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Marketing of A Destination

Jordan as A Case Study

By

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Thesis Submitted in Partial Fulfillment of the Requirement

for a Degree of Doctor of Philosophy

Huddersfield Business School

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Dedication

I dedicate this research study to the soul of my late Father who sacrificed his life to his country as a martyr. He inspired me in 1965 with the words "You will only accomplish what you want to achieve".

Abstract

This study investigates the internal and external environmental factors that affect destination marketing in Jordan and the use of the destination marketing concept by tourism companies in Jordan. Furthermore, special emphasis is placed on investigating and identifying the existing relationship between the internal and external factors in destination marketing by pinpointing the factors being used by tourism companies and those factors that contribute to the attraction of tourists to Jordan. The empirical research to support the study uses survey methods to develop and test the critical factors of a destination marketing success model that can be used to market and promote Jordan, regionally and globally, as a preferred tourism destination area.

A number of hypotheses were formulated to realise the objectives of the study. In the formulation of the research hypotheses, the researcher was guided by a deductive method regarding the groups of tourist destination attitudes and practices of marketing with consistency of questionnaire responses in comparison with available literature on the subject. Eight hypotheses covered the following aspects: tourists' satisfaction, quality, product, accessibility, people, price, promotion and physical evidence. The results were quantitatively analysed by using SPSS. Review of previous research on critical factors of success, tactical management, destination tactical management and destination competitiveness models was undertaken in an endeavour to find a framework for the development of critical factors of the destination marketing success model that can be used for the identification and integration of critical factors of success.

The findings indicate that respondents rated all the factors of service quality listed as critical. Most of the respondents felt that, in order to please the global tourists, the experience must be safe, secure, comfortable and relaxing. Also, the quality of capability, accommodation, access to natural areas, tour guides, tourist information, transportation, financial and communication institutions were factors regarded as contributors to tourist satisfaction. It was also revealed that the most critical factors of product of destination marketing development were improving the tourism products, identifying and exploring new opportunities and upgrading visitor services and facilities.

The proposed destination marketing model was developed and tested in the Jordan context and proved to be operational. A number of recommendations were made in terms of safety and security management, destination product marketing development, accessibility systems, people development and dependable management. This study contributes to the field of tourism through testing a destination marketing success model that can be applied to global destinations.

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My father and mother in law for their support and encouragement.

My Brothers and Sisters and friends for their support and encouragement.

My mother who believed in me, whose sincere interest, encouragement and help has been a source of inspiration all over the years.

My Son Ahmed and daughters Hadeel, Hala, Rund and Razan for their patience, understanding and loving sacrifices.

Finally, my utmost respect and appreciations go to my wife Arab without whose patience, understanding, encouragement and loving sacrifices I could not have completed this study.

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CHAPTER ONE

INTRODUCTION

CHAPTER ONE

(A vision without action is merely a dream. Action without vision just passes the time. Vision with action can change the world, Joel Baker)

1.1 Background

Tourism appears as a large major growth sector in the global economy. This industry may play a vital role in enhancing a country's trade performance. Therefore, many nationwide governments have sought to improve their competitive position with respect to the global tourism market. Thus, governments have started establishing local organizations which are concerned with promoting their destination abroad (Faulkner, 1992).

The importance of tourism in the economy of the developing countries is illustrated by its contribution to economy and its role in the tourism global market. The top 40 tourism countries have been calculated in terms of tourism promotional expenditure, as indicated by the World Tourism Organization (WTO, 1994). The growth of worldwide tourism over the last 30 years has been phenomenal. Therefore, according to the WTO (1999), tourism is now the world's largest industry, with global tourism alone accounting for some 657 million trips and generating earnings of $285 billion per annum (1998).The number of international journeys is expected to grow at an average rate of 3 - 4% per year, which means that the level of international travel will double within the next 20 years.

Moreover, tourism contributes to the world economy by generating over €500 billion in annual receipts, sustaining in excess of 70 million jobs and accounting for almost 4% of global GDP (WTO, 2003). The WTO forecasts that international arrivals are expected to reach over 1.56 billion by the year 2020. Of these, 1.2 billion will be intra-regional and 0.4 billion will be long-haul travellers between the regions. By 2020 Europe will be the top tourist destination (717 mil arrivals) followed by East Asia and the Pacific (397 mil arrivals) and the Americas (282 million arrivals).

Jordan has developed rapidly in various social and economic fields over the last four decades. Tourism development is the fastest and becomes the most interesting aspect of one of the general economic developments in this country. In 1988 the Jordanian

government established the Ministry of Tourism and Antiquities (MoTA) for the tourism industry in Jordan. The main purpose of MoTA is to develop tourism through the conservation, management and development of all attraction sites (such as historical, archaeological, religious) with the aim of increasing the number of visitors. Its responsibility is to accomplish tourism development in classifying tourism related investments toward proposals and action plans in collaboration with other public and private sectors. It also plays another important role in researching the expansion of the tourism industry and the training of human resources. In order to forward tourism development strategies the Higher Council of Tourism (HCT) was founded (MoTA, 2005).

This chapter is structured as follows: in the next section the problem of the study is stated; in section two the empirical objectives of the study are discussed; finally, in section four the organization of the dissertation and its contribution to the international tourism destination are outlined.

1.2 Problem of the Study

The key question of this thesis is how to market and promote Jordan's tourism, regionally and globally. It is worth mentioning that tourism is a growing industry which plays a large part in contributing to the economic well-being of Jordan (8.20% of GDP,2005). However, there are some reasons that have given to the low contribution of tourism industry growth:

1- The cost born of the fluctuating growth is very high which misleads policy and decision makers alike as there is no way to cater for such fluctuations in a systematic way.

2- There is a difficulty in projecting future growth rate that is based on past and current growth rates.

3- Jordan is not employing marketing policies in order to promote itself as a prime tourist location enjoying many attractive attractions that can appeal to tourists from all over the world.

Jordan lacks any organised and coherent marketing policies in the tourism industry. The behaviour of tourism marketing has been a field of extensive research in the

developed markets, especially in the USA, New Zealand, the UK, Australia and Canada (JTB, 2005). However, findings based on sound studies of developed markets cannot be compared with those of developing ones due to their different markets, micro structures and characteristics. The tourism industry in Jordan, among other developing countries, has not been given much attention either by internal or external researchers due to some impediments (such as fluctuation of tourism industry, politically, socially and economically situations in the region). This research is designed to address the marketing of the tourist destination in an endeavour to suggest a marketing framework and to formulate appropriate tourism marketing strategies for Jordan.

1.3 Objectives of the Study

(I) To investigate the internal and external environmental factors that affect destination marketing in Jordan.

(II) To investigate the use of the destination marketing concept by tourism companies in Jordan.

(III) To investigate the relationship between the internal and external factors in destination marketing by

a) Identifying the factors being used by tourism companies

b) Identifying the factors that contribute to the attraction of tourists to Jordan.

1.4 Organisation of the Thesis

In chapter 2 the development and organization of the tourism industry in Jordan and the main types of the Jordanian tourism product which states their tourism markets are discussed. An analysis of the tourism industry in Jordan is included which describes rivalry in the region, and the contribution role of tourism in the Jordanian economy is analysed and the future of the tourism sector in Jordan is outlined.

The definitions and concepts of marketing are defined in chapter 3. Also, the definitions, characteristics and marketing policies of the service marketing and how to evaluate service quality are discussed. However, the definition, concept, sustainable

growth, MICE, information technology, marketing policies, heritage and positioning of tourism which have contributed to knowledge and the worldwide and nationwide economy are outlined and discussed.

Chapter 4 states the definition and concept of the destination and discusses the destination marketing management with its various aspects, organizations and policies. Tactical management of destination development discussed which has described its important models that led to establish the research model of this study. The nature of the critical factors of destination marketing success and their identification and integration is also covered. The success of these critical factors, which is a main characteristic of the destination marketing model, is also highlighted and the identification and integration for critical factors of destination marketing success is developed.

In chapter 5 the philosophical perspectives, the types of alternative methods of research and the types and methods of quantitative and qualitative researches are outlined. Also, the formulation of the hypotheses, research design and ways of data collection are defined, while the empirical research process of distributing the questionnaire and analysis of the data collected in the survey are discussed.

The results of the empirical survey obtained on the identification and integration for critical factors of destination marketing success are discussed and analysed in chapter 6. The results of this research study that lead to conclusions and their implications are considered.

In chapter 7 the conclusions of this research study that have been identified in the tourism industry in Jordan are described and outlined. The previous factors were identified by means of a literature review as well as an empirical study. Empirical research was conducted in a survey to collect data from worldwide tourists and Jordanian stakeholders; their responses are analysed by means of statistical methods.

This study contributes to tourism management by developing a destination model that can be applied to any intercontinental destination. The model also suggests an

effective way of promoting tourism that will lead to sustainable tourism growth and development.

CHAPTER TWO

TOURISM IN JORDAN

CHAPTER TWO

TOURISM IN JORDAN

(The easiest victories are in those places where there is no enemy, Army Saying)

2.1 Introduction

The Hashemite Kingdom of Jordan is a young country dense with history and nature, a well- travelled bridge between sea and desert, east and west. Above the layers of antiquity lies a land of mesmerizing beauty and contrast. As a traditional crossroads of ancient trade routes, most of the great historical civilizations have left their marks, from the Moabites to the Romans and Crusaders (Vine, 1987; MoTA, 1990; Nasser, 2000). Attractions include the unparalleled Nabatean city of Petra (discovered in 1812 by J.Burchhardt), which is currently listed on UNESCO World Heritage Site List, due to its outstanding universal value, and Qasr Amra (also a World Heritage Site), the Greco-Roman city of Jerash, one of the best preserved ancient cities, the mosaic map of Madaba, Islamic and Crusader castles, sites of the Lawrence of Arabia legend, remnants of the Hijaz railway and the Roman- Arabesque fortress at Azraq (MoTA, 1995; JTB, 1999; Nasser, 2000; ACIT, 2000).

Jordan has unique geographical, geological and environmental assets and attractive sites. The charming scenery of Wadi-Rum, the Madaba mosaics crafting during the Byzantine era, the therapeutic benefits of the Dead Sea and the coral reefs of Aqaba are real examples of the diverse experiences awaiting tourists. It is estimated that there are over 20,000 archaeological sites throughout the Kingdom, 65% of which are still undiscovered (Nasser, 2000; ACIT, 2000; Khoury, 2002; JTB, 2003; MoTA, 2004; Taji, 2005).

The facilities are so varied and geographically located that they meet the requirements and desires of almost all guests (Jordan Tourism Board, 2003). As far as accommodation facilities are concerned, recent statistics show that there are 463 hotels in Jordan (ranging from one star to five stars; with a total capacity of 49670 beds and 20000 rooms) (MoTA, 2005).

This chapter is constructed as follows: firstly, the development and organization of the tourism industry in Jordan and the main types of the Jordanian tourism product are

discussed, while secondly, the tourism markets for the Jordanian tourism sector are stated. Thirdly, a tactical analysis of the international tourism industry is defined. Fourthly, the rivalry analysis in the region is described. Finally, the contribution role of tourism in the Jordanian economy is analysed and the future of the tourism sector in Jordan is outlined.

2.2   The Development and Organization of the Tourism Sector in Jordan

An exposition is given of the development and organization of the tourism industry in Jordan which is always referred to in Jordan as the tourism sector rather than tourism industry. Firstly, the development of the sector from the turn of the century to the present and beyond is briefly outlined. Thereafter, organizational arrangements in the sector and, in particular, on the national level, will be summarized.

2.2.1   The Historical Development of the Tourism Sector in Jordan

The importance of over 4000 years of the ARAB CANAANITES culture and civilization is realized in the Jordanian Heritage. Also, the Nabatean presence for over 3000 years is seen in Petra province (Vine, 1987; MoTA, 1990, 1995, 2000; Nasser, 2000; ACIT, 2000; JTB, 2002, 2004, 2005; Hazbun, 2004; Taji, 2005). The Greco-Roman City of Jerash was listed as one of the famous cities in the Roman Empire and the Madaba mosaics crafted during the Byzantine era over 2000 years age is seen in Madaba province (MoTA, 1995, 1998, 2002, 2005; ICOMOS, 1999; Nasser, 2000; JTB, 2002, 2003, 2005; Hazbun, 2004; Taji, 2005).

The historical development of tourism has been classified into five distinct ages: Pre-Industrial Revolution (prior to 1840); Railway (1840); Automobile (1891); Jet Aircraft (1910); Cruise Ship (1970), four of which parallel the advent of new means of transportation. Similarly, tourism in Jordan has been divided into five different periods: the rule of old civilizations (over 3000 years); Islamic Era (750 AD); Ottomans took over Jordan, (1516AD);   Hijazi Railway (1918); Royal Jordanian Airlines (1965) to MoTA (1988), which develop tourism through conservation, development and management of archaeological sites throughout Jordan for the goal of visitation (McInotsh and Goeldenr, 1990; MOTA, 1995,1999,2002,2004,2006; Nasser, 2000; ACIT, 2000; JTB,2002, 2003,2005; Hazbun, 2004; Taji,2005).

Tourism in Jordan has a history dating back to the Abbasid period (750AD- 969AD) and the Fatimed period (969AD-1099AD) that has witnessed population growth. These two periods, called Islamic phases, where followed by the Crusaders (1099AD-1187AD), where Jordan witnessed their settlement in several sites. After the Crusaders, another two Islamic periods emerged in Jordan (Ayyubi dating, 1173AD-1260AD; Mamluk dating, 1260AD-1516AD).

The Ottomans took over Jordan for four centuries (1516AD-1918AD) for the purpose of controlling the pilgrimage route of the Muslim Holy Site of Mecca. From 1918-1946, where the Hijazi Railway running from north in Syria to Aqaba in the south remained of this era in Jordan. Thus, Jordan was under the protection of Emir Abdullah and the British rule, known as Transjordan. On 25 May 1946, King Abdullah I established the Hashemite Kingdom of Jordan, otherwise known as Jordan and the British gave up its mandate on Transjordan. Prosperity and development occurred in Jordan during the reign of the late King Hussein I. Today, King Abdullah II rules the country (Nasser, 2000; MoTA, 2001, 2003, 2005, 2006; JTB, 2002, 2004, 2006; Hazbun, 2004; Taji, 2005).

The Royal Jordanian Airline remained the main organisation up to 1988 in that it was primarily responsible for the promotion of tourism through its flying to 47 destinations spreading over four continents. The next important development was the foundation of the Ministry of Tourism and Antiquities in 1988 with the major aim of promoting tourism through conservation development and management of archaeological sites throughout Jordan for the purpose of visitation and knowing Jordan's location on the global tourism map.

2.2.2   The Organization of Jordanian Tourism

The success of any tourism destination lies in the ability of that destination or region to attract tourists, because it is tourists who possess the buying power that makes destinations or regions possible for the tourism business to be successful. It is also because of the money spent by the tourists that services such as accommodation, catering facilities, tourist attractions, transport and even entertainment facilities can remain viable (Davidson, 1993; MoTA, 1995, 1998, 2002; JTB, 2001, 2003, 2005).Therefore, in general, most destinations have organisations whose mandate is to see that tourism in their area is promoted, marketed

and managed effectively to reach the relevant market/s (Davidson, 1993). The organization of the Jordanian tourism sector is depicted in figure 2.1.

1- The Higher Council of Tourism in Jordan (HCTJ)

The Higher Council of Tourism was founded in 1988 as an umbrella body representing the business sector involved in the Jordanian tourism industry. The main aim of this council is to forward tourism development policies. It is also to accomplish tourism development by collaboration with both public and private sectors. This council comprises the following members:

Chairman, who is the Minister of Tourism and Antiquities (MoTA);

Ministers of Interior, Industry and Trade, Finance, Health, Planning and Culture;

President of the Royal Jordanian Airline;

President of the Aqaba Region Authority;

The Director General of Social Security;

Secretary General of MoTA;

Three members of the private sector working in the tourism profession.

