This study examined the influence of events management on the visibility of hotels in Rwanda, with a case study of Splendid Hotel in Muhanga. A mixed-methods approach, combining both quantitative and qualitative methodologies, was employed to provide a comprehensive understanding of the research problem. The quantitative aspect involved collecting and analyzing numerical data through surveys or questionnaires to assess the impact of events management on the visibility of the hotel. On the other hand, the qualitative component consisted of in-depth interviews to explore the experiences, perspectives, and insights of key stakeholders, such as hotel management, event organizers, and guests, providing a more nuanced understanding of the role of events in enhancing hotel visibility.

3.2. Target Population

As Creswell and Creswell (2017) explain, the target population refers to the group of people or objects to which the researchers intend to apply their findings. For this study, the target population include 78 staff members from various departments at Splendid Hotel in Muhanga. These individuals are from Executive Management, Finance and Administration, Housekeeping, F&B Operations, Restaurant, Reception, Kitchen, and PR and Marketing. This diverse group will provide valuable insights into how event management impacts the hotel's visibility, with each department playing a unique role in organizing and promoting events. The study also dived deeper into the views of the hotel's Public Relations and Marketing officers. Through in-depth interviews, the study explored the unique strategies for managing events and how these practices affect the hotel's visibility. These interviews shed light on the challenges they face, the strategies they use, and their overall perception of how events can enhance the hotel's reputation and influence Rwanda's image.

3.3. Sample Design

The sample size was calculated using Slovin's formula, which is commonly used when the population is known and a specific margin of error is desired. The formula is given by: $n = N / (1 + N * e^2)$

Where:

- n = sample size
- N = total population (78)
- e = the research proceeded with an error of 5% and confidence coefficient of 95%:

Therefore, our sample population (n) will be;

n = 78/ (1 + 78 (0.05)2)
n = 78/ (1 + 78 (0.0025)
n = 78/ (1 + 0.195)
n = 78/1.195
n = 65.27

n =65. As shown in the above calculations, the study used 65 respondents from Splendid Hotel, selected based on their relevant knowledge and involvement in event management. These individuals provided valuable insights into how event management influences the hotel's visibility.

3.4. Data Collection Methods

According to Olsen (2011), data collection is the process of systematically gathering and measuring information on targeted variables to answer research questions and assess outcomes. This study utilized both primary and secondary data collection methods. Primary data was collected from respondents using self-administered questionnaires, which will contain both closed-ended and open-ended questions. As Neelankavil (2015) explains, a questionnaire is a structured research tool where all respondents answer the same set of questions in a specific order.

For secondary data, the data collection tool included document reviews and digital sources such as journal articles, reports, and publications from the splendid hotel, RDB and other relevant digital platforms. These sources provided insights into the impact of event management on the visibility of hotels in Rwanda. Bailey (2005) describes an interview as a structured, face-to-face conversation between a researcher and respondents. In this study, the interview will be the main method for collecting data, and conducted with the Public Relations Officer of Splendid Hotel. This gave the opportunity to dive deep into the hotel's event management practices and how these practices influence its visibility.

Reliability in this study refers to consistency and reliability of the data collection tools utilized to quantify the impact of event management on Rwanda's visibility. In order to ensure this, the researcher conducted a pilot test for both questionnaires and interviews. The open and closed-ended questionnaires were pre-tested with 20 respondents at Lucerna Kabgayi Hôtel to identify any vague or confusing items. Pre-test feedback led to improvements that clarified questions and increased relevance to the study objectives. Consistency in data collection was also attained through training of research assistants and adherence to standard data recording and reviewing procedures (Bordens & Abbott, 2011). Content validity is essential to ensure that a measurement instrument accurately represents the domain it is intended to measure (Bordens & Abbott, 2011; Mugenda & Mugenda, 2003). In this study, which explores how events management influences the visibility of hotels in Rwanda specifically Splendid Hotel in Muhanga several steps were taken to ensure content validity. The first step is clearly defining the domain. Since the study focuses on how events management boosts the visibility of hotels, the questionnaire must cover various aspects of this topic. Next, a panel of experts played a crucial role in determining the content validity of the questionnaire. The research instruments were given to individuals experienced in research methodology, event organization, and hotel management. Lastly, the questions were aligned with the study's objectives to ensure content validity. Each question in the questionnaire was crafted to gather information related to the specific goals of the study.

3.1. Data Analysis Procedures

Quantitative data were analyzed with SPSS for generating descriptive statistics such as frequencies, percentages, and charts. Qualitative responses were categorized thematically and analyzed narratively. Themes were drawn from recurring patterns in the interview transcripts, linked with the research objectives. This dual-mode analysis yielded rich and triangulated data. The research adhered to such ethical principles as informed consent, anonymity, confidentiality, and voluntary participation. Participants were made aware in plain language of their rights and reasons for the research. Personal identifying information was not collected. Participation was entirely voluntary, and respondents could withdraw at any time without penalty.