Figure 2.1   The Organization of the Tourism Sector in Jordan

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                    ┌──────────────────┐
                    │   The Higher     │
                    │   Council of     │
                    │ Tourism in Jordan│
                    │     (HCTJ)       │
                    └──────────────────┘
        ┌───────────────────┼───────────────────┐
┌──────────────┐   ┌──────────────────┐   ┌──────────────────┐
│ Public Sector│   │ Governmental/Non │   │  Private Sector  │
│ Governmental │   │   Governmental   │   │ Non-Governmental │
│ Institutions │   │   Institutions   │   │   Institutions   │
│ (e.g. MoTA)  │   │Jordan Tourism    │   │Jordan Hotel      │
│              │   │ Board (e.g. JTB) │   │Association e.g.JHA│
└──────────────┘   └──────────────────┘   └──────────────────┘
```
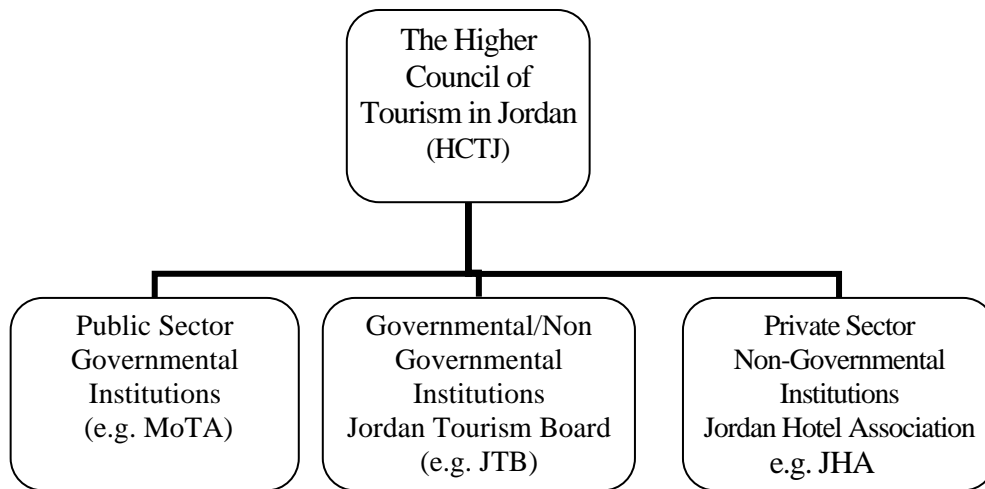
Source: Researcher's Owen Construction (2006)

The Tourism Committee was founded within MoTA whose chairman is Secretary General of MoTA. Its aim is to study, evaluate and recommend to the Minister issues concerning licensing and authorizations of the tourism sector. The key priorities of HCTJ are to:

(1)- implement a tourism infrastructure investment programme that supports Jordan as a leading destination worldwide;

(2)- provide the sector with regular and reliable information to support tourism growth;

(3)- provide mechanisms for the development of the Jordanian tourism to fulfill its obligations as set out in agreements entered into with other countries on tourism cooperation;

(4)- register and monitor core functions of tourism products and service providers; and

(5)- mobilise public and private sectors' support to implement tourism policies.

2- Jordanian Tourism Institutions

The Jordanian tourism institutions are divided into three sections.

A- Governmental Institutions (Public Sector Bodies). These institutions are represented by the Ministry of Tourism and Antiquities (MoTA), the Department of Antiquities (DA), 13 Provincial Tourism Directorates, the Jordan Valley Authority (JVA) and the Ministry of Waqf and Islamic Affairs (MoWIA).

(1) The Ministry of Tourism and Antiquities (MoTA), as an example of the public sector, is considered to be the main official institution concerned with regulating and running the tourism sector in Jordan. Its main aim, as declared in the law no. 20 of 1988, is to develop tourism through the conservation, development and management of archaeological sites throughout Jordan for the goal of visitation. It is also responsible for the classification of tourism related investments and to forward proposals and action plans for tourism development in collaboration with other sectors. MoTA plays another role in improving and preserve touristic resources as well as in the training of human resources and seeking the expansion of the tourism sector.

B- Non-Governmental Institutions (Private Sector Bodies). These institutions are represented by Jordan Hotel Associations (JHA), Jordan Society of Travel Agents (JSTA), Tourist Guides Associations (TGA), Tourist Transport Companies (TTC), Jordan Oriental Souvenir Traders Association (JOSTA) and the Union of Restaurants and Confectionery Proprietors (URCP).

(1) The Jordan Hotel Association (JHA) is an example of the private sector. Jordan has many hotels that are operated by internationally renowned names such as Sheraton, Marriott, Holiday Inn, Hyatt**,** Crown Plaza, etc. In 1994 the number of hotels increased after the signing of the peace treaty between Jordan and Israel.

Table 2.1 shows how the number of hotels increased from 452 in 2000 to 470 in 2005 (+4%) with a similar increase in capacity,19,000 rooms in 2000 to 20,250 rooms in 2005 (+6.6%).

Table 2.1

Number of Hotels and Rooms 2000- 2005

Items	2000	2001	2002	2003	2004	2005
Hotels	452	472	461	458	463	470
Rooms	19000	19200	19400	19700	20000	20250

Source: Ministry of Tourism and Antiquities (MoTA, 2005)

Jordanian hotels play an important role in attracting tourists and promoting Jordan as a tourism destination market which could be explained as follows:

(a)- They market themselves by using Jordan as a selling point;

(b)- They benefit from global tactical relationships that guarantee a flow of clients;

(c)- Their marketing policies are to participate in exhibitions and festivals outside Jordan.

C- Governmental/Non-Governmental Institutions (Public and Private Bodies).
These institutions are represented by Jordan Tourism Board (JTB), the Royal Jordanian (RJ) and Aqaba Region Authority (ARA), which can be both governmental and non-governmental bodies.

(1)- Jordan Tourism Board (JTB). This was founded in 1998, to aid the development of the tourism sector in Jordan. JTB is considered to be the national tourism agency that is responsible for marketing Jordan globally as a preferred tourist destination. JTB promotes Jordan generically in terms of its unique selling points as an all season destination and has adopted the theme of the Middle East and North Africa as embraced by King Abdullah II to help drive its marketing objectives.

Thus, its main marketing policy is that it promotes and markets Jordan's scenic beauty, diverse wildlife, eco-tourism and diversity of cultures and heritage. It also strived to realize the country's potential in terms of sport and adventure, conference and incentive tourism.

(2)- Royal Jordanian (RJ). This is Jordan's national carrier that remained the Jordanian tourism body up to 1988 when the MoTA was established, flying to over 50 destinations and spread all over the entire world. In its endeavours to attract passengers to Jordan, RJ has published brochures and films promoting Jordan as a tourism destination area.

On the other hand, offices of the Royal Jordanian play a vital role in providing tourists with information about Jordan's attractions as they have offices around the world. Therefore, the policies employed by RJ are designed to promote it as the carrier to Jordan, thus it is actively promoting Jordan as a selling point.

These three governmental/non-governmental institutions of Jordanian tourism (JTB, RJ and ARA) defined their main objectives as:

(a)- making tourism the leading economic sector in Jordan and promoting sustainable economic and social empowerment to all Jordanians;

(b)- marketing Jordan as an integral part in the region of the Middle East and North Africa;

(c)- coordinating and cooperating with all the people to promote Jordan worldwide.

2.3 Main Types of the Jordanian Tourism Products

A number of political reasons have affected negatively on Jordan as a tourism destination which are attributed to the political instability of the region due to Palestinian/ Israeli conflict and which lead to a reduction in the amount of visitation during the 1980s. Thus, the Jordanian government decided to diversify Jordan's tourism products in order to gain socio-economic benefits, to meet the demands of the general public and to increase its tourist's market share especially in a competitive region such as Egypt and Israel (WTO, 1994; MoTA, 1995, 1996, 1999; Nasser, 2000; JTB, 2001, 2003, 2005; Hazbun, 2004; Taji, 2005).

The following paragraphs identify the main types of Jordanian tourism product. However, tourists may also find a combination of these types while visiting a single destination (JTB, 2002).

2.3.1   CULTURAL TOURISM

Cultural tourism is based on tourists visiting cultural sites (WTO, 1996; MoTA, 1998; ICOMOS, 1999, Nasser, 2000, JTB, 2001).

1- Archaeological Sites

An archaeological site is defined as any place that has evidence of past human behaviours. An archaeological site can vary in size, from a single find to a complete ancient city. Jordan has some of the most unique archaeological and historic places in the world. These include many crucial sites such as Petra, Jerash, Karak, Shoubak, Tafilah, Madaba and Desert Castles.

2- Religious Sites

Owing to Jordan's strategic location between Mecca, the holiest place on earth for Muslims, and Jerusalem, sacred to the three great Monotheist religions, it has been graced with a rich religious history. There are many holy sites in Jordan: the River Jordan where Jesus Christ was baptised, and the Jordan Valley with its village and highlands where Jesus and his disciples preached (JTB, 1998; Nasser, 2000; MoTA, 2001, 2003, 2005).

The Dead Sea itself is one of the most dramatic places on earth, its stunning natural environment matched by its powerful spiritual symbolism. The BIBLE calls it "Sea of the Arabah", the "Salt Sea" and the "Eastern Sea" (Genesis 14:3; Deuteronomy 3:17; Joshua 3:16; Numbers 34:12; Ezekiel 47:18). Arabs have always known it as Bahr Lut (Lot's Sea), while medieval texts called it "the Devil's Sea".

Furthermore, many prophets mentioned in the Old Testament, the BIBLE and Holy QURAN, are associated with Jordan, lived in Jordan or travelled in Jordan. Amongst these sites are Mount Nebo (overlooking the Jordan Valley of West Madaba and one of the alleged sites of the tomb of Moses), the tomb of Aaron, the cave of Seven Sleepers, the baptism site and the Church of St. George in which the mosaic map of the Holy Land is allocated. In addition, Jordan has more than fifty Islamic shrines (MoTA, 1990, 1995; JTB, 1999, 2002, 2004; Nasser 2000; ACIT,2000; Hazbun, 2004; Taji, 2005).

3- Vernacular Sites

A vernacular site is a local community that still protects and hangs on to its indigenous tangible and intangible features and traditions. In Jordan, Taybet Zamman and Um-Qais are just two examples of vernacular sites (MoTA, 1995, 1998; Nasser, 2000; JTB, 2001, 2003).

4- Archaeological and Historical Museum

Recent developments in the world of museums show that material culture alone is not enough to present knowledge. The stories of man and civilizations presented in a social context are believed to be more important than the physical identity of the material culture. Jordan is often referred to as an "open museum". Amman Citadel Museum, Martyr's Memorial, Jordan Folklore Museum and Jordan Museum of Popular Tradition are just a few of Jordan's archaeological and historical museums (MoTA, 1995; Nasser, 2000; JTB, 2003).

5- Commemoration Sites

These are sites that mark and honour the memory of a person, place or incident. In Jordan, commemoration sites are associated with battles such as Mo'ta Battle, Yarmouk Battle, Jerusalem Battle, Al-Smouh Battle and Al-Karama Battle (MoTA, 1999, 2001,2003,2005; Nasser, 2000; JTB, 2004, 2006).

6- Heritage and Traditional Sites and Cities

There is a very thin line of difference between the two sites and / or cities. However, in the main or principle, they are sites and/ or cities that bear indigenous tangible and intangible features and elements of a particular community. In Jordan of these cities include Salt City and Fuais City (MoTA, 1998; Nasser, 2000; JTB, 2002).

7- Old Houses

Generally speaking, old houses of any community can be found anywhere in the world. However, taking it from a cultural tourism perspective, old houses are those that have been conserved, developed and presented to the general public. Presentation in this meaning does not imply museum presentation but, instead, using it either by transforming it into a house or a café, restaurant, office or otherwise (MoTA, 1995, 1998, 1999). In Jordan there are many old houses, some of which are still lived in by locals and others. These houses have been transformed either in to an office, café, restaurant and so forth, such as Darat Al- Fonoun, Books @ Café and Zowadeh Restaurant (MoTA, 1999; Nasser, 2000).

2.3.2 ECO- TOURISM

The eco- tourism environment defines Eco-Tourism as "Purposeful travel to natural areas to understand the cultural and natural history of the environment, taking care not to alter the integrity of the ecosystem, while producing economic opportunities that make the conservation of natural resources beneficial to local people" (Middleton,1989, MoTA, 1990).

Jordan is a land of diversity, a land that encompasses all, sea and mountain, waterfall and desert. from the relaxing waters of the Dead Sea to the amazing mountains and desert of Wadi-Rum and the flowing waterfalls of Mujib, Jordan's splendour is waiting to be explored. In Jordan, there are six official nature reserves, namely, Shomari Reserve, Azraq Reserve, Wadi Mujib Reserve, Wadi Rum Reserve, Dana Reserve and Ajloun Reserve. There are also several other sites which are visited for other products such as archaeology, thermal, adventure and/ or otherwise, such as Wadi Rum, Ma'en spas, Dead Sea, Madaba, Aqaba and Petra (Middleton,1989, MoTA, 1990, 1995; WTO,1998; Nasser, 2000; JTB, 2002; Lubbe,2003; Hazbun, 2004; Taji, 2005).

2.3.2 ADVENTURE TOURISM

Adventure tourism is based on visitors participating in adventurous activities such as climbing, trekking, all kinds of sport (including scuba diving), camping, hand gliding, parachuting and bird watching (it can also be classified as eco-tourism). Some of the important sites that provide adventure tourism in Jordan are Aqaba and Wadi Rum. Also, the government supports some adventure tourism activities such as car racing, water skating, horse racing and divining (MoTA, 1990, 1995; WTO, 1998; Nasser, 2000; JTB, 2001; Lubbe, 2003; Hazbun, 2004; Taji, 2005).

2.3.3 MEDICAL AND THERMAL TOURISM

This kind of tourism is based on visitors seeking medication. Jordan is renowned for its excellent medical services in the region as a whole. This is due to its highly qualified doctors, specialists and nursing staff as well as its well equipped hospitals, medical centres and laboratories. In addition, Jordan has a number of natural springs and spas that attract visitors seeking thermal medication. The Dead Sea is the most visited destination for natural healing. Other hot springs include Ma'en, A'ffra and Himma (MoTA, 1990, 1995; WTO, 1998; Nasser, 2000; JTB, 2002, 2003, 2006; Hazbun, 2004; Taji, 2005).

2.3.4   DESERT TOURISM

Desert tourism is based on visitors experiencing desert life as the Bedouins live. Some of these sites are Wadi Araba, Wadi Rum, Alktranh desert land and the Diseh area (MoTA, 1995; WTO, 1998; Nasser, 2000; JTB, 2002, 2003, 2006; Taji, 2005). These sites were the location of the Lawrence of Arabia legend.

2.3.6   RECREATIONAL TOURISM

Recreational tourism is based on people visiting places with their families for the purpose of family outings, events, festival and other attractions. In Jordan the main market for this product is the Gulf market where visitors and tourists arrive in Jordan to spend their holidays and to attend annual festivals such as Jerash Festival for Arts and Crafts, Shabeeb Palace Festival, Azraq Festival and Fuhais Art Festival (MoTA, 1990, 1995; WTO, 1998; Nasser, 2000; JTB, 2002, 2003, 2006; Taji, 2005; Hopkins, 2005, 2006).

2.3.7   VISITING FRIENDS AND RELATIVES

Visiting friends and relatives, otherwise known as VFR can be both domestic and international. Domestic VFR is either when locals working in cities go home for the weekend, or when locals decide to visit the countryside for the weekend. On the other hand, international VFR occurs when Jordanians working abroad (especially in the Gulf countries) decide to visit their families and friends on their holidays and vacations (MoTA, 1995; WTO, 1998; Nasser, 2000; JTB, 2002, 2003, 2006).

2.3.8   MEETING, CONFERENCES AND EVENTS

Recently, Jordan has become well known internationally as a host country for conferences, meetings and events of international standards. Jordan's possession of accommodation facilities and management capabilities makes it an ideal destination for such events. Three main examples of such regional and international conferences are the IUCN congress held in 2000, the Global Summit on Peace through Tourism also held in 2000 and the Global Women's Meeting held in 2003 (MoTA,1995; WTO,1998; Riddle, 1999; Nasser, 2000; JTB, 2002, 2003, 2006; Bowdin et al, 2003; Hazbun,2004; Taji, 2005).

2.3.9   EDUCATION TOURISM

With over 20 universities and over 35 institutes, both public and private, Jordan has become a destination of educational attraction. Following the September 11, 2001 event in the USA,

many students transferred their studies from abroad to Jordan. This is how this product came about. Universities in Jordan are currently well equipped and staffed to cope with the increasing number of students, from inside and outside Jordan, who wish to start and / or continue their studies in Jordan (MoTA, 1995; WTO, 1998; Nasser, 2000; JTB, 2002, 2003, 2006; Hazbun, 2004; Taji, 2005).

2.4   Jordan Tourism Markets

The objectives of the tourism marketing strategy in Jordan are now outlined (MoTA, 2005, 2006; JTB, 2005, 2006):

1- To consolidate Jordan's position as a tourist destination in the established generating markets at regional and international levels by utilizing different marketing tools such as websites , for example http://www.visitjordan.com/, MICE of tourism and IT systems.

2- To target new and potential markets by identifying and monitoring changing designs and needs for various market types such as China, Japan, East European and South America countries (JTB,2002, 2003, 2004, 2005, 2006; MoTA, 2003,2005,2006; Hazbun, 2004;Taji, 2005).

3- To enhance Jordan's competitive position in the intercontinental destination market by mobilizing effective promotional measures supported by attractive proposals and appealing tourism products. The Jordanian government promotes Petra (Petra is listed as one of the international tourism heritages), and the House of International Wisdom (which is a key factor in leading to the marketing Jordan, regionally and internationally) as preferred tourism destination areas. However, the Jordanian government decided to diversify Jordan's tourism products: to meet the demands of the general public; to increase its tourist's market share in a competitive region; to strive in realising the country's potential in terms of, MICE, sport and adventure; to promote Jordan's scenic beauty, diverse wildlife, eco-tourism and diversity of cultures and heritage; in terms of its unique selling points as an all season destination (UNSCO, 2002; MoTA, 2003, 2005, 2006; JTB, 2005, 2006; Hazbun, 2004; Taji, 2005; NRE,2005).

4- To pay special attention (in terms of promotion and product diversification strategies in particular) to tourist arrivals from Europe, USA, Gulf Cooperation Council Countries, East Asia and the Pacific Rim, Australia and New Zealand and others. JTB opened new regional

offices in these countries to support and enhance the value of Jordan as a tourism destination (JTB, 2002, 2003, 2004, 2005, 2006; MoTA, 2003, 2005, 2006; Taji, 2005).

2.4.1 Tourism Markets

There are six main tourism markets for Jordan.

1- European Market

The European market is a traditionally established market for Jordan. According to a report recently published by the Ministry of Tourism and Antiquities, this particular market requires well formulated promotion and competitive strategies that ensure the realisation of a straightforward competitive advantage (Ministry of Tourism and Antiquities/ Research Department, 2000).

Table 2.2

Tourist Arrivals from Europe Countries 1994-2005

Year	European Counties
1994	192,176
1995	255,496
1996	251,820
1997	239,411
1998	219,445
1999	292,757
2000	326,574
2001	207,332
2002	167,181
2003	182,247
2004	350,568
2005	370,716

Source: Ministry of Tourism and Antiquities/ Statistics Department, 1994-2006

The number of Europeans who visited Jordan has increased over the past years. Table 2.2 shows that the number of European tourists increased from 192,176 in 1994 to 370,716 in 2005 (an average growth rate of 10.4% over the period 1994-2005). This formed 60% of the total number of tourists who came to Jordan.

Table 2.3

Tourist arrivals from the UK & Italy 1996-2005

Year	UK	Italy
1996	43,654	27,485
1997	46,737	26,285
1998	38,824	28,971
1999	39,920	47,844
2000	47,446	49,282
2001	36,565	20,906
2002	35,036	17,124
2003	34,765	10,626
2004	33,512	15,719
2005	40,713	15,540

Source: Ministry of Tourism and Antiquities/Statistics Department, 1997- 2006.

Tourist arrivals from the UK & Italy 1996-2005
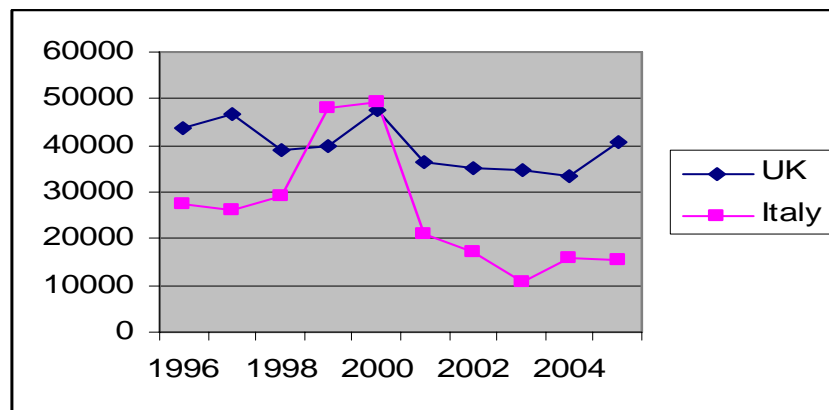
The main European nationalities visiting Jordan are the United Kingdom and Italy. Table 2.3 shows the number of tourists arriving in Jordan during the period 1996-2005. The UK is the largest tourism market for Jordan, contributing around 81% of the tourists originating from North European in 2003. However, the number of tourists from the UK declined from 47,446 in 2000 to 40,713 in 2005 (a 14.2% decline). This decline is due to Jordan's location in a region of unrest (Gulf war, Palestine-Israeli conflict and terrorism attacks) which have a negative effect on the number of tourists that visit Jordan.

Italy is the main market in Southern Europe, contributing around 50% (17,124) of the tourists who came from Southern Europe in 2002. However, this number increased by 12.9% (15,540) in 2005.

It can be seen that the number of European tourists arriving in Jordan has decreased, especially in 2003, and that there is a clear fluctuation in tourist arrivals. This state may be due to the following factors.

1. Jordan feels, like most countries, that its tourism products are in competition with the world tourism market in general and the regional tourism market in particular. For example, the Egyptian and Israeli tourism markets are the most influential in terms of competition, but Jordan has unique products that neither of these countries can match. As such, Jordan can easily compete on the basis of product differentiation (Petra, Jerash, Ma'en spas, Wadi Rum, Madaba mosaics, Jordan River, the Dead Sea and nature reserves). Although the Jordan River and the Dead Sea are shared with Israel, latest developments point to the fact that the east side of the River Jordan holds greater value for Christians, as declared by the Vatican, 2000.

2. The state of political instability in the region has clearly influenced the flow of tourists to Jordan.

3- The aftermath of the 11 September event.

2. USA Market

Jordan is regarded as a traditional market for USA international tourists. These tourists are highly interested in the Middle East and they like to visit the region for its ancient civilization and religious heritage. USA tourists come to Jordan for many purposes, such as visiting friends and relatives, holy sites, rest and recreation, adventures, business and others.

Table 2.4 shows that the number of USA tourists visiting Jordan increased from 69,878 in 1994 to 82,416 in 2005 (average growth of 3.9% over the period 1994-2005). However, the number of USA tourist arrivals fell from 99,262 in 2000 to 82,416 in 2005. This fall is mainly attributed to the political situation in Palestine, which is adjacent to Jordan.

Table 2.4

Tourist arrivals from North American countries 1994- 2005

Year	American Countries
1994	69,878
1995	103,346
1996	107,960
1997	107,676
1998	108,612
1999	123,525
2000	99,262
2001	58,825
2002	58,193
2003	72,807
2004	92,520
2005	82,416

Source: Ministry of Tourism and Antiquities/ Statistics Department, 1995- 2006.

Tourist arrivals from North American Countries 1994- 2005
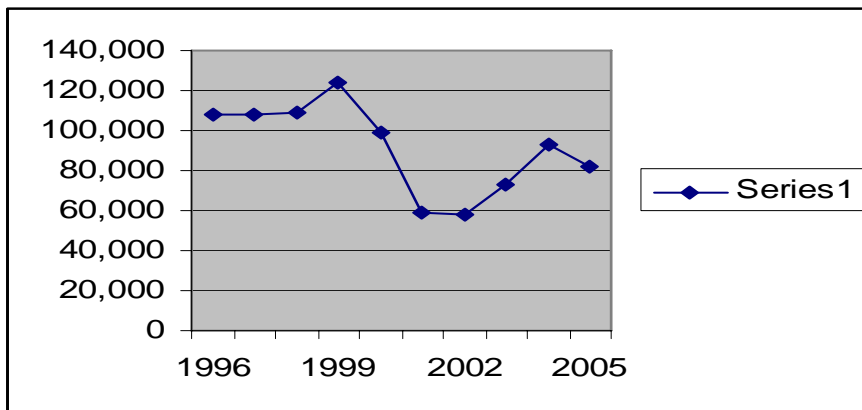
Moreover, the USA market was badly affected following the September 11 events in 2001. According to a record published by the Jordan Hotel Association in December 2001, hotels in Jordan registered large cancellations of trips from the USA to Jordan. The occupying rate on average declined by 69% during the fourth quarter of 2001(after September 11).

3- Gulf Cooperation Council (GCC) Countries

Jordan enjoys strong and warm relations with GCC countries. These countries, whose citizens, in general, have the highest per capita income in the region, contribute to giving Jordan a clear advantage over some other countries. So, the GCC market is the main regional market for the Jordanian tourism product. Jordan's closeness to the gulf region, as well as its ideal climate and variety of its tourism product, are some of the factors that encourage tourists from the GCC countries to come to Jordan, especially in the summer season. In addition, common characteristics, such as language, culture and heritage, make Jordan a suitable destination for tourists from the GCC countries that come to Jordan with families and relatives using their transportation.

Table 2.5

Tourist arrivals from Gulf Countries 1994-2005

Year	Gulf Countries Tourists
1996	572,657
1997	604,101
1998	772,427
1999	761,598
2000	594,720
2001	772,092
2002	910,831
2003	847,632
2004	1,230,000
2005	1,310,004

Source: Ministry of Tourism and Antiquities/ Statistics Department, 1995- 2006

Tourist arrivals from Gulf Countries 1994-2005
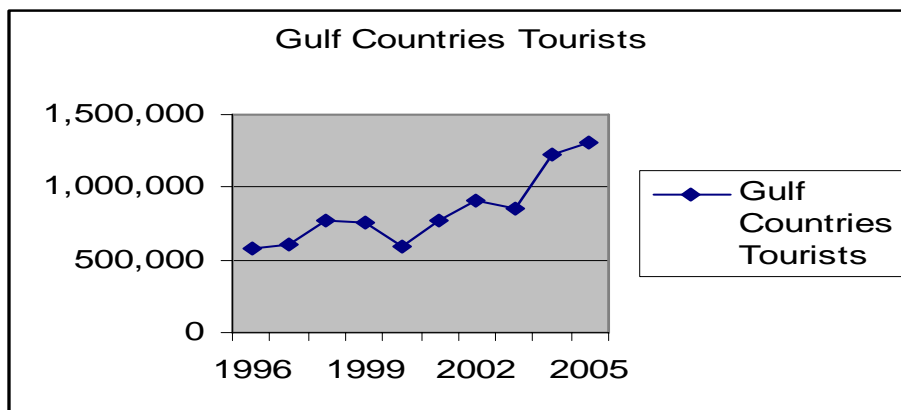
Table 2.5 shows that the number of tourists from the GCC countries increased from 553,050 in 1994 to 1,310,004 in 2005 (average growth of 4.8%) [MoTA, 2006].

Two important points need to be clarified in this regard:

A. Tourists from the GCC countries stay longer in Jordan compared to other tourists (the average stay is around 60 nights per season).

B. The sharp increase in tourist arrivals during 2001 was due to the September 11 events. Seventy percent of tourists from the region who were planning to spend the holidays outside the Middle East region before such events changed their plans and, instead, travelled to Jordan, Syria, Lebanon and Egypt. Jordan has benefited from this shift (statement release to the press by the Jordanian Minster of Tourism and Antiquities, December 2001).

4- East Asia and the Pacific Rim

Although East Asia and the Pacific Rim is a clearly identified market, the number of tourist arrivals from that part of the world is still low compared to the number of tourists from other regions.

Table 2.6

Tourist arrivals from East Asia and the Pacific Rim 1997-2005

Year	1997	1998	1999	2000	2001	2002	2003	2004	2005
East Asia& Pacific Rim	47,877	33,933	51,609	59,990	41,955	40,316	77,621	86,400	91,200

Source: Ministry of Tourism and Antiquities/ Statistics Department, 1998- 2006

Tourist arrivals from East Asia and the Pacific Rim 1997-2005
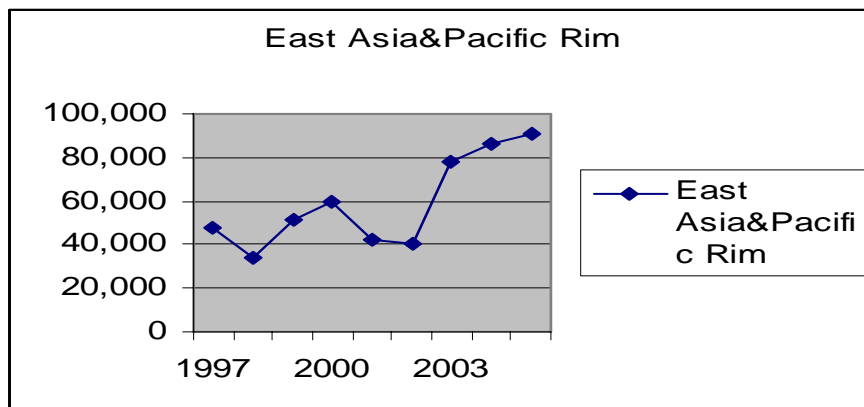
This could be attributed to the following factors:

A. The economic downturn of East Asia and the Pacific Rim during the last decade.

B. The rise of China as an attractive tourism destination for Japanese tourists in particular (who are regarded as the most profitable tourists in the world). Also, Hong Kong and other South Asian countries are now competing for tourists from over the world. These tourism markets are closer and less costly compared to other tourism destinations.

C. The confession by the Jordanian Ministry of Tourism and Antiquities that its marketing and promotion activities are weak in East Asia and the Pacific Rim.

Table 2.6 shows that the number of tourists from that region decreased during 2002. It fell from 59,990 in 2000 to 40,316 in 2002 (average fall of 7.14%). This fall in the total number of tourist arrivals from that region also confirms that the political situation in the Middle East and the Middle East's image in the world have left a negative impact on Jordan's tourism sector.

It should be noted that the Ministry of Tourism and Antiquities (MOTA) has recently announced a special tourism plan to promote Jordan as an attractive destination site for tourists from East Asia and the Pacific, especially Japanese tourists. Package holidays are being arranged at competitive prices with a view to luring such profitable tourists. Promotion campaigns are portraying Jordan as a safe and secure destination, as the reality indicates.

5- New Zealand and Australia

Table 2.7 shows that the number of tourist arrivals from that region fell from 16,015 in 2000 to 9,054 in 2005 (average of fall 5.65% during 1994-2005). The tourists from New Zealand and Australia are fewer in number compared to tourists from other regions.

This could be attributed to the following factors:

A- New Zealand and Australia tourists choose to visit closer countries such as China and East Asia that are less costly than going to Jordan.

B- The confession by the Jordanian Ministry of Tourism and Antiquities that its marketing and promotion activities are weak in these countries.

Table 2.7

Tourists arrivals from New Zealand and Australia during 1994-2005

YEAR	New Zealand and Australia Tourists
1994	1,413
1995	1,930
1996	2,236
1997	2,638
1998	2,277
2000	16,015
2001	10,935
2002	9,415
2003	9,655
2004	9,204
2005	9,054

Source: Ministry of Tourism and Antiquities/ Statistics Department, 1995- 2006
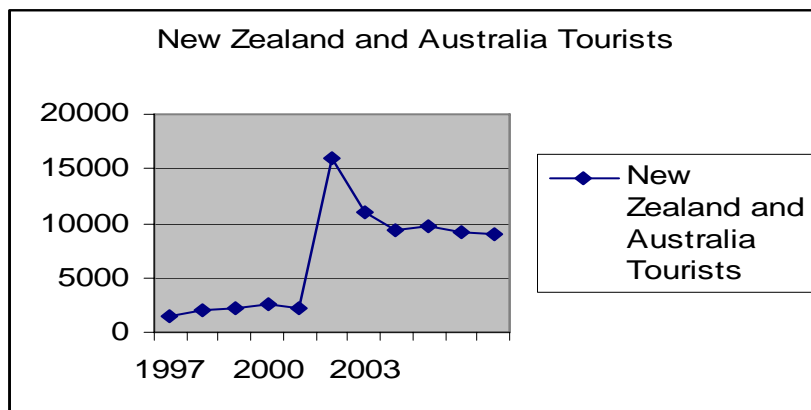
It should be noted that the Jordan Tourism Board (JTB) has recently played an effective role in promoting Jordan in the international tourism markets in general, and New Zealand and Australian tourism markets in particular.

6- Israel

Following the signing of the peace agreement between Israel and Jordan, the number of Israeli tourists increased from10,767 in 1994 to 112,421 in 2002 (an average growth of 7.79% during 1994-2002). As table 2.8 shows, the peace process has actually encouraged

27

tourists' movement between the two countries (Ministry of Tourism and Antiquities/ Statistics Department 2002).

Table 2.8

Tourist arrivals from Israel during 1994-2005

Year	Israel Tourists
1994	10,676
1995	100,079
1996	121,196
1997	125,625
1998	119,261
1999	125,528
2000	136,737
2001	186,275
2002	112,421
2003	77,621
2004	71,320
2005	70,782

Source: Ministry of Tourism and Antiquities/ Statistics Department, 1995- 2006
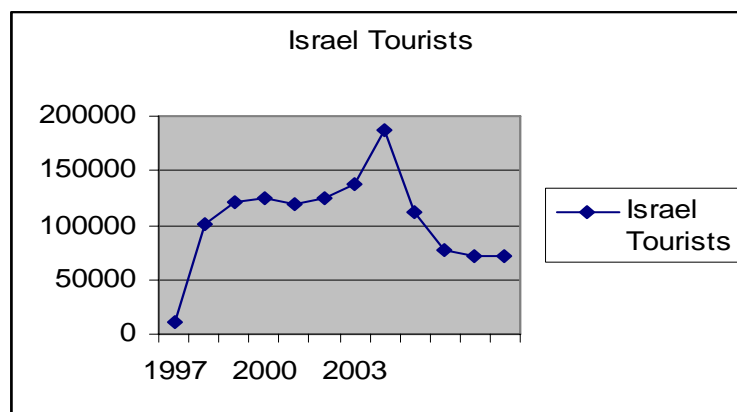
Furthermore, the Ministry of Tourism and Antiquities in Jordan expects a fall in the number of tourist arrivals from Israel for the following reasons:

A. the rising tension in the region as a result of the Israeli and Palestine conflict

B. the aftermath of the 11 September 2001 events

C. high competition between Israel and Egypt, where these two countries in particular are attracting tourists at the expense of Jordan

D. Jordan's inability to match the tourism marketing strategies pursued by Egypt and Israel,

While acknowledging the need for more competitive tourism strategies to maintain its tourism markets in the face of fierce competition from other tourism countries. The MoTA in Jordan is looking for alternative markets, such as East Europe and Scandinavia, as well as supporting its marketing and promotion activities in traditional markets.

2.4   A Tactical Analysis of the Tourism Industry in Jordan

It is an objective of this study to do tactical analyses of the international as well as the Jordanian tourism industries. Therefore, this section is a strategic analysis of the international tourism industry where international trends, visions and future market segments will be identified. It also outlines the future of tourism in Asia and the competition analysis in the region. Finally, the role of tourism in the Jordanian economy is analysed and the future of the Jordanian tourism industry and its key market segments for the future is outlined.

2.5.1   Analysis of the Global Tourism Industry

This part identifies important global tendencies impacting on tourism, reports on the WTO (1999) 2020 Vision and forecasts the future tourism picture in Asia.

1- Global Environmental Tendencies Impacting on Tourism

There are major environmental trends; such as changing demographics, technological advances, political change, health and safety, human resource development change from service to experience economy and sustainable tourism. These trends will now be briefly discussed and analysed.

A- Changing Demographics. The changing demographic profile of the world's population is the most important factor impacting on tourism. Where the WTO (1999) predicted that three well defined groups of travellers, each distinct in its travel consumption and preferences, will be evident.

(1)- Youth. The largest group (the 18-34 olds) travels most and will continue to comprise much of the travelling public.

(2)- Retiree Travellers. In Japan and western countries, the fastest growing population segment will be aged over fifty. Many will be early retirees close to the restructured job

market of recent years. Longer visitor stays and greater overall visitor expenditures are expected from this group, who will be seeking physical adventure, intellectual enrichment and culturally rich destinations.

(3)- Family Market. The family market will also be visible as families with children and two income households continue to increase.

B- Technological Advances. The world nowadays has major advances in communication, information processing and transportation technology including most recently, the explosive emergence of the Internet and World Wide Web (WWW). Therefore, the development of the microprocessor, perhaps the most important innovation, has enabled the explosive growth of high-power with low-cost computing. The latest expression of this development is the phenomenal recent growth of the Internet and the associated WWW (which utilizes the Internet to communicate between WWW sites), where fewer than one million users were connected to the Internet in 1990. By mid 1998 the Internet had about 750 million users.

The WWW and the Internet promise to develop into the information backbone of tomorrow's global economy. From virtually nothing in 1994, the value of web-based transactions reached US$ 7.5 million in 1997. According to a recent report issued by the United States Department of Commerce (USDC), this figure could reach US$ 300 billion in the United States alone by 2003 (Hill, 1999).

The services provided by airline computerized reservation systems and cable and telephone companies, combined with an increase in electronic highways and on-line services, are dramatically changing the way travel products are marketed and distributed. According to WTO (1999), the travel agent or tour operator can create a vacation package for the consumer to be "tailor made" by the customer; accessible and user-friendly global distribution systems can be accessed by millions of individuals throughout the world. As transportation technology improves, travel will also become safer and more comfortable and sophisticated. Modern airplanes have long-range capabilities and directly link to almost any two destinations in the world.

C- Political Change. This is called the changing world order. In country after country throughout Eastern Europe communist governments collapsed between 1989 and 1991, as well as the Soviet Union itself. The Soviet Union is now history, having been replaced by

fifteen independent republics. Thus, many of the former communist nations of Asia and Europe seem to share a commitment to democratic politics and free market economies. If this continues, the opportunity for international business may be vast (Hill, 1999).

In addition to these changes, more quiet revolutions have been occurring in China and Latin America, such as Brazil. Therefore, China may move from the Third World to industrial superpower status even more rapidly than Japan did. With 1.25 billion people, China represents an immense untapped market and the potential consequences for western international business are enormous. This was reflected between 1983 and 1997 where annual foreign direct investment in China increased from less than US$ 2 billion to US$ 45 billion. This impact of China with its population attracts the interests of economists, business and government policy makers in neighboring countries and beyond as important for both an inbound and outbound tourism market (Hill, 1999).

D- Health and Safety. Health is a very important concern of major interest to international travellers, as well as security. The re-appearance of diseases such as malaria and cholera in developing countries, as well as the world threat of AIDS and recently the SARS virus, is making travellers more concerned about the sanitation standards applied to food, water and medical supplies and with the human behaviour and preventive measures practiced by host destinations.

Safety has always been an important precondition of the attractions for global visitors. According to WTTC (1995), in a 1994 survey 66 percent of leisure travellers regarded crime as an important consideration in choosing a vacation destination and 62 percent of travellers considering overseas travel had safety concerns in mind as they made their plans. Also, Bendixen and Cronson (1996) found that the potential safety risks associated with the tourism destination were still matters of concern on the perceptions of tourists.

E- Human Resource Development. According to WTO (1999), the travel and tourism industry continues to be a major source of employment in both rich and poor countries, employing one out of every nine workers world-wide. As populations continue to age, the need for workers in industrialized nations will increase, especially now, after the turn of the century. By contrast, developing countries will be faced with the growth of youth populations in need of work, but without the necessary skills. WTO points out that the shortage of skilled

workers, plus the increased consumer demand for improved services, will pressure the industry to provide more training and education and greater incentives to work in the tourism sector.

The developments witnessed in the Jordanian tourism sector during 2005 reveal a progress in the performance of its indicators. The number of employees in hotels increased from 10.7 thousand employees in 2004 to 11.1 thousand employees in 2005, an average growth of 3.7%. Moreover, the number of employees in the tourism industry increased by 1,200 from 23,500 employees in 2004 to 24,700 in 2005, an average growth of 5.1%. This average growth of 5.1% leads to a rise in the number of tourist nights from 5 million in 2004 to 5.5 million in 2005 (CBJ, 2005; MoTA, 2005). Consequently, the ratio of tourism income to the GDP at the current basic price increased from 10.0% in 2004 to 10.5% in 2005.

Similarly, the increased number of employees extended the credit facilities to the tourism industry by the Industrial Development Bank (IDB) by 2.7% from its level at the end of 2004 to reach JD 32.9 million at the end of 2005 (CBJ; IDB; MoTA, 2005).

F-   Sustainable Tourism and the Environment. According to WTO (1999), the projected international arrivals figure is one billion by 2010. The strain on beaches, small rural villages, historical city centres and mountain resorts could threaten their survival. It is also found that environmental problems such as global climate changes, ozone loss, deforestation and toxic waste, promise to stay at the top of the international agenda.

The organizations of WTO, WTTC and the Pacific Asia Travel Association (PATA) and international and regional agencies are to develop policies, codes and guidelines regarding conservation and the protection of natural resources. Finally, WTO (1999) pointed out that the tourism industry will see the continued need to combine sound economic development with the protection of natural resources.

2- The World Tourism Organisation's 2020 Vision
WTO (1999) published a forecast of tourism in 2020 based upon a survey conducted with countrywide tourist authorities from 85 countries. The report, *Tourism: 2020 Vision*, which was updated in 1999 to include the economic crisis in Asia, presents predictions about the

development of the sector and the market, arrivals and receipt trends worldwide and discusses factors shaping tourism in the 21st century (Lubbe, 2003).

These are some of the key trends outlined in the report that could direct the future shape and direction of tourism:

A- International tourist arrivals are forecast to be 1 billion in 2010 and reach close to 1.6 billion in 2020. These numbers represent an overall average annual growth rate of 4.1% from 1995 to 2020. Europe will remain the largest receiving region. Asia will pass the Americas as the second-largest region, while the respective share of Africa will increase by up to 4%.

B- The top ten receiving countries will see a major increase with China becoming the leading destination by 2020. Also entering the top ten will be the Russian Federation, while the fast-growing rate will be Thailand and Singapore, as well as the Middle East region, (WTO, 1999).

C- The main expansion of international tourism over the last 25-year period is the rise in the long-haul share of arrivals, with tourists travelling greater distances. By 2020, the world interregional long-haul split will be 76:24, with average annual growth rates between 1995 and 2020 of 3.8% and 5.4%, respectively.

2.5.2   The Future Picture of Tourism in Asia

The Tourism: 2020 Vision study forecasts an above- average rate of growth in international tourist arrivals from the Asian continent with an average annual rise from 1999 to 2020 of 5.4%. Asia will hold a 26% market share in 2020 as the second-largest receiving region. Thus, China will become the leading destination by 2020 as one of the Asian countries. If China treats Hong-Kong as a separate entity, it will also become one of the main destinations.

The fast-growing Asian destinations of the Middle East, West Asia, along with Thailand and Singapore, will move rapidly up the league table of the international tourism destinations. East Asia and the Pacific show the strongest growth of international tourist arrivals to the African region from1995 to 2020 (6.8%). The strongest growth will be from the southeast Asian countries (WTO, 1999).

2.5.3   Rivalry Analysis in the Region

This section reviews the main features of tourism in the chief competing markets in the Middle East, Israel and Egypt. It is important to note that, although Egypt and Israel possess similar attractions to those characterizing Jordan (climate, beaches resorts etc.). Jordan has specific attractions that are considered unique and can enable Jordan to differentiate itself from these two markets.

Table 2.9

Tourist arrivals to Jordan, Egypt & Israel in 2004

Country	Number of Tourists
Egypt	6,500,000
Jordan	5,000,000
Israel	851,623

Source: WTO-CME, 2005

Table 2.9 shows the total number of tourists who actually visited Jordan, Israel and Egypt in 2001. It is evident that Egypt has the lion's share of tourists, followed by Jordan and then Israel.

Tourist arrivals to Jordan, Egypt & Israel in 2004
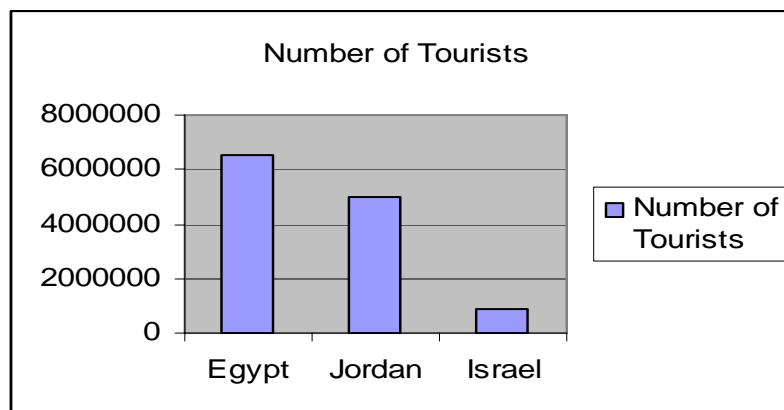
1- Tourism in Israel

Table 2.10 shows a sharp decline in the number of tourists that visit Israel. The number of tourists fell from 2,682,000 in 2000 to 851,623 in 2004. Indeed, the entire year of 2001 was effected by security- related events that began at the end of 2000. In fact, this crisis was only a

part of the world tourism crisis (http: www. tourism. Gov. it/English/ default. Asp& www. in Israel. Com/tour/ mian.html).

Table 2.10

Tourist arrivals to Israel during 2000-2005

Year	Number of tourists
2000	2,682,000
2001	1,218,800
2002	895,626
2003	875,430
2004	851,623
2005	866,412

Source:http://www.tourism.gov.it/English/defult.Asp&www.inisreal.com/tour/main.Html, 2005

In addition to the Israeli-Palestine dispute and the uprising (Intifada), Israeli tourism was also influenced by 11 September 2001 and affected by the events on 20 March 2003 in the region. Most tourists from the USA and Europe had to cancel their trips to the region following such events.

Tourist arrivals to Israel during 2000-2005
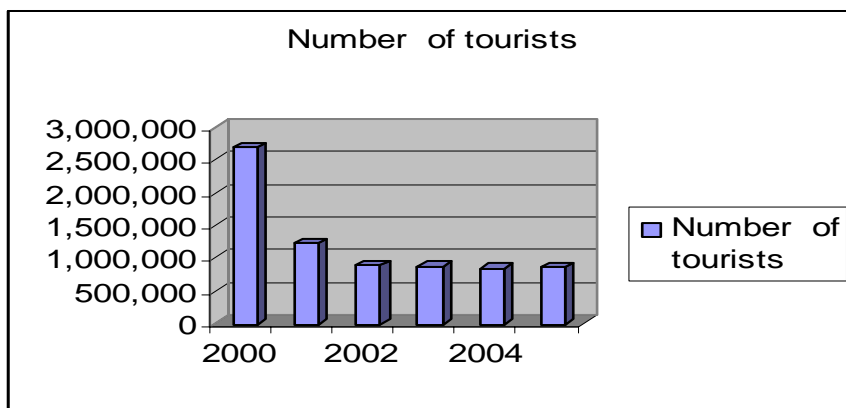
Ironically, Jordan's tourism is primarily affected by events that take place in Israel, although these events do not affect Jordan's stability or security. For instance, Jordan has to show in any marketing or promotion efforts that it is a safe destination and that tourists can enjoy their holidays to the full without any kind of distraction. Indeed, Jordan regarded as the safest place

in the region despite its geographical location in the tense region of the Middle East (Nasser, 2000; Obidat, 2000; Abu-Rehmh, 2001; Hasbun, 2004, Taji, 2005).

It should be noted that Israel has two major attractions:

A. Eilat Gulf (beach and resorts)

B. Jesus Christ's birth place.

Israel has a long-term tourism marketing policy whose major objective is to realize a competitive advantage that cannot be matched by other competitors in the region. Tourism is an important player in the Israeli economy. In Israel's fifty years of existence – from May 1948 to the end of 1998 – 42.3 million inbound visitor arrivals have been recorded, including 4.6 million cruise passengers who came for day visits.

The fastest increase in inbound tourism occurred in the 1960s, at 17 % on annual average. In the 1970s the annual average growth rate slowed to 11%. In the 1980s domestic and regional security events depressed the growth rate to only 2% on annual average. In the first five years of the 1990s (1990-1994) the growth rate recovered to 9% on annual average. Inbound tourism set a record (2.53 million tourists from abroad) in 1995 and declined in the following three years. It took until 1999 to break the 1995 record by a small margin and, in 2000, pursuant to the visit of Pope John Paul 11 in March; around 3 million inbound tourists visited Israel. However, this figure fell to just over 1 million tourists in 2001.

1-Tourism in Egypt

Egypt is regarded as an attraction destination due to the Pyramids, its history and the ancient civilizations that ruled Egypt. Moreover, WTO (2005) organized a regional seminar, at the invitation of the Ministry of Tourism of Egypt (MTE), with the objective of quality management in tourism. The event involved participants from the WTO Commission for the Middle East (CME) and other countries of the region, as well as North Africa. The seminar aimed to summarise best practices in the design and implementation of quality supporting measures and systems applied to tourism destinations and their suppliers, both private and public, and to tourism and tourism-related services. At the end, the seminar came to the conclusion that participants provided an opportunity to "audit" quality characteristics of the selected facilities in tourism destinations in the Middle East and North Africa countries (WTO- CME, 2005).

In 2005 over 6.5 million tourists visited Egypt (compared with 4.9 million in 2002 and 3.56 million in 2001). Egypt enjoys a vast history and houses one of the greatest attractions of the world, the Pyramids. The ancient civilizations ruled Egypt and the huge wealth that the history of Egypt has kept encourage people to visit Egypt, thus, making it a major destination in the Middle East (Siddigi, 2003).

Table 2.11

Tourism development plan of Egypt

Year	2000/2001	2001/2002	2002/2003	2003/2004	2004/2005
No of Tourists (million)	3.56	4.90	5.40	6.10	6.50
No of Tourists/nights (million)	28.2	31.50	35.00	39.50	44.00
Tourism Receipt (US $ million)	3750.00	4160.00	4725.00	5272.00	5840.00
Hotel Capacity (rooms)	89,000	97,000	105,000	114,000	120,000
Average Length of Stay (tourist/night)	6.20	6.40	6.50	6.70	6.90
Average Expenditure $ / night)	130.00	132.00	135.00	140.00	145.00

Source: Tourism Development Authority, Egypt, 2001-2005

In addition, Egypt is known for its extensive tourism marketing and promotion strategies aided by government support and commitment. These strategies aim to achieve the following objectives:

A. to promote Egypt as the land of the Pharaoh,

B. to promote the location of Egypt on the Red Sea (Sharm El-Sheikh),

C. to promote Egypt as a cheap and high-quality destination.

Recognizing the importance of the tourism industry in nurturing growth, the government of Egypt has taken several positive actions towards improving the investment climate. The resolutions embraced by the government in 1996 have encouraged, for instance, the operation of charter flights, which have eased the issuing of building permits for hotels and tourist establishments, and allowed private investment in infrastructure projects (e.g. roads, airports)

under BOT and BOOT arrangements. Accelerating the privatization process and launching extensive marketing campaigns have also attracted large investments to the tourism industry.

The Egyptian Tourism Development Authority (TDA) policy of supplying land at normal prices (1$/m) and soft loans for developing infrastructure projects has provided another stimulus to private investment. Furthermore, the new Investment Law (1997) has granted generous incentives and privileges to private capital, both local and foreign.

2.5.4   Analysis of the Role of Tourism in the Jordanian Economy

This section discusses the role of tourism in the Jordanian economy by highlighting four main issues, namely: tourism receipts in Jordan, balance of payment, impact of tourism receipts on Jordan Gross Domestic Product (GDP) and the future of the Jordanian tourism sector.