4.0. Presentation of Findings

4.1. To examine the impact of strategic event hosting at Splendid Hotel on Rwanda's visibility. The study discovers on how hosting strategic events in Splendid Hotel affects improving Rwanda's exposure that corporate events played the largest role, where 26.2% of the respondents in the interview said they improve exposure by making the hotel a hub for corporate and business conferences. Placing second were 23.1% who emphasized that weddings held at the hotel promote Rwandan culture to both local and international visitors. Another 18.5% revealed that cultural events contribute to increasing Rwanda's business and innovation capacity. Additionally, 16.9% of the respondents indicated that concerts promote network relationships of international leaders and tourists to Rwanda, and 15.4% indicated that events based on industries promote Rwanda's tourist industry. The findings confirm that Splendid Hotel plays a strategic role in promoting Rwanda's image through soft diplomacy, tourism marketing, and economic branding.in Table 4.6.

4.6: Impact of strategic event hosting at Splendid Hotel on raising Rwanda's visibility

		Responses		Percent of Cases
		N	Percent	
Impact of strategic event [a]	Corporate events enhance visibility	17	26.2%	26.2 %
	Showcase Rwanda's culture	15	23.1 %	23.1 %
	Contribute to Rwanda's business.	12	18.5 %	18.5 %
	Connect global leaders to Rwanda.	11	16.9%	16.9%
	Promote Rwanda's tourism industry	10	15.4 %	15.4%
Total		**65**	**100.0%**	**100.0%**

a. Dichotomy group tabulated at value 1.

Source: Primary Data, 2025.

4.1.1. To examine the role of Splendid Hotel event management on the visibility of Rwanda. The second objective that guided the research was to investigate the role of Splendid Hotel event management in raising Rwanda's profile. The information according to statistics indicated that the greatest percentage, 26.2%, highlights that event hosting at the hotel enhances Rwanda's exposure around the world, transforming the nation into an international hub of interactions. Enhancing Rwanda's international image ranks position two at 23.1%, reflecting the enhancement of the nation's image on the international scene due to successful events. Secondly, 20.0% of the interviewees also indicated that events help to showcase Rwanda's culture and tourism, and 16.9% of them indicated that they bridge international audiences and Rwanda's rich culture. Lastly, 13.8% indicated that event hosting promotes Rwanda's business opportunities. All in all, these findings highlight the strategic importance of event management at Splendid Hotel to promote Rwanda's awareness through tourism, cultural exposure, and international outreach. Findings were recorded in Table 4.7.

4.7. The role of Splendid Hotel event management in raising the visibility of Rwanda.

		Responses		Percent of Cases
		N	Percent	
Role of Splendid Hotel event Mgt[a]	Boost Rwanda's international visibility	17	26.2 %	26.2 %
	Enhancing Rwanda's global reputation	15	23.1 %	23.1 %
	Showcasing Rwanda's culture & tourism	13	20.0 %	20.0 %
	Bridge international audiences with Rwanda's rich heritage	11	16.9%	16.9%
	Raise awareness of Rwanda business	9	13.8%	13.8%
Total		**65**	**100.0%**	**100.0%**

a. Dichotomy group tabulated at value 1.

Source: Primary Data, 2025.

The study discovers that organizing strategic events at Splendid Hotel has a significant contribution to heightening Rwanda's image. The study revealed that 26.2% of the respondents mentioned that the events elevate Rwanda's international profile, thus positioning the hotel as the hub for interaction globally. Next, improving Rwanda's international reputation was at 23.1%, meaning the hotel's event management boosts an improved international reputation. Other 20.0% said that events help in encouraging Rwanda's culture and tourism. Another 16.9% believed that the events bridge global audiences with Rwanda's heritage, while 13.8% said that they raise awareness of Rwanda's business opportunities. These findings identify Splendid Hotel's strategic contribution to the promotion of Rwanda's visibility via cultural diplomacy, tourism, and economic branding. Findings were recorded in Figure 4.3.



Figure 4.3: The effects of Customer relations on promoting the image of King Faisal hospital in Rwanda. Source: Primary Data, 2025.