According to a statement released by the Ministry of Tourism and Antiquities (MoTA) in 2003, Jordan is becoming increasingly reliant on the tourism sector to support its economy. This statement clearly states that, despite tourism income fluctuations, Jordan is striving to make its tourism sector competitive by offering extended quality tourism products and pursuing a competitive strategy that fully utilizes its wealth of tourism (MoTA statement on the future of Jordan, February 2003).

However, the Jordanian tourism sector is currently under intense pressure, not only because of severe competition from neighboring tourism markets but, also, due to various struggles and instabilities in the region. The political and military consequences and threats of the Arab-Israeli conflict, the critical situation in the region and the unstable situation in West Bank and Israel are just examples of the most influential events that continue to impact Jordan's economy and tourism in particular. In addition to all these challenges, the Jordanian government, inspired by King Abdullah's II visions and determination to maintain Jordan's image as a safe and secure country, is marketing Jordan as a tourist destination worldwide.

The following issues are the main impacts of tourism on Jordan's economy:

1- Jordan is in dire need of hard currency in order to reduce the balance of payment's deficit and increase the Gross Domestic Product (GDP). As such, a growing tourism sector will

enable Jordan to increase its receipts from hard currency to reduce payment's deficit. Thus, it reflects positively on its balance of payment and GDP.

2- Jordan suffers a high rate of unemployment due to the limitation of its market and lack of job opportunities. A growing tourism sector will create huge job opportunities directly related to tourism such as hotels, tourism transportation and travel agencies, or indirectly related to work, such as restaurants, taxis, theatres and entertainments.

3- The growth in the tourism sector will have a positive influence on other sectors of the economy. It will certainly increase government's receipts through tourist's payments of entry tax, and other taxes such as visas and restaurants services. Thus, increasing tourist numbers will lead to an increase in government income. This, in turn, reflects well on the Jordan economy.

The following sections discuss these influences of tourism on the economy in detail:

1- Tourism Balance

Tourism balance is the difference between the tourism income (tourists spending inside the country) and tourism expenditure (citizens spending outside the country). When tourism income exceeds tourism expenditure, tourism balance will be positive and the country benefits from tourists spending money in the country. There are many factors that determine the income of tourism: the number of tourists, the length of their stay in the country, their life style and nationalities, the reason (purpose) of the tour, in addition to the supply of tourism products services that meet tourist demands.

Jordan's tourism strategy attempts to realise the following objectives:

A- Attract the most profitable tourists (mainly from Japan and other advanced industrialized countries).

B- Keep tourists as long as possible in the country by offering incentives (such as offering an extended tourism product at extremely competitive prices).

C- Offer tailor- made (or tourist oriented) holiday packages at highly competitive prices.

Table 2.12 (Central Bank of Jordan Annual Report, 2005) shows that the value added at current prices retrograded by 2.7% in 2004 against a high growth of 12.7% in 2003.

Consequently, the tourism sector's relative importance to the GDP at current basic prices declined by nearly a 0.6 percentage point to reach 4.3% in 2004.

On the other hand, the percentage once again increased to 4.9% in 2005. A closer look at the developments witnessed in the tourism sector during 2004 reveals a disparity in the performance of its indicators. While the number of arrivals from foreign countries increased by 13.2%, the number of arrivals from Arab countries declined by 8.0% as a result of the aftermath of the 20 March 2003 event in the region.

2- Balance of Payment

Jordan relies on tourism to support its balance of payment. Jordan has, for a long time, been suffering from deficit. For example, Jordan is exerting utmost effort to increase its receipts from hard currency to cover its investment and developing projects and reduce the deficit in trade balance. Jordan's economy has been suffering a deficit in the balance of trade as well. This deficit is somehow adjusted through payments of Jordanian working abroad especially in Gulf countries, in addition to loans, grants and other assistance from foreign countries and world institutions, such as the World Bank and UNDP.

Table 2.12
Tourism Balance 2000-2005

Item	2000	2001	2002	2003	2004	2005
Receipts (JD million)	512.4	496.1	557.0	560.0	567.7	580.6
%Value Added /GDP	5.1	4.6	4.8	4.9	4.3	4.9
Payments (JD million)	274.3	198.3	289.7	291.8	295.5	297.8
Tourism Balance	238.1	198.3	188.6	199.2	213.3	254.4
GDP at market price	5,998.4	6,363.3	6,778.5	7,203.6	8,164.1	8,246.0
As a percentage of GDP (%)	8.54	7.93	8.45	9.69	9.78	10.01

Source: Central Bank of Jordan (Annual Report, 2000-2005)

However, table 2.12 shows that payments of tourism sector reached 297.8 million JD (1 Jordanian Dinar = $1.40) in 2005. Most of these payments were spent on education and travel abroad. Hence, the continuous improvement in income generated increased from 274.3

million JD in 2000 and 289.70 million JD in 2002. The improvement in tourism activities was also coupled with Jordanians refraining from travelling abroad because of the economic recession in Jordan. So, in general, the tourism balance has increased positively during the last years for the benefit of the country.

Given this kind of reliance on international sources of income, Jordan's economy continues to be effected by circumstances. As such, Jordan is highly exposed to external crisis. For instance, during the Gulf crisis in the 90s, thousands of Jordanians working in the Gulf region, especially in Kuwait, had to return to Jordan, causing a labour crisis, in addition to denying Jordan valuable hard currency (more than 400,000 people).These events highlighted the need for a strong tourism sector to support the economy of Jordan in the face of these challenges which impacted the wealth of Jordan and its ability to maintain a level of life style that people had been accustomed to during the 1980s.

3- Tourism Impact on GDP

Jordan has limited natural resources of significant value, hence the size of its Gross Domestic Product (GDP) was 5.998 billion JD in 2000 and increased to 8.16 billion JD in 2004 (Central Bank of Jordan, Annual Report 2005).

Table 2.13

The Effect of Tourism on the Balance of Payment 2000-2005

Item	2000	2001	2002	2003	2004	2005
Tourism receipts (JD million)	512.4	496.1	557	560.0	564.1	580.8
Domestic export (JD million)	993.0	1029.3	1035.3	1044.1	1067.2	1121.5
Re-export (JD million)	238.7	237.6	258.5	231.5	234.2	248.2
Imports (JD million)	2218.2	2195.1	2370.2	2719.9	2908.1	2518.2
Trade balance (JD million)	1507.0	1459.1	1697.0	1444.3	1606.7	1659.1
% of T. receipts to domestic export	51.6	48.2	53.8	52.5	51.4	50.3
% of T. receipts to income service	23.1	22.6	23.5	23.2	21.3	22.4

Source: Central Bank of Jordan (Annual Report, 2000- 2005)

Table 2.13 shows the increasing role of the tourism sector in the economy of Jordan during 2000-2005. The importance of tourism supporting the balance of payment is on the increase,

as the sector's revenues make about 50% of the national exports and more than 21% of the revenues of the entire service sector.

Table 2.14

Industrial Origin of GDP at Current Prices

Year	2000	2001	2002	2003	2004	2005
Agriculture, Hunting, Forestry and Fishing	120.9	124.3	148.9	178.3	195.4	205.3
Mining and Quarrying	171.5	176.4	188.7	192.1	192.5	198.2
Manufacturing	807.2	861.4	987.7	1082.6	1330.2	135.6
Electricity and Water	134.4	140.6	156.6	161.2	181.9	190.8
Construction	203.3	231.0	251.7	268.3	333.1	370.0
Trade, Restaurant, and Hotels	588.9	618.6	635.0	652.7	734.3	815.1
Transport, Storage and Communication	819.7	907.2	934.9	1015.6	1180.1	1195.5
Finance, Insurance, Real Estate, and Business Services	1071.9	1135.6	1235.7	1311.2	1384.9	1421.0
Social and Personal Services	235.3	250.8	283.5	301.3	331.6	333.5
Producers of Government Services	1042.2	1077.1	1135.5	1250.7	1326.3	1435.3
Producers of Private Non-Profit Services for Households	59,9	58.2	63.0	64.8	66.7	68.8
Domestic Household Services	9.7	11.5	12.5	13.9	14.6	15.4
Less: Imputed Bank Services Charge	-111.4	-123.0	-199.8	-205.3	-210.7	215.2
GDP at Basic Prices	5153.5	5469.5	5833.9	6287.4	7060.9	8150.7
Net Taxes on Products	844.9	893.8	944.6	916.2	1103.2	1110.0
GDP at Market Prices	5998.4	6363.3	6778.5	7203.6	8164.1	8246.0
Net Factor Income from Abroad	95.5	132.8	79.2	83.9	134.6	146.3
GNP at Market Prices	6093.9	6496.1	6857.7	7287.5	8298.7	8452.9
%Gross Tourism Income/GDP	9.0	9.1	9.6	10.3	10.0	10.5

Source: Central Bank of Jordan (Annual Report, 2000- 2005)

Table 2.14 shows that the GDP growth rates increased by 5.7% in 2000 and reached only 7.07% in 2002 when calculated at fixed market prices. It can be seen that the GDP growth rate increased again to 8.17% in 2005. Tourism contribution is calculated by the Central Bank of Jordan as indicated in table 2.14. Therefore, it can be seen that the contribution of the Gross Tourism Income (G T I) increased between 2000 and 2003 with an average growth of 0.2

percentage and declined by nearly a 0.3 percentage point in 2003, but increased again by 0.5 to reach 10.5 in 2005.

4- The Future of the Jordanian Tourism Sector

Tourism's contribution to GDP in Jordan is expected to increase from 10 % in 2004 to 13% in 2010. It is also projected that, by 2010, by overcoming the unemployment problem in the country, 20% of Jordanian business will lean towards the tourism industry (MoTA, 2005; JTB, 2005, 2006; Taji, 2005).

Jordan's millennium vision for its region and its contribution of the world economy is that it puts education and training at the forefront of national and regional tourism development in the sustainable economic and social development of its region. There is a strong correlation between the strategic objectives contained in the Jordanian Government's policy and WTTC's millennium vision (MoTA, 2005, 2006; JTB, 2005, 2006); therefore, the tactical themes that stand out in this comparison are (WTTC, 2000):

A- Invest in human resources development, especially education and training;
B- Economic and sustainable growth as a national priority;
C- Successful branding and international marketing;
D- Funding and infrastructure development.

Nobel Rewards Establishment (NRE, 2005) organized a conference in Petra city (The Red Rose City of Jordan) at the invitation of the Jordanian government, where all the people who had been awarded Nobel awards in various fields of knowledge and science came to Petra and gave her a new name "*House of International Wisdom*". Petra is currently listed on UNESSCO World Heritage Site List due to its outstanding universal value. Jordan, by now, has become the "tourism product" that was defined as the physical destination plus the quality of service and the quality of experience that will be offered to the destination (UNESSCO, 2002; MoTA, 2002, 2005, 2006; JTB, 2003, 2005, 2006; Taji, 2005; NRE, 2005).

2.5.5 Key Market Segments of the Future in Tourism

WTO (1999), in its *Tourism: 2020 Vision,* identifies key market segments that are growing in importance as: culture tourism, eco-tourism, thematic tourism, adventure tourism and cruise market, which are now briefly outlined.

1- Cultural Tourism

The WTO (1999) predicts a strong growth in cultural tourism particularly to European, the Middle East and Asia, from virtually all source regions. The need to reach for culture and knowledge is an important motive for tourists and travel increasingly manages to combine learning and leisure. Different cultures and ways of life are considered to be the key motivations for travellers to experience.

As a point of view for travelling, tourism demand is increasingly oriented towards understanding ethnicity, religion and the ways of life of other cultures in helping to preserve cultural identity. Another point of concern is that one of the consequences of globlisation is the homogenization of products and food, popular culture and behavioural norms. This could lead to increasing conflict between identity and modernity in developing countries (Vellas and Béchamel, 1998).

Cultural tourism is related to visiting sites such as archaeological, religious, vernacular, archaeological and historical museums, commemoration, heritage and traditional and old houses. Therefore, Jordan is considered to be one of the richest countries in these kinds of cultural tourism (Nasser, 2000, MoTA, 2002: JTB, 2003; Hasbun, 2004; Taji 2005).

2- Eco-Tourism

In the early 1970s people did not want to destroy the exotic environment which surrounded them. However, people in several remote areas of the world saw that ecotourism is one of the most important factors in the tourism industry. An organization based in the USA described ecotourism as "responsible travel to natural areas that conserves the environment and sustains the well-being of the local people" (Glenn Hasek, 1994).

According to Vellas and Béchamel (1998), it was found at the World Ecotour '97 Conference that eco-tourism was worth 2 billion travellers a year and that nature-based tourism accounted for approximately 20% of total international travel. The problem that faces every eco-tourism destination in the 21st century is whether it will be able to cope with the growing demand and at the same time sustain its natural and cultural preservation aims.

According to Lubbe (2003), the large number of travellers expressing an interest in taking an eco-tourism experience is already posing major challenges to eco-tourism destinations and

operators. The size of the eco-tourist segment is expected to increase dramatically in the 21st century when environmentalism will become more important to more people. However, a large number of tourists is contradictory to the philosophy and objectives of eco-tourism. Therefore, managing the eco-tourism industry is, without doubt, one of the key tourism challenges of the 21st century.

Eco-tourism is a crucial means of travel to a natural area to understand the natural history and the culture of the environment, but not to change the authenticity of the ecosystem, while producing economic opportunities that make the conservation of natural resources beneficial to local people. Jordan is a land of assortment, a land that encompasses all, sea and mountain, waterfall and desert, springs and spas (Middleton, 1989; MoTA, 1995; JTB, 2001, 2003; Lubbe, 2003; Hasbun, 2004; Taji, 2005).

3- Thematic Tourism

In recent years a vehicle for the growth of new destinations is based solely on thematic leisure experiences. As such, the first global scale example of this is the city of Orlando that has become one of the largest tourism centres in the United States, primarily as a result of major theme parks such as Disney Land, Universal Studios and Sea World.

In the WTO's *Tourism: 2020 Vision* report it is argued that theme parks are becoming increasingly attractive to the consumer who has limited vacation time because they provide a condensed holiday product. Disney's new 'Animal Kingdom' in Florida repeats a safari park in East Africa where tourists travel around the park in safari cars and are not guaranteed to see all the animals. Each year, over 12 million visitors are expected to visit Disney's Animal Kingdom (WTO, 1999).

4- Adventure Tourism

Adventure tourism is based on visitors participating in adventurous activities, sometimes called extreme tourism. Cliff skiing/ snowboarding, parachuting, bungee jumping and rock climbing are all examples of extreme or adventure activities. Growth in participation in these sports has been escalating in recent years.

Extreme sports are typically wilderness or outdoor sports and go hand by hand with eco-tourism. A sea kayaking trip off the Wild Coast qualifies as both adventure tourism and eco-

tourism. Cooper et al (1998) argue that tourism suppliers, especially tour operators, will increasingly create at least two different types of eco-tourism packages. One eco-tour type will be more observational and educational, while the other will be more physically challenging.

Jordan provides adventure tourism in places such as Aqaba, Wadi-Rum and the Dead Sea. As such, trekking, all kinds of sport (including scuba diving), camping, hang gliding, parachuting and climbing are good examples of adventure tourism. Also, the government supports some adventure tourism activities such as car racing, water skating, horse racing, and diving (MoTA, 1995; Cooper et al, 1998; WTO, 1999; Nasser, 2000; JTB, 2002, 2003; Hasbun, 2004; Taji, 2005).

However, the WTO (1999) notes that, as the world become increasingly explored, few new destinations are left for tourists to discover. There is a trend to travel to high places, underwater, the ends of the earth, or off the planet itself, as illustrated by the latest appearance of the space tourist.

5- The Cruise Market

The cruise sector shows a phenomenal growth rate globally that is expected to grow well into the next decade. According to WTO (1999), seven million people took cruises in 1997, increasing to more than ten million in 2000. As the cruise product has progressed through its life cycle and is now being afforded by mainstream tour operators.

To keep pace with worldwide demand growth forecasts, 42 vessels are currently under construction, with the largest vessels being built, 29 of these weighing 60,000 tones (1,200 passengers) or above (WTO, 1999).

2.6 Summary

For over 4000 years Jordan has been a land of old civilizations that ruled the region. Tourism in Jordan has covered five ages: [rule of old civilizations (over 4000 years), Islamic Era (750 AD), Ottomans took over Jordan (1516AD), Hijazi Railway (1918) and Royal Jordanian Airlines (1965) to MoTA (1988)] to develop through conservation, development and management of archaeological sites.

Jordanian tourism is organised into three types of institutions, governmental (public sector bodies), non-governmental (private sector bodies) and governmental/ non-governmental (public and private bodies) which are umbrella bodies representing the business sector involved in the Jordan tourism industry.

The main types of tourism product are classified into nine types: cultural, eco, adventure, medical and thermal, desert, recreational, visiting friends and relatives, meetings, conferences and events and educational tourism. The main Jordanian tourism markets are Europe, USA, Gulf Cooperation Council Countries, East Asia and the Pacific Rim, Australia and New Zealand and Israel. The JTB opened new regional offices in these countries to support and enhance the value of Jordan as a preferred tourism destination.

Tactical analysis of the global tourism industry with its worldwide trends, visions and future market segments has been identified. The future of tourism in Asia and the competition analysis in the region has been outlined. Finally, the role of tourism in the Jordanian economy has been analysed and the future of the Jordanian tourism industry and its key market segments for the future have been discussed.

CHAPTER THREE

LITERATURE REVIEW

MARKETING, SERVICE AND TOURISM

CHAPTER THREE

(Life is what happens to you while you are busy making other plans, John Lennon)
(Everyone lives by selling something, R. L. Stevenson)

3.1 Introduction

Marketing has fundamentally touched everything that affects all our lives. Marketing is concerned with the description and prediction of decision outcomes involving all aspects of any organization and relates to its business regulators, customers, consumers, competitors and distributors (Adcock et al, 1993). Interest in prediction and description, in turn, is associated with the improvement of marketing decision making.

Tourism, service and destination marketing are important to this research as well as to the world economy. Marketing tourism, with its applications, has recently attracted the attention of marketing academies. The nature of services and the ways in which they are supplied are undergoing fundamental changes (Sussman, 1994).

During the last four decades, many countries have developed rapidly in various economic and social fields. However, the development of the marketing concept has perhaps been the fastest and the most interesting aspect of the general economic development in some countries. Before 1980, the tourist destination body was one of the monitory authorities of the economical field in different countries. Thus, the body had no control over the customers in respect of tourism products, nor did it exercise any destination supervision function (Bring et al, 1999).

This chapter is structured as follows: the next section defines marketing with its definitions and concepts, while section two discusses service marketing with its definitions, characteristics, marketing policies and how to evaluate service quality. The last section discusses tourism with its aspects, concepts, modern types, sustainable growth, business and MICE, information technology, marketing strategies, heritage and positioning of tourism.

3.2   Marketing: Definitions and Concepts

3.2.1 Definitions of Marketing

Beckman et al, (1973) define marketing as: "the process in a society by which the demand structure for economic goods and services is anticipated or enlarged and satisfied through the conception, promotion , exchange and physical distribution of such goods and services" (p.9).

Wentz (1979) defines two kinds of marketing:-

1- Commercial marketing: this is the use in pursuit of profit

2- Social marketing: this is the use of marketing for non-profit objectives".

Schoell and Lvy (1982) defined marketing as:" the process of managing effort in a dynamic environment in a socially responsible manner to facilitate its changed relationships which match an organization's capabilities and resources with wants of selected market targets (present and potential customer)"(p.17).

Levitt (1983) uses customers as the basis for defining selling and marketing. "Selling is finding customers for what you have; marketing is making sure you have what customers want" (p.3). The most important feature of the marketing concept in Levitt's definition can be simply stated as customer- orientation. Therefore, the art of marketing can be described as the application of available marketing tools and techniques to meet consumer needs profitably. This entails the integration of various standards of marketing activity into a significant whole.

The American Marketing Association (1985) defined marketing as "the process of planning and executing the conception, promotion, pricing and distribution of ideas, goods and services to create exchanges that satisfy individual consumer and organizational objectives" (p.3).

The Chartered Institute of Marketing (CIM, 1991) defines marketing as: "the management process responsible for identifying, anticipating and satisfying customer's requirements profitably" (p.258). Kotler (1991) defines marketing as "a social and managerial process by which individuals and groups obtain what they want and need through creating, offering and exchanging products of value with others"

(p.9). Both CIM and Kotler focus on the 'profitable' exchange with the supplier, but as a wider measure to show that both parties feel they have benefited from the exchange.

Kotler (1994) redefines marketing as: "the process of planning and executing the conception, pricing, promotion and distributing of goods, services and ideas to create exchanges with target groups that satisfy customer and organizational objectives" (p.295).

Nowadays, the American Marketing Association (AMA) updated their marketing definition to put a stronger emphasis on customer relationships. Therefore, the new marketing definition revealed at the AMA's Summer Educator's Conference in August 2004 is: "Marketing is an organizational function and a set of processes for creating, communicating and delivering to customers and for managing customer relationships in ways that benefit the organization and its stakeholders" (p.2). Also, at the AMA's Summer Educator's Conference in August 2004, Cohen's marketing definition as a marketing consultant and author was that: "Marketing is to find out what your customers want and then give it to them", whilst a general marketing definition is considered: "the act or process of buying and selling in market" (p.3).

3.2.2 Concepts of Marketing

Until the mid 1800s sellers had a single primary aim, to increase production in order to keep pace with demand, which meant updating technology and training workers to use new machines. The role of marketing was small, limited primarily to bargaining over prices with prospective buyers (Day, 1984).

Marketing in some countries is considered to be a new concept applicable to goods rather than services. Before the 1950s there was little understanding or regard for marketing and, despite the rapid growth of western economy and the need for financial services during the 1960s, banks were reluctant to change their methods of providing services to the public including all branches of marketing (Houston, 1986). Thus, organizations had to raise their ability to sell products up to a level that matched their ability (Ackoff, 1987).

Gulitinan and Schoell (1988) stated that "the marketing concept has emerged in the 1950s as a new philosophy of business management which advocates a business Organisation" (p.11). The marketing concept exists to satisfy the wants of its targeted customers. The meaning of marketing is selling whatever is produced, what they focus on is moving the inventory, not on what the customers might need, which means that production comes first in the production-oriented firms.

The marketing concept seeks to make a satisfactory rate of return for the owner investment in the firm. Customer-orientation is assessed as the means to the end of achieving the organization's aims (Anonymous, 1989). This means that, by providing what the targeted customers want and need, the organization will achieve its goals and aims. Kohli and Jaworski (1990) define marketing orientation as" the organization wide generation of market intelligence pertaining to current and future customer needs, dissemination of the intelligence across departments and organization wide responsiveness to it" (p.27).

The novelty stage came in the 1980s, since customers needs increased varied service had to be introduced. According to Anderson and Sullivan (1993), the organization management started to upgrade marketing and to use the marketing concept. "The days of easy profit are gone and the environments will be less forgiving for mistakes than before" (p.128).

Figure 3.1 Marketing Orientation
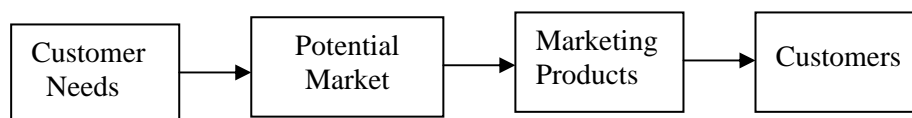
Source: Morgan and Strong (1998)

Marketing orientation is shown in figure 3.1 where marketing-oriented firms understand customer needs and problems so that they get close to their customers (Morgan and Strong, 1998). Marketing orientation is applicable to the tactical orientation of firms that adopt a practical search for market opportunities, by adopting a long–term tactical perspective on brands and markets and using market information as a base for learning and organizational analysis (Chan et al, 1998).

Figure 3.2 illustrates that production orientation, in its crudest form, focuses on current production capabilities which define the business mission. The purpose of the organization is to manufacture products and aggressively sell them to unsuspecting customers.

Figure 3.2 Production Orientation

| Production capabilities | → | Manufacture Product | → | Aggressive sales effort | → | Customers |
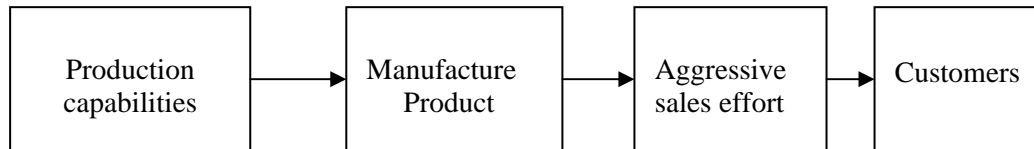
Source: Cravens (2000)

The introduction of marketing information may involve using new distributing systems for the development of customer-based sales and marketing organizations; also, the breaking down of barriers between departments to foster innovation and the sharing of skills between organizations through tactical associations and business units (Cravens, 2000).

According to Jobber (2001), the modern marketing concept can be expressed as "the achievement of corporate aims through meeting and exceeding customer needs better than competition" (p.701). There are three conditions which apply to this concept that should be met: firstly, firm activities should be focused on providing customer satisfaction rather than producer convenience which is not easy to meet; secondly, the accomplishment of customer satisfaction depends upon integrated effort; thirdly, the responsibility for the execution of the concept lies not just within the marketing department. The role of the marketing department is to coordinate activities and to play a product champion, but the concept is a business philosophy not a departmental duty. Customer needs are considered to be central to the operation of a firm that should run right through research, development, finance and production, engineering and other departments (Jobber, 2001).

Management must believe that corporate aims can be achieved through satisfied customers, as illustrated in figure 3.3, which shows the key components of the marketing concept (Houston, 1986).

Figure 3.3   Key Components of the Marketing Concept

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                    ┌─────────────────────────────┐
                    │      Marketing concept      │
                    │ The achievement of corporate│
                    │   aims through meeting and  │
                    │  exceeding customer needs   │
                    │ better than the competition │
                    └─────────────────────────────┘
           ┌──────────────────┼──────────────────┐
           ▼                  ▼                  ▼
┌──────────────────┐ ┌──────────────────┐ ┌──────────────────┐
│ Customer         │ │ Integrated effort│ │ Goal achievement │
│ orientation      │ │ All staff accept │ │ the belief that  │
│                  │ │ the responsibility│ │ corporate goals  │
│ Corporate        │ │ for creating     │ │ can be achieved  │
│ activities are   │ │ customer         │ │ through customer │
│ focused upon     │ │ satisfaction     │ │ satisfaction     │
│ providing        │ │                  │ │                  │
│ customer         │ │                  │ │                  │
│ satisfaction     │ │                  │ │                  │
└──────────────────┘ └──────────────────┘ └──────────────────┘
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Source: Houston, (1986)

There can be a conflict between the interests of customers and suppliers in commercial life. However, price fixing can raise profit levels while lowering customer satisfaction. As such, anticompetitive activities can hinder the adoption of the marketing philosophy as the means to corporate prosperity. Therefore, figure 3.3 describes the way of marketing in which Leclerc coupled customer satisfaction with commercial success (Doyle, 2003).

3.3   Services

It is important that the service should be described as a service product or a product service. Continuing developments in the regulatory framework in the service sectors will ensure that the effects of such changes will be felt for a considerable time to come, in order to meet the new demands from consumers and to deal with increased competition in the market place, for which financial sectors of public and private sectors are being forced to concentrate greater efforts towards marketing their products (Cowell, 1984).

3.3.1   Service Definitions

In spite of the importance of the services sector to any economy there are still some problems surrounding the nature of services. There are some definitions regard services. Therefore, definitions of services are based on the following approaches.

1- Definition Based on Consumer-Perception

Bessom (1973) redefined services from the consumer's point view as "any activity a buyer cannot perform or chooses not to perform himself, hence it is offered for sale and provide benefits or satisfaction to the consumer" (p.9). In this definition Besson regards the consumer's perception as the most important aspect.

2- Definition Based on Characteristics

Rathmell (1976) defined services as: "any intangible product bought or sold in the market place" (p.32). Quinn and Geagan (1986) defined services as: "all those economic activities in which the primary output is neither a product nor a construction" (p.98). Value is added to this output means such as convenience, security, comfort and flexibility and the output is consumed when produced. In these definitions Quinn and Geagan dealt more with the inseparability and the functional aspects of services, whereas Rathmell dealt with and stressed the intangibility aspects.

3- Definition Based on Benefit-Providing Services

Lethinen (1983) argued that the definition of services does not sufficiently distinguish services and products, since both provide benefits based on this argument. He formulated his own definition, suggesting that "services are a benefit-providing object of transaction that is an abstract activity essentially produced and marketed at the same time as they are consumed" (p.10).

Cowell (1984) states that "what is significant about services is the relative dominance of intangible attributes in the make-up of the services product" (p.35). Services are kinds of product, where pure services do not result in ownership although they may be linked to a physical good. Thus, physical good represents the outcome of the number of service activities of offerings that contain an element of the tangible.

Kotler (1994) defines service as: "a service is any performance or act that one party can offer to another. It is essentially intangible in nature and does not result in the ownership of anything. Its production may or may not be tied to a physical product" (p.295).

3.3.2   Characteristics of Service

There are fundamental characteristics that distinguish services from products.

1-   Inseparability

Inseparability means that production and full or partial consumption of services occurs simultaneously where production of a service is inseparable from delivery. The inseparability of consumption and production due to the simultaneous and consumption that characteristics most services in a restaurant, for example, the meal is consumed concurrently with the service of providing the meal (Abell, 1978).

Figure 3.4   Characteristics of Services

Inseparability
Simultaneous production and consumption
Importance of service provider
Selection, training and rewarding of staff
Avoid inter – customer conflict

Perishability
Consumption cannot be stored
Match supply and demand
Use of part-time staff
Multi- skilling
Participation by consumers
Differential pricing
Stimulation of off-peak demand

Service Characteristics

Intangibility
A deed, performance or effort
Difficulty in evaluation
Use tangible cues

Lack of Ownership
Use a service without possessing it
More suitable for evaluation
Use a facility does not

Variability
Standardization difficult
Selection training and rewarding of staff
Evaluation systems
Use of reliable

Source: Cowell (1984)

Inseparability is considered to be issues of supply and distribution, consumption, customer- producer interaction and capacity. This is contrasted with physical goods which are produced, stored, distributed through intermediaries before being bought and consumed. This illustrates the importance of the service provider, who is an essential part of the satisfaction gained by the consumer. The service must be

provided not only in the right place, at the right time, but, also in the right way (Berry, 1995).

The inseparability between consumption and production gave rise to the idea of relationship marketing in services. In such conditions, managing buyer-seller interaction is controlled by effective marketing and can only be satisfied in a relationship with the customer (Aijo, 1996).

The consumption of the service may take place in the presence of other consumers. Therefore, enjoyment of the service is dependant not only on the service provided, but also on other consumers. Therefore, service providers need to make adequate provision to avoid inter-customer conflict and to identify possible sources of irritation (e.g. smoke, noise, queue jumping). Many customers appeared to show a degree of product knowledge or expertise adjoining that of personal contact (Baron et al, 1996).

2- Intangibility

Pure services are intangible because they cannot be seen, touched, felt or otherwise sensed. Intangibility issues of evaluation are where consumers look for tangible cues to decrease uncertainty and are one of two key factors of a service that is generally much more difficult for the forthcoming customers to evaluate service in advance. This means that service is a deed performance or effort, not a tool, object or thing. A customer may find difficultly in evaluating a service before purchase. For some services, their intangible nature leads to difficultly in evolution after consumption. For instance, it is difficult to judge how pleasurable a holiday will be before taking it because the holiday cannot be shown to a customer before consumption (Berry, 1980).

Cowell (1984) suggests that the customer may have tangible evidence of the services purchased. This purchase is, of course, something intangible. For example, the experience of a member of a company or a sports club who uses the facilities but does not own it; he has a membership card as tangible evidence of the service. The challenge for the service provider is to use tangible clues to service quality. For example, a travel agency may show pictures of the holiday destination, exhibit

testimonials from satisfied tourists and provide details of the type of entertainment available in a brochure.

Intangibility also means that the customer cannot own a service where payment is for use or performance. For example, a medical operation is performed, or a car may be hired. Service organizations sometimes stress the benefits of non-ownership such as the spreading of payment charges and lower capital costs. There are no features that directly demonstrate the existence of a benefit because the special benefits of the service are not easily displayed or communicated (Edgett and Parkinson, 1993).

3- Heterogeneity (Variability)

Heterogeneity is the potential for high variability in the performance of services where buyers prefer to know what level of quality they are going to receive when they order a purchase. Thus, consistent quality often becomes a very critical basis for customer decisions and is more difficult to attain for services providers, because they always involve a human component. As a result, it is more difficult to guarantee constant quality in terms of a service. According to Reichheld and Sasser (1990), "the production and delivery depend on the two parties involved where the needs and wants of the consumer is directly matched by different skills of the providers" (p.111).

Heterogeneity in service quality emphasizes the need for accurate selection, training and rewarding of staff in service firms (organizations) when dealing with customers; training confirms the standards expected of personnel. Evaluation systems should be developed by allowing customers to report on their experiences with staff. Therefore, great care needs to be taken regarding equipment efficiency and dependability (Jobber, 2001).

4- Perishability

Perishability means issues of demand and supply. Demand includes differential pricing, cultivating non-peak demand, matching service and reservation system. The supply side includes part-time employees, part-time efficiency routines, increased consumer contribution, shared services and facilities for future expansion. Multi-skilling means that employees may be trained in many tasks; for example supermarket

staff can be trained to work on the checkout at peak periods and to fill shelves (Johnson, 1995).

Perishability leads to a difficulty in balancing supply and demand, which is why many service providers find it too costly to offer a level of service that cannot be produced and stored or saved to meet future demand and can match its peak. Therefore, it is important to match supply and demand to services. A key marketing strategy is to provide motivations for weekend use if a hotel has weekday occupancy but is almost empty at weekends. This might involve linking hotel use, or offering weekend discounts with vacation activities such as fishing, golf or hiking (Jobber, 2001).

5- Lack of Ownership

Lack of ownership means that the use of a facility does not mean customer ownership of it, since a customer uses a service and does not possess it. Kotler (1994) describes product services as "the offer which consists of a tangible good is a combined by one or more service to enhance its consumer appeal" (p.295).

The term 'service product' refers to service characteristics, which is a self-standing offering and can be considered under the general heading of products. These definitions emphasise the key elements of their service characteristics. The problem of service marketing has attracted wider attention in the developing world largely due to the regulations of the service sector. This deregulation has led to a revaluation in the philosophy and practices of the marketing function in the service institutions.

Therefore, there are different categories for services goods (Laws, 1998).
A- Pure tangible goods such as clothing.
B- Tangible goods with accompanying services (carpet, machinery and software).
C- Hybrid for both pure goods and service.
D- Major service with accompanying minor goods / services.
E- Pure services (software, marketing search, psychotherapy).

3.3.1 Services Marketing Paradigm

The service marketing mix is introduced as an extension of the 4Ps framework. The essential elements of product, place, price and promotion remain but three additional

variables- people, physical evidence and process- are included to produce a 7Ps mix (Booms and Bitner, 1981). The need for the extension is due to the high degree of direct contact between the customer and the company, the simultaneity of consumption and production assembly process and the high visible nature of the service. It is possible to discuss people, physical evidence and process within the original 4Ps framework (for example, process could be considered part of the product offering). The extension allows a more thorough analysis of the marketing features necessary for successful services marketing by which each element of the marketing was examined (Akroush, 2005).

1- The Original Marketing Mix

Borden (1964) first introduced the marketing mix in a paper when he listed 12 elements which a firm can control in the marketing areas. These elements are product, pricing, planning, branding, personal selling, promotion, packaging, advertising, channels of distribution, display, servicing, physical handling and fact finding and analysis.

Later McCarthy (1964) grouped Borden's twelve factors together into the 4Ps and this now appears in most marketing books as the key areas for marketing action. Some authors have suggested the addition of three other Ps (people, process and physical evidence). Booms and Bitner (1981) stated: "The essential elements of product, place, price and promotion remain, but three additional variables- or, people, and process and physical evidence-or, are included producing a 7Ps mix" (p .47).

2- Service Marketing Mix Debate and Criticism

The marketing mix should be viewed as a package of offerings designed to serve and attract the visitor or consumer. Thus, the marketing mix model of the 4Ps has come under analysis by many goods and services marketing researchers (Marr 1987; Gummesson 1991; Gronroos 1994; Webster 1998; Kotler 1999; McDonald 2002). Tourism businesses, recreations and communities should develop both internal and external marketing mixes for different target markets. The need for the extension is due to the high degree of direct contact between the customer and the company. Gronroos (1994) states "how well a service firm satisfies target customer needs depends on its marketing mix"

(p.4). Therefore, he shows the relationship between services marketing mix (7Ps) and target needs.

3.3.4 Managing Services

1- Managing Differentiation

Managing differentiation is called management positioning, that is, the process of founding and keeping a typical place in the market for a firm and its products. Most successful service companies differentiate themselves from the competition on attributes to the valued of target customer. Due to the accurately perceived position of the service, they develop service concepts that are highly valued and communicated to target customers (Gronroos, 1994).

The main tasks of positioning service involve two decisions:

A- Choice of target market (where to compete)

B- Creation of differential advantage (how to compete).

These decisions are common to both services and physical products. Target marketing is market segmentation that a market is analysed to identify groups of potential customers with price sensitivities and similar needs. Creation of a differential advantage is based on an understanding of the target customer's requirements better than the competition.

Figure 3.5 shows the relationship between the services marketing mix and the target customer needs. On the right of the figure is a selection of factors (choice criteria) that customers may use to judge a service. The left of the figure shows how well a service firm satisfies those criteria which depend on its marketing mix. Asking the customers which are the most important factors when buying a service may give misleading results. For example, the most important factor when using electrical energy by generator sets may be quality (Gronroos, 1994).

This does not mean that customers use quality as choice criteria when deciding which firm of generator sets to use. If all majors generator sets are professed as being similar in terms of quality, other less important factors like the speed and service may be the crucial aspects used in the decision. Target market is considered to be a place in

which to compete, while market sector is the root of target marketing. In order to identify groups of potential customers with price sensitivities and similar needs, the market is analysed. Each potential part is reviewed by such factors as growth rate, price sensitivities, size, degree of competition and the fit between its requirements and the firm's capabilities. The most attractive markets are not the biggest but those that have attracted a high level of competition and customers who are compromising their market mix on a customer base.

Figure 3.5   Positioning for Services

Source: Gronroos (1994)
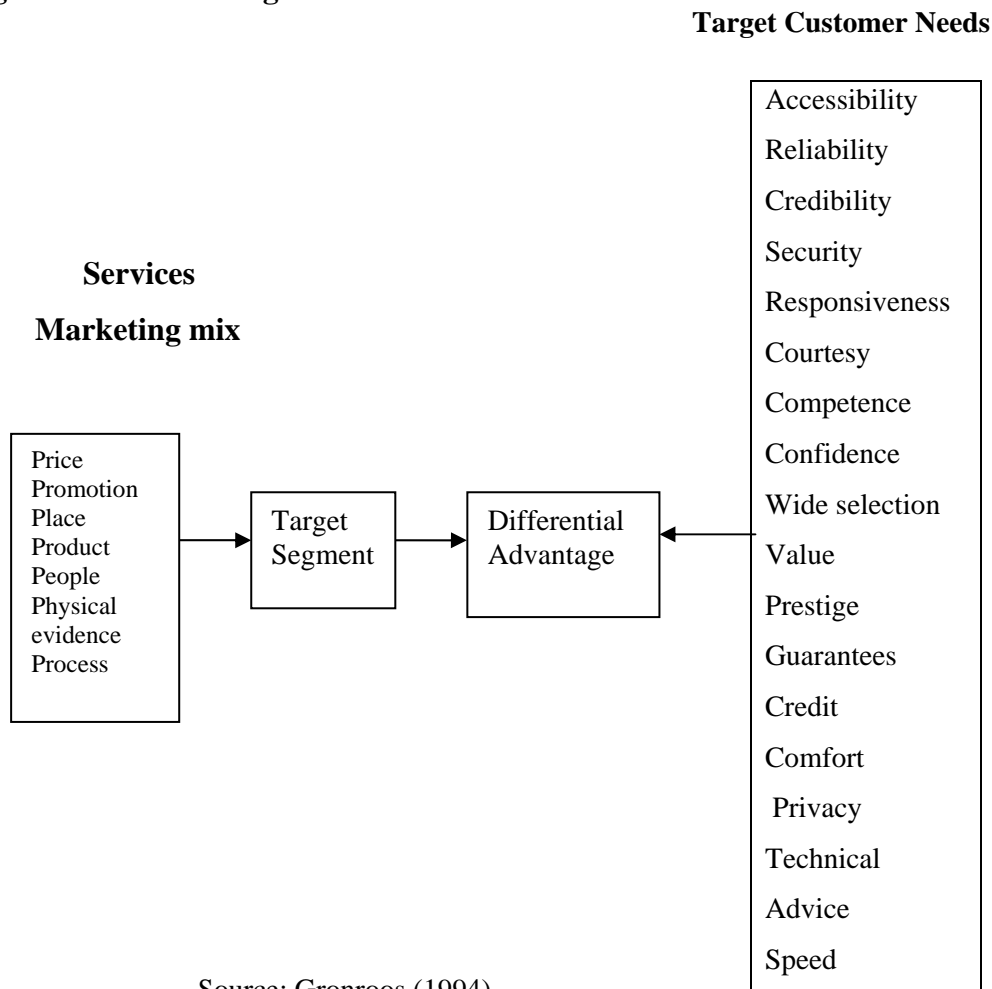
During segmentation analysis, the identification of such customers is a prime opportunity. Target marketing allows service firms to modify their marketing to cater for diverse needs less effectively than the specific requirements of groups of customers. Marketing managers also need to consider those potential customers who may find the service mix attractive but are not directly targeted. Halo customers are at

the border of the target market and can make a significant difference between failure and success.

The design of a new service concept will be the starting point when customer needs are being understood which is different from competitive offerings. Therefore, a new service is highly valued by target customers and creates a differential advantage. It will be based on the creative use of marketing factors resulting in such benefits as faster delivery or more dependants, more comfort, greater convenience, higher prestige, higher quality work, or other issues (listed on the right of figure 3.5). Research can indicate which choices of criteria are more or less valued by customers and how customers rate the service provider's performance on each criterion (Christopher and Yallop, 1990).

2- Managing Service Quality

Figure 3.6 shows the barriers that separate the perception of service quality from what customers expect (Parasuraman et al, 1985).

Figure 3.6 Barriers to the Matching of Expected and Perceived Service Levels