4.1.2. To evaluate the effectiveness of Splendid Hotel's event management strategies in enhancing Rwanda's visibility. The findings of the study reveal that Splendid Hotel plays an important role in projecting Rwanda's international image with successful event management. The greatest proportion of respondents (26.7%) were of the opinion that publicity brought about by top-level events such as international conferences, weddings, and summits contributes significantly to Rwanda's visibility. These events attract publicity, and this projects Rwanda as a modern and internationally active country. Furthermore, 21.5% of the respondents highlighted the point that the hotel accommodates international guests, including tourists, business travelers, and guests of honor. Not only does this introduce Rwanda to a wider world but also encourages tourism and hospitality businesses. Another 20.0% of the respondents added that these events accord suitable publicity to Rwanda's tourism sector, particularly by exposing tourists to local attractions and activities. Aided by this, 18.5% of the interviewees pointed out that Splendid Hotel facilitates Rwandan cultural heritage preservation through offering spaces for culturally significant events, such as traditional ceremonies and festivals. Finally, 15.4% acknowledged that the hotel's contribution to holding international business meetings enhances Rwanda's profile as a future business and investment hub. Individually, these findings reveal that the event management plan of Splendid Hotel is highly effective in enhancing Rwanda's global exposure through media coverage, tourism promotion, cultural diplomacy, and international business exchange. The breakdown of findings in detail is presented in Table 4.8.

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4.8.Effectiveness of Splendid Hotel's event management strategies in enhancing Rwanda's visibility

		Responses		Percent of Cases
		N	Percent	
Effectiveness of Splendid Hotel's event Mgt	Media coverage from high-profile events	16	26.7 %	26.7%
	Attract international guests	14	21.5 %	21.5 %
	Showcase tourism potential	13	20.0%	20.0%
	Promote Rwandan cultural heritage	12	18.5 %	18.5 %
	Host global business meetings	10	15.4 %	15.4 %
Total		65	100.0%	100.0%

a. Dichotomy group tabulated at value 1.

Source: Primary Data, 2025.

5.0.Discussion of Findings in Relation to Previous Studies

5.1. The impact of strategic event hosting at Splendid Hotel on raising Rwanda's visibility

The findings of this study indicate that corporate events were established to be the most significant factor with 26.2% of the respondents agreeing that such events raise Rwanda's visibility through exposure by turning the hotel into a hub for business and professional conferences. This was noted by 23.1% of respondents who further noted that marriages conducted in the hotel help to advance Rwandan culture to locals and foreigners. Additionally, 18.5% of respondents confirmed the role of cultural events in promoting Rwanda's image as a business and innovation center. Furthermore, 16.9% of respondents said that concerts reinforce global networking opportunities, connecting Rwanda with global leaders and travelers. Finally, 15.4% reaffirmed that sectoral events promote the tourism sector of Rwanda. These findings validate that Splendid Hotel is a soft diplomacy strategic platform, nation branding platform, and tourism marketing, thereby increasing Rwanda's visibility on the global stage. According to the Rwanda Development Board (2021), event-based tourism and hospitality events are vital in positioning Rwanda as a business, cultural, and innovative destination. While the results are promising, they also show that more diversified event types and greater international partnerships are required in order to continue to boost Rwanda's international profile through the hosting of strategic events.

5.2. The role of Splendid Hotel event management in raising the visibility of Rwanda

The second objective of this study was to investigate the role of event management by Splendid Hotel in raising Rwanda's profile. The findings indicate that, the biggest percentage of the respondents (26.2%) said that hosting events at Splendid Hotel enhances Rwanda's international exposure and makes the nation an international meeting point for interaction. This was followed very closely by 23.1% of the respondents who stated that such events enhance the image of Rwanda internationally. Additionally, 20.0% of the sample indicated events organized at the hotel help unveil Rwanda's culture and tourism to the globe, while 16.9% commented on how those events are instrumental in linking world audiences with Rwanda's rich heritage. Another 13.8% asserted that event hosting drives Rwanda's business opportunities, which boost its economic value. These findings bring to the fore the event management strategic importance at Splendid Hotel in pursuing the visibility of Rwanda through tourism, cultural exchange, and global outreach. According to Munyaneza and Karasanyi (2019), event-based hospitality is crucial in promoting Rwanda's soft diplomacy and positioning the nation as a destination for global business and cultural interactions.

5.3.The effectiveness of Splendid Hotel's event management strategies in enhancing Rwanda's visibility

The third objective of this study was to determine the success of Splendid Hotel's event management activities in promoting the image of Rwanda. The results indicate that, the largest proportion of the respondents (26.7%) believed that publicity generated from high-profile events such as international conferences, weddings, and summits is key to portraying Rwanda as a modern, globally integrated country. These events get enormous media coverage and show the world Rwanda's capability to host high-profile events. Further, 21.5% of the respondents noted that the hotel gets international clientele, including businesspeople, tourists, and dignitaries, thereby exposing Rwanda to new international communities and promoting hospitality growth. 20.0% of the respondents noted the contribution

of such events in promoting Rwanda's tourism sector through the exposure of local tourist attractions and activities. In the same perspective, 18.5% noted the role of the hotel in promoting Rwandan cultural heritage preservation by providing facilities for traditional ceremonies and cultural festivals. Finally, 15.4% of the respondents cited that hosting international business meetings solidifies Rwanda's image as a future business and investment center. These findings attest that event management activities at Splendid Hotel are highly effective in promoting Rwanda's image through media visibility, tourist promotion, cultural diplomacy, and business relations. As Cyiza and Safari (2024) elaborate, strategic event hosting not only sells a country's international image but also plays a critical role in nation branding and global positioning.