```
        ┌─────────────┐
        │  Expected   │
        │  Service    │
        └─────────────┘
               │
               ▼
  ┌───────────────────────────┐
  │        Barriers           │
  │      Misconceptions       │
  │    Inadequate resources   │
  │    Inadequate delivery    │
  │    Exaggerated promises   │
  └───────────────────────────┘
               │
               ▼
        ┌─────────────┐
        │  Perceived  │
        │  Service    │
        └─────────────┘
```
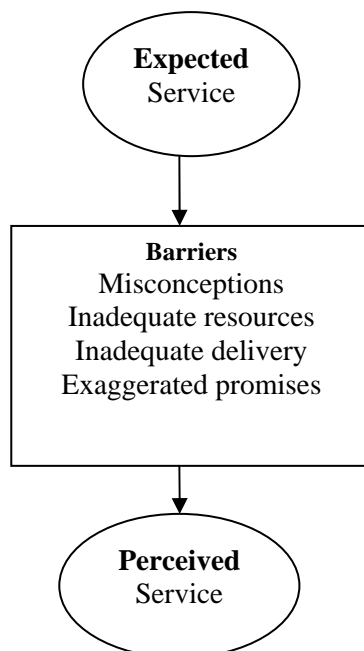
Source: Parasuraman et al (1985)

A- Misconception Barrier. This appears from management's misunderstanding of what the customer expects. Lack of marketing research may lead managers to

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misconceive the important service attributes that customers use when evaluating a service and the way in which customers use attributes in evaluation. For instance, a hotel manager may believe that offering a good price may improve customer satisfaction, when the customer actually values a price difference between hotels.

B- Inadequate Resources Barrier. Managers may be unwilling to provide the resources necessary to meet customer expectations. This may be because of the inconvenience it may cause, or simply because of productivity focus or a cost reduction.

C- Inadequate Delivery Barrier. It is difficult for managers to select, train and reward staff adequately but they may understand customer expectations and supply adequate resources, resulting in poor or inconsistent service. This may manifest itself in poor communication skills, inappropriate dress and unwillingness to solve customer problems.

D- Exaggerated Promises Barrier. A gap between customer expectations and perceptions can still appear through exaggerated promises when customer understanding, staff and resources management are in place. Selling and advertising messages can build expectations to a pitch that cannot be fulfilled and may leave customers disappointed even when receiving a good service. For instance, if a car needs petrol the driver could claim that when a petrol station is 'just a few miles to reach it' may lead to disappointment if the journey takes thirty minutes.

3- Managing Service Productivity

Productivity is a measure of the relationship between an input and an output. Productivity per employee arises if more people can be served at an output using the same number of staff as an input. Therefore, there can be a conflict between raising service quality (effectiveness) and improving service productivity. For example, a lawyer who reduces consultation time per case raises productivity at the risk of lowering service quality.

Marketers need to understand why operations managers make such aims that need to distinguish the implication of their actions on customer satisfaction. A balance must be struck between service quality and productivity. There are ways of improving

conductivity without compromising quality. To achieve this there are three methods (Lovelock, 1992).

A- Technology. This is used to improve service quality and productivity. A factory of generator sets having automatic machines increases the number of generator sets sold per establishment (productivity) while improving accessibility for customers (service quality). Computerisation can also raise service quality and productivity. For example, Direct Line is an insurance company that produces a motor insurance quote directly which is based on computer software. Callers are asked for some details (such as what car they drive, how old they are, where they live and the number of years since last claim) and this is keyed into the computer which automatically produces a quotation (Mudie and Cottam, 1993).

B- Customer Involvement in Production. The inseparability between consumption and production provides an opportunity to raise both service quality and productivity. For example, self-service petrol stations reduce customer waiting time (service quality) and improve productivity per employee. The effectiveness of this tactic depends heavily on managing transition periods and on customer expectations. Therefore, there is a clear advantage to customers in their involvement in production and, in other instances; reducing customer service may reduce satisfaction.

C- Balancing Supply and Demand. This is a key determinant of productivity because services cannot be stored. Thus, the unused space in the next period cannot be used to meet it. The combined result is low service quality (customer dissatisfaction) and low conductivity. By increasing the flexibility of supply or smoothing demand, both service quality and productivity can be accomplished. Increasing supply flexibility may be increased by using multi-skilling, encouraging customers and part-time employees to serve themselves. Smoothing demand can be achieved through stimulating off-peak demand (e.g. weekend breaks) and differential pricing.

4- Managing Service Staff

According to a statement concerned with managing service staff, many services involve a high degree of contact between customers and service staff. This is true for such service industries as education, health care, tourism destination and banking.

Therefore, the quality of the service experience is heavily reliant on the interpersonal relationship of staff customers. The manager of Scandinavian Airlines System (SAS) called these meetings "moments of truth". He explained that SAS faced 65,000 moments of truth per day in which the outcomes determined the success of SAS (Schlesinger and Heskett, 1991).

Research on customer loyalty in the service industry carried out with customers revealed that they were dissatisfied with the quality of what they had bought. This research showed that only 14 percent of customers stopped buying because they found service staff unhelpful or indifferent. In order to succeed in the service industry, the way in which service personnel treat their customers should be fundamental. Service employees need to be in a good frame of mind to treat customers well, they need to feel that their firm is treating them well. Customers have a positive opinion of the service they receive from firms where their staff have a high regard for the human resources policy (Schlesinger and Heskett, 1991).

3.3.5 How to Evaluate Service Quality

Meeting and understanding customer expectations is the key to providing service quality. Criteria are used to form these expectations, distinguishing those customers who value not only the experience of taking part in the service encounter but also the outcome of it. There are ten criteria used when evaluating the experience and outcome of a service encounter (Parasuraman et al, 1985).

1-   **Access**, Is the service provided at convenient locations and times with little waiting?

2-   **Security**, Can the service is used without risk?

3-   **Reliability**, Is the service dependable and consistent?

4-   **Understanding the customer**, does it appear that the service provider understands customer expectations?

5-   **Credibility**, Can customers trust the service firm and its staff?

6-   **Courtesy,** Do service staff act in a friendly and polite manner?

7-   **Communication**, Is the service described clearly and accurately?

8-   **Competence**, Do service staff have the required knowledge and skills?

9-   **Responsiveness,** How quickly do service staff respond to customer problems, requests and questions?

10- Tangibles, How well managed is the tangible evidence of the service (e.g. staff appearance, décor, layout)?

These criteria form a useful checklist for service providers wishing to understand how their customers judge them. The most dependent approach is to check that customers use these criteria and carry out marketing research to compare performance against competition, whereas self-analysis may show areas that need improvement. Where service quality is reliant on a succession of service encounters (for example, a motel stay may encompass the check-in, the room itself, the restaurant breakfast and check-out) each should be measured in terms of their impact on total satisfaction so that corrective action can be taken (Mattson and Danaher, 1994).

Questionnaires have been now developed to allow the measurement of perceived customer satisfaction at distinct stages of the service delivery process, for example, the stages encountered while visiting a museum (De Ruyter et al, 1997). To assist measurement of service quality, a scale called SERVQUAL has been developed based on five criteria: *reliability, courtesy, responsiveness, competence* and *tangibles*. It is a multiple-item scale that aims to measure customer expectations and perceptions so that gaps in the model of service quality can be identified.

Gap 1: Gap between consumer expectations and management perception.

Gap 2: Gap between management perception and service quality specifications.

Gap 3: Gap between service quality specifications and service delivery.

Gap 4: Gap between service delivery and external communications.

Gap 5: Gap between perceived service and expected service.

By using a Likert scale for service quality, the SERVQUAL scale is simple to administer with respondents indicating their strength of agreement/ disagreement to a series of statements of service quality. Evaluation is also important in managing both staff and employees. Therefore, customer feedback is essential to maintaining high standards of service quality. For example, Holiday Inns continually monitor quality, service, cleanliness and value (QSCV) and the franchisee is dropped if they fail to meet their standards. Employees can relate their performance standards to customer

satisfaction since the results of customer research should be fed back to employees. So, enlightened firms tie financial incentives to the results of such surveys.

3.4 Tourism

Tourism as a human activity has expanded and transferred knowledge and made cultures closer than ever through travelling and wandering. In order to make the tourism sector as productive as all other economic activities, it needs a reformation of its foundation, legislation and organization, to support services such as means of transportation by sea, air and land. Stability, safety and security are the most important and central factors required for the tourism sector in any country, because, without them, the economic activity becomes immobile due to its high compassion to the tourist's feelings of insecurity in an unstable and safe country (www.me-gate.com, 10/2005).

According to Walker (2004), tourism is a dynamic, evolving, consumer-driven force and one of the largest industries in the world if all its components are placed under one umbrella: travel, accommodation, foodservice and recreation. In fact, tourism is expected to grow very rapidly within the coming years which represent both opportunities and challenges for the public and private sectors to exploit.

The World Travel and Tourism Council (WTTC, 2003) announced that the travel and tourism industry have the following characteristics:
1- A twenty-four-hour-a-day, seven- day-a-week, fifty-two-week-a-year economic driver
2- Accounts for 10.6 percent of world GDP
3- Employs 200 million people or 7.8 percent of the global workforce
4- Will support the creation of more than 5.5 million jobs per year during the 2000s
5- Spent $82 billion in 2000 in the US and 72.3 billion in 2001
6- Tourism is leading producer of tax revenues.

According to Kelley (1997), the futurist John Naisbit, says that the global economy of the twenty-first century will be driven by three superservice industries: information technology, telecommunications, and travel and tourism.

This section is structured as follows: the next part states the definition and concept of tourism; part two describes aspects of tourism, part three outlines tourism marketing mix; finally, the contribution of tourism to knowledge and economy is defined.

3.4.1 Tourism: Definition and Concept

1- Definition of Tourism

The word tourism appeared in the English dictionary in the early nineteen the century. According to Butkarat and Meddlik (1974), the word tourism is related to tour that was more closely associated with the idea of a voyage or a dramatic tour than with the idea of an individual "travelling for pleasure purposes, which is the accepted use of the word today" (p.45).

Tourism is an export industry that comprises businesses from numerous industrial classifications. Tourism is considered to be three Gs "get them in, get their money, get them out" which is an appeal to communities in search of economic development. Tourism has, in fact, become one of the largest and fastest major growth sectors in the global economy, in terms of tourism and development, with nations, states and communities funding tourist boards to attract further investment by promoting their locations (Eadington and Redman, 1991).

The last definition of tourism is given by the World Tourism Organization (WTO, 2004): "Tourism comprises the activities of persons travelling to, and staying in, places outside their usual environment for not more than one consecutive year for leisure, business and other purposes".

2- Concept of Tourism

Tourism is considered to be classified in various methods according to researchers, professionals or public sector organizations. Tourism development has been an issue that involves benefits and costs. This issue is considered to avoid being commercial in terms of high returns for the economy, regardless of the social and environmental issues that could be harmful. Smith (1988) has given definitions in terms of the concept as it implies to tourists. Thus, there is a need to balance the development within a country in order to accomplish long-term benefits to the economy as well as to the society.

However, Poon (1993) distinguishes between the "new tourist" and "old tourist". For the old tourist, travel was a novelty and an escape from work and home. According to Poon, "Old tourists tended to be homogeneous and predictable. If they went first class, they went first class all the way. They took vacations where everything was pre-paid and prearranged" (p.41). Also according to Poon, "New consumers want to be different from the crowd. They want to confirm their individuality and be in control" (p.43), so, new tourists are quite different.

The development of tourism is an economic process, where both environmental and social matters become insignificant if it does not result in high economic returns (Gee et al, 1997). Also, all these perspectives are based upon demand (Agues and Goncalves, 1998). It is worth understanding since the main issue is to develop the industry and to further satisfy tourists' needs and wants.

Crompton (1979) and Yavus (1998) stated that the concept of motivation is considered as an element of market segmentation in tourism in many empirical investigations. Depending upon the empirical findings, destination management would either promote attributes that best match tourist motivation or concentrate on a different market where tourist motivation and destination resources match each other.

Based upon this concept it is very important for the purposes of this thesis to identify the motives of tourists visiting any country as a first step for developing a marketing strategy that may help its efforts in attracting tourists to it. This is also seen as of extreme importance to develop the tourism industry so that tourists with motivation and expectations are satisfied and completely fulfilled. Kim (1999) argued that the examination of differences of motivation between sample populations representing different cultures is important to managers in understanding tourist's values, preferences and behaviour.

The common theme throughout the growth-type tourism product is the need to provide experiences that add value in a religious, medical, or physical way or in some similar manner. In the near future, rest and relaxation will become less important for

travellers than involvement in any activity or event. In terms of tourism, concepts can be described as characteristic of tourists and tourism attractiveness and motivations.

A- Characteristics of Tourists. Plog (2001) sets out the following characteristics:

(1)- Allocentrics. These are tourists seeking different cultures and environments to their normal ones. They are looking for adventures and are motivated to discover a new destination; therefore, they usually change their destinations and are classified as higher income groups.

(2)- Psychometrics. These kinds of tourists like to visit the same places they have visited before. They tend to be more conservative in their travel and usually looking for a safe and secure destination.

B- Tourism Motivation. Cooper (1998) has classified tourists into major categories depending on the nature of trip taken by them.

(1)- Destination of the Visit. Internal or external trips (domestic tourism or international tourism). Domestic tourism is travelling for leisure purposes inside the country mainly for short periods of time (sometimes less than 24 hours). International tourism, which is basically travelling outside the country, involves visa implication, currency exchanging and the use of other languages.

(2)- Purpose of the Visit. Purpose could be classified into three categories:

(a) Leisure and recreation trips. These include holidays, sport, heritage visits and personal visits includes visiting relatives.

(b) Business and professorial trips. These include meetings, conferences, missions and business visits.

(c) Other tourism purposes. These include study, health and treatment visits.

Crompton (1992) and Cooper et al (1998) say that tourism literature emphasises the importance of both pull and push factors in shaping tourist motivations and in choosing the vacation destination. Uysal and Hagan (1993) argue that pull factors are mainly related to the attractiveness of a given destination and tangible characteristics such as: accommodation, culture and historical resources, recreation facilities and beaches. The destination choice process might, therefore, be related to the tourist's assessment of destination attributes and their perceived utility values, while, push factors are origin-related and refer to the essential desires of the individual traveller, e.g. the desire for escape, adventure, health or prestige, rest and relaxation.

(3)- Consumer Decision Process. Cooper et al (1993) have discussed consumer behaviour and the importance of individual motivation for a visit or a trip. The consumer decision process has four elements.

   (a) **Energizers of demand:** based on consumer motivation and attractiveness to visit or to go on holiday.

   (b) **Effectors of demand:** the degree of effect on consumer image and the degree of attractiveness introduced by the supplier.

   (c) **Roles and the decision – making process**: based on the families', and friends' effects and their roles to change customer image, this is normally involved in the different stage of purchase decisions.

   (d) **Determinants of demand:** the consumer decision making and the customer's values and culture play a vital role in this stage.

3.4.2 Aspects of Tourism

Tourism is an important player in the global economy. It has become a large major growth sector with its aspects of sustainable, service, development and growth, business travel and information technology of tourism (Riley et al, 1998).

According to Douglas (1994), tourism contains many elements, such as accommodation attractiveness, transport and catering. Thus, tourism is the sum of all activities that offer services and goods during a tourist's stay at a certain destination (Holloway and Robinson, 1995).

Williams and Shaw (1998) identify the development of tourism as "The industry is shrouded in myths and stereotypes, and there is a need to examine critically recent trends in tourism, its economic organization and its contribution to economic development" (p. 51). This identification of the development of tourism involves the necessity of economic development whilst monitoring the progress of tourism. In addition, the development of tourism also involves some inevitable factors, such as certain changes, which must be anticipated. The economy is affected by the promotions undertaken since those changes could include high demand. Therefore, each tourism plan has to be designed in a way that encourages positive impacts for the local economy whilst minimising any negative impacts.

1- Sustainable Tourism

Williams and Shaw (1998) define sustainable development as that which "meets the needs of the present without compromising the ability of future generations to meet their needs" (p.52). It could apply to tourism growth which affects society negatively, or tourism growth that has few harmful effects on society.

Collins (1999) argued that developments of tourism at the critical level could never be conceived as sustainable, because that would lead to a population beyond the destination's tourism carrying capacity level (TCC). If the TCC is not known for a destination how is it possible to know whether tourism development is sustainable? In fact, sustainability is not realized if the level of tourists exceeds the level that a destination can cope with. To have sustainable development, an average number of visitors need to be expected per period of time or else that becomes unsustainable tourism in proportion to the capacity of a destination. Then, the issue raised calls for a level of development where there is a balance in the country's ability to meet demand.

The need for development and sustainability simultaneously is another issue because, during development periods, countries focus on attracting international visitors, but that may or may not be compatible with sustainability. Thus, Collins (1999) states that "the nature of international tourism could be seen as incompatible with the long-term vision of sustainable tourism". Therefore, tourism has been identified as a phenomenon hungry for land resources and demanding extensive infrastructure improvements. Collins (1999) also added that much development is defined as "trade-off tourism" which is a trade-off between rapid economic growth and environmental quality that is led by the community or government.

From now on, for any updating organization, development, tourism and culture are important keys in playing a vital role for tourism development. This helps organizations in the tourism industry to build its economy that works with the diverse arts and cultural communities to foster quality and creativity of life. Tourism and culture provide information and support to preserve and read between the lines the organization in its history and heritage resources.

2- Tourism Services Branches

Tourism and culture functions include the following branches (California Tourism, 2001; British Tourism Authority, 2001).

A- The Business Services Branch. This branch provides advice and support to the deputy manager and department staff of the organization in directing, co-coordinating and supporting the department's programmes through management sections. These sections contain human resources, financial and budget analysis, accounting operations, information and administration management. Human resources provide a full range of advice and services in overseeing recruitment, staff relations, advantages, pay and training advice and services for the department of the organization. Financial and budget analysis provides advice on related financial documents and budgets. Thus, operations are responsible for consolidating and co-coordinating the public accounts for the department of the organization that includes the contracts, payments and contribution agreements. Finally, information and administrative management provides support to the department of the organization through information systems and records management that includes websites, general reception duties, facility management, capital assets and equipment resource inventory (British Tourism Authority, 2001).

B- The Marketing Branch. This branch directs the development, evaluation and implementation of the tourism marketing programmes to promote the tourism location as a travel destination. It provides strategic tourism marketing through developing promotional campaigns to key target markets. The branch offers services to the customer ranging from an advocacy and information role to research and planning and, also, provides visitor services through locations. The marketing branch includes projects and regional initiatives, information services, product development and research, communications and partnerships and travel trade. Projects and regional schemes represent the government's interests in the development, co-ordination, implementation and delivery of the organization's departmental contribution to tourism related to non-governmental organizations and works with communities and tourism organizations across tourism locations in developing and delivering regional tourism marketing programmes. Information services co-ordinate the distribution and delivery of all tourism marketing products. The information services unit attends consumer shows and manages the call centre while the visitor reception centre (VRC)

throughout the tourism locations provides expert advice to tourists and tourism companies through the travel counsellor and the visitor reception centres (Western Rural Development Centre, 2001).

Product developing and research creates location-wide plans and strategies, manages research and programmes aimed at enhancing and fostering tourism product development and shares tourism information with industrial partners. The communications and partnerships unit represents all the sites in the tourism marketing partnership communities in tourism locations, which develop websites, photography, communication and marketing plans. Also, it develops and implements advertising, media campaigns and co-operative marketing plans. The travel trade unit co-operates the tourism location participation at the national, regional and international marketplaces. It also manages the tourism location's travel trade programmes, strategies and partnerships (British Tourism Authority, 2001).

C. Commercial Services. The commercial Services Branch of the Department of Tourism and Culture provides advice and support to the Deputy Minister and departmental staff through human resources management, budget and financial analysis, accounting operations, and administration and information management. The Corporate Services Branch includes (California Tourism, 2001) several sections.

Human Resources provide a full range of advice and services in overseeing the recruitment, staff relations, pay, benefits, and training advice and services for the department. Budget and Financial Analysis oversees and provides advice on budgets and related financial documents. Accounting Operations oversees transactions including all payments, contracts, contribution agreements and is responsible for co-coordinating and consolidating the public accounts for the department. Administration and Information Management provides support to the department through records management, information system support including web sites, facility management, capital assets and equipment resource inventory and general reception duties.

D. Policy Planning & Evaluation. The Policy, Planning and Evaluation Branch supports the framework for executive decision-making through providing analytical support for policy and standard development, economic development and programme

reviews. The branch provides legislative and intergovernmental relations support. The policy unit is responsible for co-coordinating ministerial and legislative support and assists branches with research and the preparation of Cabinet and Management Board submissions. Senior planners are responsible for the economic analysis, planning and evaluation functions (California Tourism, 2001).

3- Tourism Growth

With the increased standards of living in the developed world, the second half of the 20^{th} century witnessed a substantial growth in the tourism industry. As technology also advances in transportation, travelling for pleasure has become an accepted and even necessary part of life. Some authors (Tawfiq, 1997; Hassanain, 2000; Abu Ramah et al, 2001; Gibson and Yiannakis, 2002) define tourists who travel and stay outside the country for more 24 hours as external tourism or, in another place, different to the one they are used to living in as internal tourism. The World Tourism Organization (WTO, 1998) estimates that tourism is now the world's largest and fastest industry.