6.Conclusions and Recommendations

The general purpose of this study was to examine the event management role in Rwanda's visibility, using Splendid Hotel in Muhanga as a case study. The evidence clearly shows how strategic event management plays a key role in the promotion of both the national and international visibility of Rwanda. By hosting a variety of events—a corporate conference to a cultural fete Splendid Hotel has established itself as a hospitality center with much more than a mere passive role; it is an impeller of national branding and international engagement. The first objective of the study was to assess the impact of hosting strategic events at Splendid Hotel in boosting Rwanda's image. The study revealed that corporate events, cultural festivals, and concerts were significant in exposing Rwanda. Remarkably, 26.2% of the respondents reported that corporate events assist in enhancing the professional and business reputation of the country. The study further established that cultural events and weddings assisted in promoting Rwandan culture and values both domestically and internationally. This reinforces the hotel's role as an instrument for the transmission of Rwanda's cultural identity and establishing its business and tourism industries on the global stage. The second objective aimed to investigate the broader event management function of Splendid Hotel in shaping Rwanda's image. Findings from this section further reinforced the hotel's function in enhancing Rwanda's world image. Notably was how a substantial 26.2% of the participants indicated the contribution of the hotel towards positioning Rwanda as an international platform for dialogue, tourism, and cultural exchange. Activities within the hotel were noted to unlock Rwanda's cultural diversity, attract foreign throngs, and reinforce its global ties. Hosting of events was also noted to stimulate business interaction and economic opportunities consolidating Rwanda's status as an emerging investment center. The third objective was to ascertain the role of the event management of Splendid Hotel in creating the image of Rwanda. All the interviewees agreed that publicity from major events is important in depicting Rwanda as an updated, networked, and world-capable country. Conferences, summits, and culture festivals were most successful because they attracted a lot of media coverage and foreign visitors. In addition, the respondents valued the contribution of the hotel to exposing clients to Rwanda's tourist attractions, preserving culture, and promoting the country for its visibility on the global hospitality and business map.

In conclusion, the study finds that event management functions in Splendid Hotel are strategically employed in promoting Rwanda's national image. In its function as a dynamic forum for economic interaction, cultural diplomacy, and tourism promotion, the hotel greatly increases Rwanda's exposure. However, to leverage these gains, investment needs to be made in event infrastructure, marketing, and partnerships that advance national development goals in hospitality and tourism.

Based on the findings, the following recommendations are proposed:

For Splendid Hotel Management, it should continue being a strategic hub for increasing Rwanda's profile through the hosting of different events in conjunction with national branding goals. These include international business forums, festivals, diplomatic efforts, and celebrity weddings. The implication from this study was that the hosting of such events continues to play a central role in attracting regional as well as global attention, hence making Rwanda a lively and open nation. As a way of further reinforcing this position, the hotel should enhance event planning to come up with tailor-made event packages focusing on Rwandan culture, cuisine, and tourism infrastructure. Not only does this increase the satisfaction of the visitors but also infuses Rwanda's identity into every event.

Splendid Hotel should also be motivated to work with national and international media to get the highest visibility and publicity for events. Media associations can ensure that events held at the hotel receive wonderful coverage on TV, radio, print, and electronic media, and this, in turn, enhances Rwanda's international reputation. Investment in employee professional development in event branding, customer service, and international protocol will also enhance the ability of the hotel to host dignitaries and high-stakes events effectively. This renders Splendid Hotel a

preferred and competitive venue for influential events in the region. Rwanda Development Board need vigorously to include Splendid Hotel and similar domestic venues in national investment and tourism marketing strategies. As the hotel already puts Rwanda on the international map through hosting of events, RDB can do slightly more in the same direction by promoting such hotels as official partners of MICE tourism. RDB can assist through the provision of incentives, training services, and marketing support to prepare hotels in second-tier cities like Muhanga event-hosting-ready to international standards. MINICOM has a significant role to play in Rwanda's economic growth strategy in the event management and hospitality industry. MINICOM ought to develop policies for the facilitation of decentralization of event potential to enable regional cities like Muhanga's to access national and international events. This may include incentives to investors for the development of infrastructure in regional cities along with training programs to build event management capacity.

Future research should employ longitudinal analyses tracing Rwanda's international image overtime due to the hosting of strategic events. Such research could examine the roles of cultural diplomacy and business exchange via events in producing long-term shifts in international perceptions of Rwanda. This would help evaluate the sustainability of dominant visibility initiatives as well as inform Rwanda's long-term branding strategy.

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