A- Factors Affecting Tourism Growth. The following factors have influenced on tourism growth (Cooper, 1998). Firstly, leisure time and paid holidays have increased and are based upon the individual's income in developed countries, living expenses on the visited country and period of vacations. Tourism efforts by the receiving countries have increased attitude towards customer behaviour and the price of commodities and travel expenses. Secondly, other factors considered as limitations for tourism growth are; increased residence and travelling cost, distances between countries, social hindering and physiological factors (security, safety, fear).

B- Types of Tourism. Nowadays, tourism growth includes the following types.
(1)- Cultural Tourism. This is based on people and tourists visiting cultural sites such as archaeological, religious, old houses, vernacular, historical museums, commemoration, heritage and traditional sites and cities.
(2)- Eco-Tourism. This is defined as purposeful travel to natural areas in order to understand the natural history and the culture of the environment.
(3)- Adventure Tourism. This is based on visitors participating in adventurous activities such as climbing, trekking, camping, hang gliding and parachuting.

(4)- Medical and Thermal Tourism. This is based on visitors seeking medication such as natural springs and spas that attract visitors demanding thermal medication; also, medical centres, well equipped hospitals and laboratories.

(5)- Desert Tourism. This is considered to be based on visitors experiencing desert life as people who live in desert areas.

(6)- Recreational Tourism. This is based upon people visiting places with their families for the purpose of recreation and enjoyment of outings such as festivals and places where they can spend their holidays.

(7)- Visiting Friends and Relatives. These are domestic and worldwide visits such as VFR when locals, or when people working abroad decide to visit their families and friends on their holidays and vacations.

(8)- Meetings, Conferences and Events. These are based on a host country for conferences, meetings and events of international standards that makes the destination such events.

(9)- Educational Tourism. This is based on a country of education attraction destination where universities are well equipped and staffed to cope with increasing number of students, from inside and outside the country.

4- Business Travel

Business tourism represents one of the oldest forms of tourism which is related to the people who travel for purposes associated and related to their work. People have been travelling for reasons of trade since early times, as it is essential and people used to utilize basic transportation which was developed later (Davidson 1994).

Furthermore, business travel is facing a surge. This expands and increases with demand and satisfies hoteliers and other tourism enterprises, which means that this type of tourism presents more profit margins to those enterprises. In addition, business tourism is not a new form of travel, but leisure tourism has captured the attention as the majority of people are searching for relaxation and enjoyment.

A- Business Tourism and Leisure Tourism. It is not simple to distinguish between leisure and business travellers. Business and leisure tourists share transportation, accommodation and information services but the differences may

occur in the services which they demand. Davidson (1994) illustrated the differences between the two forms of tourism.

(1)- Business Tourism. Expenses are covered by the employer (self-employed cover their own expenses) and the organiser of the business trips chooses the destination. There is no season for business trips; they can happen around the year, but mostly July and August are avoided for major events due the high season of leisure tourism. Travel booking for business trips may be made at short notice but the major events and conferences are booked a long period (years) in advance. For business travellers, their job or work requires them to travel, while business tourism largely focuses on cities in modern or industrialised countries.

(2)- Leisure Tourism. Tourists pay the expenses and decide the destination and when the travel takes place, usually, during classical holiday periods and weekends; in other words, during travel seasons. Travel bookings are usually made a few months in advance (for short breaks, a few days). Leisure tourism means that tourists are simply those who can afford the necessary time and money; all kind of destinations are used, such as beaches, city and mountain locations. In contrast, Riddle (1999) stated that business travellers are less cost sensitive, which may present larger profit margins for tourism enterprises. Furthermore, two-thirds of business travellers extend their trip to relax and to have some leisure after finishing the business programme, which makes the business travellers leisure travellers as well.

Lehman and Niles (2001) identify that business travel requires high investments and reflects high cost; for the business travellers there is a high continuous cost. Therefore, most organizations contract bulk agreements for their business travel and conferences but take into consideration the organisation's image and reputation according to its size and strategy. On the other side, business travel destinations employ high expenditure to meet the niche market requirements, regardless of the high cost for both sides. Business tourism is still essential for business travellers and is profitable for business tourism destinations as they serve the business travellers who are also part time leisure travellers.

B- Business Tourism for Destinations. Tourism offers several advantages and benefits, particularly business tourism which encourages destinations to move towards being business tourism destinations.

(1)- Greater Profitability. According to the UK Government's tourism strategy, "Business travellers spend three times more on average than leisure travellers", while Laschinger (2005) mentioned that business travellers are the highest spending tourists; they spend more than double the average that leisure travellers spend.

(2)- Seasonal Spread. Normally, business is all year round, there is no season for business; it is essentially a daily process. Therefore, business travel takes place in all seasons, every day from Monday to Friday (internationally Monday to Monday) but, on the other hand, most business travellers avoid peak seasons due the large number of leisure travellers, but business destinations try to counterbalance the effect of seasonality by spreading business travel to off peak seasons.

(3)- Environmental Impact. Business travellers are more environmental friendly, spending most of their time during travelling indoors and using various transportation forms which lead to less traffic congestion and more availability of parking spaces.

(4)- Promotional Possibilities. Business travellers are niche segments that present an active social class. However, business destinations try to impress those visitors in order to spread the positive image around their families and society so that the benefit for destinations is to have unpaid representatives who may revisit the destination with their families. Generally, travelling for work related purposes takes many forms such as general business travel, meetings, conferences, exhibitions and incentive travel.

5- MICE Tourism

MICE refer to meetings, incentives, conferences and exhibitions (Bowdin et al 2003). Travelling for work related purposes is a reason for various issues that create a huge potential for business destinations. According to a Johannesburg official website, "MICE tourism is the new buzzword in international tourism markets and relates to various forms of business tourism related to groups of business individuals". Furthermore, MICE tourism is fundamentally different from general business tourism because it focuses more on the tourism industry infrastructure and the marketing process; mainly it is the process by which a destination can control the increase of its capabilities and revenue.

A- Meetings. According to the Meetings Industry Association of Australia (MIAA, 2004), "A meeting comprises meetings comprise all off-site gatherings held in commercial venue space consists of more than 15 persons which bring people together for a common purpose - the sharing of information- this defines both corporate business and association meetings". Davidson (1994) defines a meeting as "an organised event which brings people together to discuss a topic of shared interests". Meetings can be attended by from 15 persons up to hundreds for commercial or non commercial purposes and different categories such as corporate, which represent a commercial entity, association meetings and governmental purposes.

According to the MIAA, meeting importance is determined by different aspects, but mostly to: first, the number of attendance; second, the type of people who attend the meeting; third, the type of organizers or initiators; fourth, the reason for the meeting.

Tourist destinations try to attract these meetings for the high potential of this type of gathering, for the reason of the high financial revenues and the publicity which could be achieved from hosting important meetings. Moreover, there is a rapid increase in the number of meetings internationally; therefore, the competition between private organizations and governments to attract those meetings is increasing tremendously (Riddle, 1999).

B- Incentive Travel. Organizations usually seek to create a competitive advantage in the world of rapid competition in all markets and industries where motivating employees can assist organizations to achieve this competitive advantage. Therefore, organizations offer their employees a reward for a job that they have accomplished. Davidson (1994) identified incentive travel as: "a technique based on offering travel and recreational experience as a motivational tool to reward employees or to encourage them to meet challenging objectives" (p.37). Thus, incentive travel is largely used as programmes to enhance employee loyalty and motivation in order to increase efficiency and productivity. The Society of Incentive & Travel Executives (SITE, 2002) identifies incentive travel as a reward to people for precise results in official incentive programmes, generously structured programmes in which employees or customers are rewarded to attend a motivational meeting.

The differences between incentive travel and traditional leisure travel are: first, it concentrates on generating an astonishing experience for the rewarded employees, or creates an experience that increases and strengthens their feelings and commitment toward the organization; second, incentive travel is a reward totally covered by organizations; third, despite the leisure influence, incentive travel is a form of business travel as it is planned and organised by employers. The incentive industry is increasing and expanding in the number of companies who sell incentive programmes, the expenditure on marketing and promotion, the number of incentive travels and, finally, the incentive travel costs (Daddy, 2000).

C- Conferences and Conventions. Recently, the British Tourism Association (BTA, 2001) defined a conference as "a meeting held in hired premises, lasting a minimum of six hours, attended by a minimum of 8-14 people and having a fixed agenda or programme". Also, it defines conventions as "a gathering of people for some common objectives, or to exchange ideas or views and information of common interest to the group".

In addition, according to the city of Johannesburg official website, "The definition of conferences is highly contentious but it is generally accepted as being a multi day event having at least 100 delegates attending the event for the purpose of exchanging information". Thus, conferences and meetings share the same scope but conferences give an impression of being larger, formal and specialist, also their layout is different, while meetings are usually held in smaller halls with different equipment and generally held for a business purpose.

D- Exhibitions. Exhibitions could be called trade fairs or shows and, from the marketing point of view, they are an important promotional tool. Exhibitions are identified by Davidson (1994) as "a presentation of products and services to an invited audience with the object of inducing a sale or informing the visitor". Moreover, exhibitions offer direct contact between organizations and their clients or customers which can be examined, experienced and tested.

An exhibition can also be identified, according to the Business Tourism Partnership, UK (BTP, 2003) as "an exhibition is a professionally organised event that facilitates the meeting of buyers and sellers in a cost-effective manner. This includes those events staged by professional associations, which organize their own exhibitions". Additionally, exhibitions can be defined according to the target market (visitors), whether trade or public visitors. The Business Tourism Partnership also recognizes exhibitions according to the target market by: first, trade exhibitions target the people involved within a particular trade sector; second, public consumer exhibitions are primarily organised to attract the general consumers; third, trade and public exhibitions are a combination of types, trade and public exhibitions.

Moreover, exhibitions are considered as a part of business tourism since both groups of people travel to attend or to participate in the exhibitions; additionally, exhibitions become essential for well established organizations to maintain their reputation and image (Davidson 1994; BTP, 2003).

E- MICE Infrastructure and Requirements. MICE are part of business tourism and events; this type of business is targeting niche and major spenders. Therefore, there are different requirements and infrastructures that destinations should build and develop to meet this market's needs and expectations. Furthermore, Bowdin et al (2003) discussed the two sides that structure a MICE destination: supply and demand. The supply side includes several parties that create demand, such as: destination management; MICE organizers; convention venues and hotels management; destination transportation; the sufficient number of trained manpower who services customers; destination telecommunications improvement and facilities; sufficient information technologies and services. On the other hand there is the demand side, which includes business tourism customers such as international associations and corporations, MICE companies and agencies and people who are interested in MICE industry who can effect choosing MICE destinations (Goldblatt 1997; Weber and Chon, 2002; Bowdin et al, 2003).

6- Information Technology of Tourism (ITT)

At the macroeconomic level, information technology of tourism (ITT) is increasingly observed as influential in regional development and the long term affluence of regions.

Therefore, there is an up-and-coming need for competitiveness of both ventures and regions which will be based on the new information society and the knowledge-based economic powers. Thus, the competitiveness of regional economies and ventures will, to a great extend, depend both on the conditions of exploitation and on the development and requests of these technologies (Archdale, 1991b).

Computer reservation systems (CRSs) also reduce communication costs, while providing decision-making information on tourism demand models' or rivals' position. Cooper and Buhalis (1992) suggest that principals can enjoy several competitive advantages when represented on CRSs, namely: products on the CRSs will provide value added products by expanding the accessibility of services on the system to tolerate modifying; CRSs can ease capitulate management systems providing profitable list of management; CRSs can effect price opposition through cost investments and efficiencies in equipped management and communication.

Computerized networks and electronic allocation lead to theatrical constructional changes within the tourism industry and become central to the division mix and policy. Computer reservation systems (CRS) are clearly considered as the most important facilitators of these changes as they invent a new travel marketing and allocation system. CRS is a database which has enabled tourism growth of both tourism demand and supply over the last decades. This has verified the fact that the tourism industry could only be managed by powerful computerized systems. The need for CRSs arises from both the demand and supply, as well as from the expansion of the tourism industry over the last decades. (Archdale, 1993).

Tourist satisfaction depends on the correctness and application of tourism information (Buhalis, 1994). CRSs are utilized to ease and manage the radical expansion of tourism ventures and destinations worldwide and can be typified as the "circulation system" of the tourism product. CRSs enable tourism suppliers to control, encourage and sell their products internationally and help them to boost their occupancy/load factors, levels and reduce seasonality. CRSs often charge competitive commission rates in contrast with other sharing options, while enable flexible pricing and capacity alterations, in order to adjust tourism supply to demand fluxes.

Intangible tourism services cannot be physically exhibited or checked at the point of sale before buying. They are normally bought before the time of their use and away from the place of utilization. Therefore, in the marketplace, tourism products are almost entirely reliant upon symbols and account by the travel trade. Timely and accurate information 'relevant to consumers' needs, is often the key to ITTs which have a vivid impact on the travel industry because they force this sector, as a whole, to change the way in which it organizes its business, its ethics or means of behaviour and the way in which educates its staff (Vlitos-Rowe, 1994).

ITTs' impact on the tourism industry is increasingly apparent in the marketing, accessibility and assistance purposes of both the private and public sectors. Thus, ITTs improve an electronic marketplace where easy access to information and ubiquity is attained and the cooperation of principals and consumers is enhanced. This new potential can be very helpful for inventive small and medium sized tourism ventures which, until now, had little means to communicate directly with consumers as well as to defend themselves against the level and upright incorporation of large multinational tourism interactions (Buhalis, 1995 and 1996).

Due to the technological revolution (WTO, 1998), information is the life-blood of the tourism industry (Sheldon, 1994) where effective use of technology is fundamental to the tourism sector as the world approaches the 21st century. According to Poon (1993), "A whole system of ITTs is being rapidly diffused throughout the tourism industry and no player will escape its impacts" (p.45). Therefore, ITTs have certainly become one of the most important factors of the tourism industry as, in a few other activities, are the cohort, assembly, processing, request and communication of information as important for day-to-day operations (Poon, 1993). The fast development of both tourism supply and demand makes ITTs a crucial partner of the industry and, thus, ITTs increasingly play a more important role in tourism marketing, distribution, promotion and co-ordination (Buhalis, 1995).

From the tourism demand side, the rapid growth of travellers urges the exploitation of influential CRSs for the administration of the traffic. CRSs satisfy consumer needs for easy access to clear and are easy to compare with information on a wide range of choices of destinations, holiday packages, travel, accommodation and leisure services,

the real prices and availability of such services (Archdale,1991,1992,1993; Buhalis, 1994, 1995, 1996; Cooper and Buhalis 1992).They also provide immediate confirmation and speedy documentation of reservations providing a greater degree of flexibility and enabling potential travellers to book at the "last minute". "Improved access to information covering all features of tourist activities provided the framework for offering personalised services at prices levels comparable to those of standard packages" (WTO,1998).

3.4.3 Tourism Marketing

Tourism and recreation businesses must direct as much attention to marketing to customers on sites as they do to attract them. In this respect, external and internal tourism marketing is important because dissatisfied customers can effectively cancel out an otherwise effective marketing policy.

The success of tourism marketing is its dependence on creating an atmosphere in which employees desire to give good service and sell tourism to visitors. To produce such an atmosphere requires the following four important factors (Chacko, 1997; and Obiadat, 2000). Firstly, hospitality and guest relations, an organization wide emphasis on hospitality and guest relations, include oriented approach on the part of the owners and managers as well as the employees. If the manager is not customer sensitive, it is improbable that the lower paid employees will be. Secondly, quality controls of a programme that focuses on improving both the technical quality (the standards associated with what the customer receives) and the functional quality (the standards associated with how the customer receives the service). All employees who come into contact with customers should receive hospitality training. Thirdly, personal selling, training staff in the selling features of the property (business) or community and this also includes rewarding them for their efforts. By being informed about the marketing objectives and their role in achieving those objectives, they can help to increase sales. Finally, employee morale, programmes and incentives aimed at maintaining employee morale. These incentives can be financial and non- financial.

There are three main types of tourism marketing.

1- External Marketing

External marketing is called the extended mix which contains product, place, price and promotion. In order to study marketing tourism strategies the elements of marketing mix (7Ps) should be identified.

A- The offer mix (product, place, price and promotion) (McCarthy, 1964)

(1) Product. Brand names can influence the perception of a service or product. There are four characteristics of successful brand names (Berry et al, 1980).

(a) Distinctiveness. It immediately identifies the services provider and differentiates it from the competition.

(b) Relevance. It communicates the nature of the service and the sub benefit.

(d) Flexibility. It not only expresses the service organization's current business but also is broad enough to cover foreseeable new ventures.

Managers and marketers should view their product / service in generic terms, thinking of products/ services in a manner that helps focus more attention on the experiences desired by customers and the facilities, services and programmes. Businesses should look for ways to enhance the quality of those experiences.

Important elements, such as technology and taste changes are new product developments. For example, the launch of the Range Rover Vogue incorporated a new suspension system based on ten microprocessed air suspension units (Samuel, 1992). Product decisions also involve choices regarding packing, guarantees, brand names and the services which should escort the product offering. Guarantees can be an important component of the product offering. For instance, Japan's high-speed train is capable of travelling at 300 km.p.h.

Tourism product is considered to be the first important basic of tourism marketing strategy because, without the product, there are no other factors (such as place, price or process). However, these are the main features of tourism product (Gronroos, 1978; Maqablih and Sarabi; 2001):

- Attractiveness Factors. There are a large number of tourist sites that influence the tourist's decision to choose any country as a tourism destination and to stay for longer periods of time.

- **Natural Attractiveness**. This includes climate, flora and fauna, delightful sightseeing and mineral water (Maqablih and Deab, 2000).

- **Cultural Attractiveness**. This includes historical sites, museums, traditional arts and festivals.

- **Social Attractiveness**. This is concerned with local people's way of life and their hospitality towards tourists (Cooper et al, 1998; Abu Rahmah et al; 2001).

- **Abundance of Services and Facilities for Tourists.** These include hotels, resorts, furniture housing, motels and all the tourists' needs for their stay, different kinds of transportation that the tourists need for their journeys, restaurants for food and entertainment, and others such as tourism guides, gifts shops and traditional industry (Maqablih and Sarabi, 2001).

For every research organization, access to a timely, modern and appropriate information resource is a strategic asset. Therefore, today, creating and maintaining a sufficient information infrastructure within academic organizations means providing access to selected network information resources. Rifkin (2000) has classified the 21st century as the age of access where products are turning into electronic services, ownership turns into licensed access.

(2) Place. Growth for many firms means opening new facilities in new locations. For instance, the immediate nature of consumption and the production of catering, banking, hotel, accounting and retailing services that expansion often means following a multi-site strategy (Rafiq and Ahmed, 1992). The evaluation of store locations is a critical skill for service marketers.

For example, European supermarket chains are able to choose profitable new sites for their transaction operations. Since services are intangible, consumption and production is often simultaneous, the service marketer is less concerned with storage. The personal nature of services means that direct contact with the service provider or its agent is desirable. When the service provider cannot provide an adequately wide selection for customers, agents are used and sued for the marketing of travel, entertainment and insurance (Lumsdon, 1997).

Place involves the decisions concerning the distribution channels and their management to be used, methods of transportation, the locations of outlets and inventory levels to be held. The objective is to ensure that services and products are available in the proper qualities, at the right time and place. Distributor channels consist of organizations like wholesalers or retailers through which goods pass on their way to customers. Producers may provide the only profitable access to the marketplace when they manage their relationships with these organizations well (Obiadat, 2000).

Place is an important factor with its location and accessibility in the world's map of tourism that can be reached very easily from different parts of the world. Many tourism managers and marketers focus instead on servicing the customer once they arrive at the site/ community (Briggs, 2001; Maqablih and Sarabi, 2001). A bad experience of getting into, or leaving, a recreational site can negatively affect a person's travel experience; many ways to avoid that have been suggested:

(a) Providing estimates of travel time and distances from different market areas

(b) Providing directions and maps

(c) Identifying attractions and supporting facilities along different travel routes

(d) Recommending direct and attractive travel routes

(e) Informing potential customers of alternative travel methods to the area, such as airlines and railroads.

(3) Price. Price is considered a key marketing tool for three reasons. Firstly, price sensitivity is a key segmentation variable with services. Time is often used to segment price sensitive and insensitive customers where some customers may be willing to pay much higher prices than others. For example, airlines know that business people are customers who are willing to stay and able to pay a higher price. Secondly, price may act as an indicator of perceived quality because it is often difficult to evaluate service before purchase. For instance, in a travel brochure the price charged by hotels may be used to indicate their quality. A management consultant in some firms expects to charge high fees which cannot be particularly good. Thirdly, price is an important tool in controlling and matching demand and supply that is critical in services because they cannot be stored. However, creative use of pricing can assist in smoothing demand (Morris and Fuller, 1989)

In the industrial services sector, Morris and Fuller (1989) found that firms "generally lack a customer orientation in pricing, emphasize formula-based approaches that are cost-oriented, are very flexible in their pricing schemes, do not develop price differentials based on elasticity of different market segments and rarely attempt to measure customer price sensitivity" (p. 140).

Price represents a unit basis on which the firm is marketed for receiving the service or product. For example, the other factors represent cost, expenditure on product design (product), distribution and transportation (place) and salespeople and advertising (promotion). Therefore, marketers need to be clear about pricing methods, factors and objectives which affect price setting. Marketers must also consider the requirements of the discount and allowances in some transactions that can affect the level of list price chosen, perhaps with an element of negotiation margin built in. Credit and payment periods terms of also influence the real price received in any transaction where these kinds of decisions can influence the perceived value of a service or product offering (Kotler, 1994).

Figure 3.7 Internal and External Factors of Price

Internal factors	Price decision	External factors
Marketing objective Marketing mix strategy Cost organization for pricing		Nature of the market and demand competition Other environmental factors (economy, government)
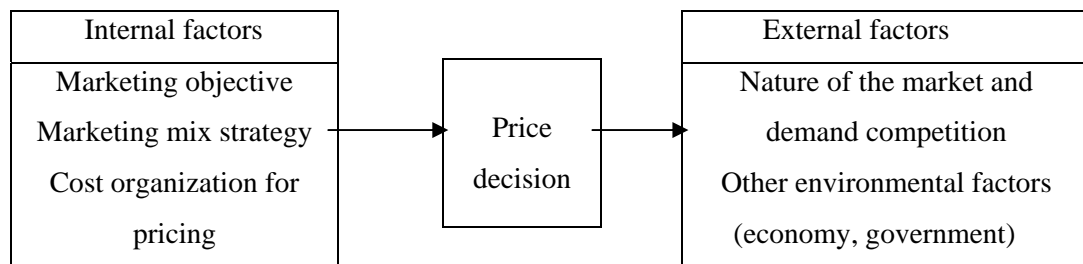
Source: Kotler (1994)

Figure 3.7 shows the internal and external factors that affect price decisions. Price is one of the most important and visible factors of the marketing mix. It is important for marketers and managers to understand the pricing strategy. Charging a high price will prohibit many potential customers from purchasing the product or service. Charging a low price can leave the company without enough revenue to maintain the operation appropriately (Heath and Wall, 1992).

When setting prices, it is important to take into account all of the following considerations (Chacko, 1997):

(a) Business and target market objectives

(b) The full cost of producing, delivering and promoting the product

(c) The willingness of the target market to pay for the product or service that is provided

(d) Prices charged by competitors offering a similar product/ service to the same target market

(e) The availability and prices of substitute products/ services (for example, sites, motels, and "bed and breakfast") are all substitutes for lodging

(f) The economic climate (local and national)

(g) The possibility of inspiring high profit products/ services (such as boats) by offering related services (such as maintenance) at or below cost.

When establishing prices, marketers and managers should pay attention to pricing policies which may encourage off-season and non-peak period sales, longer stays, group business and the sale of package plans (combination of room, meals and recreational facilities). Some services, such as management consultancy and accounting, charge fees. A strategy of pricing techniques may be used when setting fee levels (Davidson, 1998).

(a)   Offset. Low fee for core service but recouped with add ones.

(b)   Inducement, Low fee to attract new customers or to assist in retaining existing customers.

(c)   Diversionary, Low basic fees on selected services to develop the image of value for money across the whole range of services.

(d) Guarantee, Full fee payable on accomplishment of agreed results.

(e)   Predatory. Competition's fees undercut to remove them from the market; high fees charged later.

Price is the most effective element in developing marketing strategy because it is the only component of the marketing mix that generates revenue, while all the others are costs. The marketing mix variable changes so quickly where competitors can react equally fast. Therefore, depending upon aggressive pricing without a cost advantage can be a dangerous strategy (Lynch, 2000).

Price setting can be marketing-orientated, competitor-orientated methods which have severe disadvantages so that pricing should be based on marketing-orientated considerations. These are price-quality relationships, marketing strategy, clarifying, value to the customer, product line pricing, competition, negotiating margins, effect on retailer political factors, distributors and costs (Stremersch and Tellis, 2002).

(4)- Promotion *(Advertising brings the horse to water; sales promotion makes it drink, Julian Cummins).* Promotion is the intangible factor of a service; for instance, it may be difficult to represent courtesy, hard work and customer care in an advertisement. However, firm and testimonials from satisfied customers can offer tangible evidences of past performance and be used to communicate services advantages (Cowell, 1984; Cummins, 1989; Lesly, 1991; Diacon and Ennew, 1996; Bloemer and de Ruyter, 1998; Hendrie, 2004).

Promotional mix has five methods: sales promotion, direct marketing, public relations and publicity, sponsorship and exhibitions (Cowell, 1984). These methods have one important thing in common: they are all of growing importance in the promotional mix with expenses rising. Sales promotions planned to provide a short-term increase in sales and care must be qualified to ensure that their influence does not disagree with long-term brand building strategies (Cummins, 1989). Direct marketing includes such communication tools as direct mail and response advertising, magazine inserts, door-to-door leafleting and mail order catalogues. Publicity is an important factor of public relations which looks for generating and maintaining good relationships between the firm and its publics. Sponsorship can be utilized to gain publicity, offer entertainment opportunities, promote favourable brand and firm associations, improve community relations and provide promotional opportunities (Lesly, 1991). Exhibitions bring together in one building buyers, sellers and competitors who can offer opportunities to reach an audience with a distinct interest in the market place and the products on display.

The ethical promotion of service products revealed an awareness of a range of ethical problems, which encourage bias towards products that offer greater returns to the salesperson and promotion of unsuitable products (Diacon and Ennew, 1996).

Advertising is used to communicate and support the image of a service for increasing customer satisfaction and structuring store loyalty (Bloemer and de Ruyter, 1998). Personal selling can be effective in marketing services that respond to questions and provides reassurance to customers. Word of mouth is considered one of the most critical success factors of promotion of services (Hendrie, 2004). Therefore, promotion should stimulate word of mouth communication and acknowledge the main role of personal effect in the choice process. Communication should also be aimed at employees because of their importance in providing and maintaining service quality.

B- Three Additional Elements (people, process and physical evidence)

Cowell (1984) argues that the additional 3Ps of the service marketing mix can be included in the traditional 4Ps paradigm debate. The process can be incorporated within the distribution (place) whilst the physical evidence can be incorporated within the promotion and product. These additional elements are now summarised.

(5) People. Ahmed and Rafiq (1992) state: "The Company's personnel occupy a key position in influencing customer perceptions of product quality because of the simultaneity of production and consumption in services" (p.51). In fact, service quality is inseparable from the quality of service provider. Therefore, an important marketing task is to set standards to improve the quality of service provided by employees and monitor their performance. Without control and training, employees tend to be variable in their performance leading to variable service quality.

Marketing should test the role played by customers in the service environment and seek to avoid harmful interactions. For example, the enjoyment of air travel or a restaurant meal will very much rely on the other customers; restaurants are often in demand by groups of work colleagues at Christmas time. This situation needs to be managed by separating the two kinds of customers (Rafiq and Ahmed, 1992).

Employees understand the appropriate forms of behaviour since training is crucial. For instance, hotel managers train their staff to identify and classify kinds of employees and modify behaviour. Consequently, staff (e.g. waiters) needs to be trained to adopt a caring and warm outlook to customers. They also need to control their own behaviour and to know the amount of prudence needed to talk informally to

customers so that they are not noisy, immature or meddling. This is linking loyalty to service providers as well as customer's perceptions of likeability and service perception. Finally, they need to adopt a customer-first attitude rather than putting their enjoyment and own convenience before that of their customers. For instance, the illustration featuring American Express shows how they differentiate themselves based upon the quality of their personnel (Lemmink and Mattsson, 1998).

(6) Process. Berry (1987) suggests seven guidelines when embedding a process of positioning strategy:

(a) Ensure that marketing happens at all levels, from the marketing department to where the service is provided

(b) Consider introducing flexibility in providing the service; when feasible, customize the service to the needs of customers

(c) Recruit high quality staff; treat them well and communicate clearly to them; their attitudes and behaviour are key to service quality and differentiation

(d) Attempt to market to existing customers to increase their use the service, or to take up new service products

(e) Set up a quick response facility to customer problems and complaints

(f) Employ new technology to provide better services at lower costs

(g) Use branding to clearly differentiate service offerings from the competition in the minds of target customers.

The procedures, mechanisms and flow of activities are called processes when a service is earned. Process decisions essentially affect how a service is delivered to customers. For example, a restaurant is very different from the self-service cafeteria. Marketing managers need to know if self-service is acceptable or, indeed, desirable. Queuing may make the time spent waiting more enjoyable, or provide an opportunity to create a differential advantage by exclusion/reduction. Certainly, waiting for service is a strong determinant of overall satisfaction and is a common experience for customers with the service and customer loyalty (Thelen and Woodside, 1997; Bloemer and de Ruyter, 1998).

An attractive waiting environment can prevent customers becoming bored or aggravated very quickly even though they may have to wait a long time. Both the

appraisals of the satisfaction with the service and the wait were improved when the attractiveness of the waiting environment (measured by cleanliness, roominess, atmosphere and climate) was rated highly. Providing a more effective service (shorter queue) may be at odds with operations as the remedy may be to employ more staff. The time between ordering a meal and receiving it can improve service quality by reducing delivery time; for example, if customers can be persuaded to become involved in the production process, as successfully reflected in the growth of self service breakfast bars in hotels (Pruyn and Simdts, 1998).

(7) Physical evidence. This is considered a key factor of the environment in which the service is delivered and where goods facilitate the communication and performance of the service. When inspecting the tangible evidence, customers look for clues to the success suitability a of service. For instance, prospective customers may stare through a restaurant window to check the décor, furnishings and the appearance of the waiters (Lemmink and Mattsson, 1998; Hendrie, 2004).

2- Internal Marketing (Employees)

Internal marketing was set up in1970s as a key for the firms that were required to provide better customer service. Therefore, internal marketing performs loose ends limited, possibly because their common require the necessary judgment (Booms and Bitner, 1981; Houston,1986;Berry, 1987,1995; Parasuraman et al, 1998; Kohli and Jaworki,1990; Ahmed and Rafiq, 1992,1993,2000,2003; Anderson and Sullivan,1993; Gronroos, 1995a; Kelley,1997; Gounaris,2005). This is the case in services when insurance firms, banks, supermarket, restaurants and airline chains try to build loyalty and awareness in to the services they offer. A key feature in the success of such efforts is internal marketing of training and communicating with internal staff. Training of staff is crucial because service firms depend upon confronting each other in contact between service user and service provider. Therefore, brand strategies must be communicated to staff so that they understand the culture upon which the firm brand is built. Investment in staff training is required to accomplish the service levels required by the brand policy.

Internal marketing is considered to be a fundamental basis for customer withholding in high-quality service delivery. According to Berry (1995), this depends upon high-

quality performance for employees since the service product is a performance and the performers are employees. Internal marketing is concerned with motivating internal staff in communicating and training to be technically capable in their job as well as to be able to handle service encounters with customers. In order to do this well, they must be motivated and understand what is expected of them. Gummesson (1987) states: "Service staff act as part-time marketers" (p.20) since their actions can directly effect customer satisfaction and retention. They are critical 'in the moments of truth' when they and customers come into contact in a service situation.

An internal marketing programme should focus on employee selection and retention. Employees who have worked in the firm for years know more about the business and have the opportunity to build relationships with customers. If the service organization selects good people and manages them in such a way to stay loyal, the levels of customer retention can be accomplished through the build up of trust and personal knowledge gained through long-term contacts with customers (Bloemer and Ruyter, 1998).

The ambience of a retail store is highly reliant on colour which can play an important role in creating mood because it has meaning (Bloemer and Ruyter, 1998). For example, green suggests gentleness, whereas black means power and strength. Many nightclubs are painted in bright colours with flashing lights to give a sense of excitement, whereas the interior of jet aircraft is pastel-coloured to promote a feeling of calmness. The layout of a service operation can be a compromise between marketing's desire for effectively serving the customer and operation's need for efficiency. For instance, seating in an aircraft or the temptation to squeeze in an extra table in a restaurant may be at the expense of customer comfort.

3- Interactive Marketing (Customers or Tourists)

According to Gronroos (1994), customer relationship in services has recently attracted much attention to organizations as concentrating their efforts upon maintaining existing customers rather than attracting new ones. The idea of a firm being based upon getting customer loyalty was well known to the earliest merchants who had a saying: "As a merchant, you'd better have a friend in every town" (p.4).

The following conditions suggest the use of relationship marketing activities (Berry 1995):

A- There is a periodic desire or an ongoing need for the service by the customer, e.g. theatre or insurance service versus funeral service

B- The customer controls the selection of a service provider, e.g. selecting a club versus entering the first taxi in the train station waiting line

C- The customer has alternatives from which to choose, e.g. selecting a destination versus buying a ticket from the only travel agency service.

After the applicability of relationship marketing to services has been founded, the advantages of relationship marketing to customers and organization will be explored, as well as the customer retention strategies used to tie customers closer to service companies and build relationships. When entering into a long-term relationship, the following benefits can reap advantage for the customer (tourist).

(1)- Risk and Stress Reduction. Berry (1995) states: "Services are personally important, variable in quality, complex and/or subject to high involvement buying" (p.45). Relationship marketing can benefit the customer as well as the firm, since the intangible nature of services makes them difficult to evaluate before purchase. Such purchases are potentially high risk in that making the wrong choice has severe negative consequences for the buyer. For instance, insurance, motor, banking and hairstyling are good examples of services that exhibit some or all the characteristics: complexity, importance, variability and high involvement. They would cause many customers to seek an unending relationship with a trusted service provider.

Such a relationship reduces customer stress as it becomes banal, initial problems are solved, the consumer learns what to expect and special needs are accommodated. Bitner (1995) argued that, after a period of time, "the customer begins to trust the service provider, which can count on a consistent level of quality service and feels comfortable in the relationship" (p.251).

(2)- High Quality Service. A service provider can produce higher levels of service when experiencing a long-term relationship. This is because the service provider becomes knowledgeable about the customer's requirements. For example, the

manager of Jesco Power Generation Sets to know the behaviour of his staff and learns about the preferences of their clients. The tailoring or modifying of service is built up with the knowledge of the customers over a series of service.

(3)- Avoidance of Switching Costs. Maintaining a relationship with a service supplier prevents the costs associated with switching to a new provider. Thus, once a service provider knows a customer's special needs and references he tailors services to suit them. On the contrary, to change would mean educating a new provider and accepting the possibility of errors being made until the new provider has learnt to accommodate them. This results in both psychological and time costs for the customers. Bitner (1995) suggests that a major cost of relocating to a new geographic location is the need to establish relationships with unfamiliar service providers such as doctors, schools, banks and hairdressers.

(4)- Social and Status Benefits. Customers can reap status and social benefits from a continuing relationship with a supplier. Repeated contact can assume personal as well as professional dimensions since many service encounters are also social encounters. Thus, service customers may develop relationships resembling personal friendships.

Understanding customer expectations of service is important, Parasuraman et al, (1991) state: "When employees recognize and remember you as a regular customer you feel really good" (p.42). Such personal relationships feed one's ego (status), as a hotel customer commented.

(5)- Developing Customer Retention Strategies. The advantages of developing long-term relationships with customers mean that it is worthwhile for service organizations to consider designing customer retention strategies. This involves bonding, internal marketing, targeting of customer for retention, and building of trust, promise fulfillment and service recovery.

(a)- Bonding. There are three levels of relationship policies based upon the types of bond used to comment the relationship since relation policies vary in the degree to which they bond the parties together (Parasuraman et al, 1991).

Level 1: At this level higher discounts on prices for loyalty points or frequent flyer or larger volume purchases result in lower future prices, because the bond is primarily through financial incentives. For example, price incentives are easy for competitors to copy even if they take the guise of loyalty points or frequent leaflets, while the problem is that the potential for a sustainable competitive advantage is low. Therefore, most power generators or airlines compete in this way and consumers learn to join more than one scheme.

Figure 3.8 Developing Customer Retention Strategies
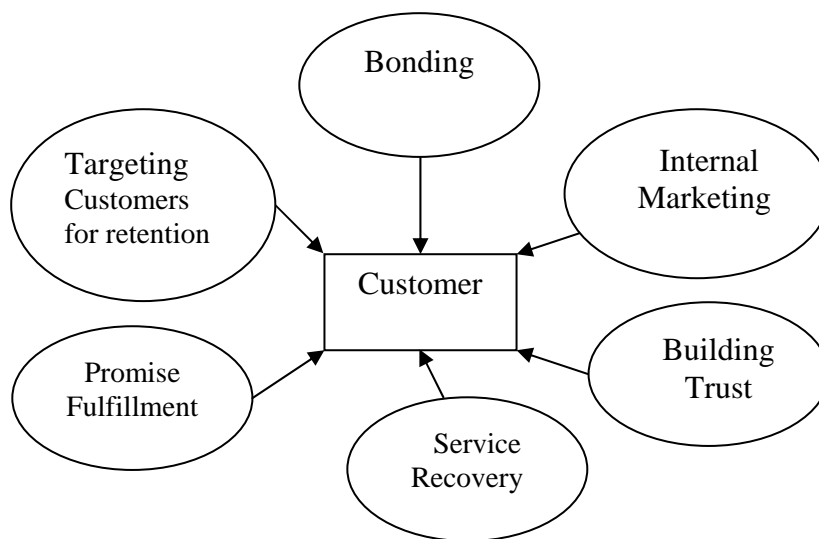
Source: Reichheld and Sasser (1990)

Level 2: This is the second highest level of bonding that depends on more than just price incentives and raises the potential for a sustainable competitive advantage. Level 2 retention strategies are considered to build long-term relationships through social as well as financial bonds. The relationship becomes personalized and the service is customized when customers become clients. The characteristics of this type of relationship include frequent communication with customers, providing community of service through the same people or person employed by the service provider. For example, providing personal treatment like sending cards and enhancing the core service with entertainment or educational activities, such as visiting sporting clubs or seminars. Some firms keep records of their guest's personal preferences such as their favourite place to stay and newspaper. This builds a special bond between the firm and their customers who feel they are being treated as individuals.

Level 3: This is a top level of bonding that is formed by structural, social and financial bonds. Structural bonds tie service providers to their customers through providing solutions to customer's problems that are designed into the service delivery system. For example, Jesco Power Generation often supplies its clients with equipment that ties them into their systems. The combination of structural, social and financial bonds can provide the basis for a sustainable competitive advantage and create a redoubtable obstacle against competitors' inroads.

(b)- Promise Fulfillment. Promise fulfillment is a cornerstone for maintaining service relationships. Bitner (1995) said that there are three key activities "Marketing realistic promises initially and keeping those promises during service delivery by enabling staff and service systems to deliver on promises made" (p.55). Advertising, selling and promotion of normal marketing communications channels are tools of making promises as well as the specific service clues that set expectations such as the design and the dress of service staff, and the décor of the foundation.

(c)- Targeting Customers for Retention. It is found that not all customers are worthy of relationship building. Therefore, some may be customary brand switchers perhaps answering to the lowest deal currently on offer; others may be so bothersome that their behaviours and attitudes cause so much distribution to the service provider, and, finally, some customers may not generate sufficient revenue to justify the costs of servicing them out weigh the advantages. Furthermore, companies need to identify those customers with whom they wish to engage in a long-term relationship, those with whom they would prefer not to do business and those for whom a transactional marketing approach is better suited.

Targeting customers for retention involves the analysis of defection-prone and loyalty customers. Service suppliers need to understand what creates value for customers and their profile and why customers stay or leave, regarding which type of customer defectors they wish to try to save such a service or price defector, then decisions can be made. The nature of the value adding strategy that meets their needs will, at the same time, maintain the bonds with loyalty prone customers (Berry, 1995).

(d)- Building Trust. Customer retention heavily depends on building trust. For example, car servicing is hard to evaluate after purchase since the intangibility of the service firms mean that they are difficult to evaluate before buying and experiencing them. It is important not to over promise with marketing communications or the result will be disappointment and customer defection; satisfaction results where the promise is realistic and credible. Thus, some firms stick on to the saying under-promise and over-deliver.

Staff must have the skills, tools, systems, competences and enthusiasm to deliver. A necessary condition for promises to be kept is the enabling of staff and service systems to deliver on the promises made. Some staff issues are dependent upon the correct staffing, training and rewarding staff and providing them with the right equipment and systems to do their jobs. The final activity associated with promise fulfillment is the keeping of promises that occurs when the service provider and the customer interact in the moment of truth. According to various researchers (Bitner et al, 1990,1994),"Research has shown that customers judge employees on their ability to deliver the service right; the first time their ability to recover if things go wrong, how well they deal with special requests, and on their spontaneous actions and attitudes" (p.72; p.96). These are the key dimensions that should be tolerated in mind when selecting and rewarding staff and must play a part in a training programme. Research conducted on behalf of Marriott hotels has shown that events happening early in a service encounter effect customer loyalty most.

The customer has a feeling of helplessness and uncertainty, particularly when the service is personally important, complex, variable in quality and subject to high-involvement purchasing. Therefore, it is not astonishing that customers who have developed trust in a supplier in these circumstances are unlikely to switch to a new supplier and experience the uncomfortable feelings of defenselessness and uncertainty again.

According to (Zeithaml and Bitner, 1996) there are five benefits in developing and maintaining customer relationships.
- Increased Purchases. Customers tend to spend more each year with a relationship partner than they did in the preceding period (Reichheld and Sasser, 1990). As the

relationship develops between the partners it is logical that it would be accepted. Also, the customer becomes more and more satisfied with the quality of services provided by the supplier. Therefore, it would give a better proportion of its business to the supplier.

Relationship marketing involves shifting from activities concerned with attracting customers to activities focused upon current customers and how to retain them. Although the idea can be applied to many industries, it is particularly important in services since there is often direct contact between consumer and service provider. The quality of the relationship develops to determine its length and not all service encounters have the potential for a long-term relationship. For example, in the relationship between a passenger at global airport and the taxi driver the passenger will probably never meet the taxi driver again. This choice of taxi supplier will be reliant on the passenger's position in the queue rather than free choice. In the case of this exchange-cash for journey- it is a pure transaction where the driver knows that there will never be a repeat purchase. When the practice of relationship marketing is most applicable, organizations need to take their decisions (Edensor, 1998).

- Lower Cost. The cost of retaining existing customers is likely to be lower than the start up costs associated with attracting new customers. The time taken by salespeople making repeat calls in an effort to satisfy a prospective customer to open an account will be included in the established costs. Also included are promotional and advertising costs associated with making prospective customers aware of the firm and its service offering, and operating costs of settling up accounts and systems. The time taken in creating bonds between the customer and the supplier in the early stages of the relationship will be an additional cost. As the customer becomes familiar to using the service, costs associated with solving early teething queries and problems are likely to fall.

- Lifetime Value of a Customer. The lifetime value of a customer is the profit made by a customer's purchases over the lifetime of the customer. For example, if a customer spends $100 per week in a supermarket resulting in $10 profit, uses the supermarket 45 times in a year over 30 years, the lifetime value of that customer is $10,800. Thus, a bad service experience early on in this relationship, which results in

the customer defecting to the rivalry, would be very expensive to the supermarket. Then, adding on the costs of bad word of mouth may deter other customers from using the store.

- Word of Mouth. Due to the intangible nature of services, word of mouth is very important and makes it difficult to evaluate prior to purchase. In these circumstances, a hotel, as an example of personnel recommendation of potential purchases, often look to others who have experienced the service. A company that has a large number of loyal customers is more likely to benefit from word of mouth than another without such a resource.

-Employee Satisfaction and Retention. This lowers job turnover and raises employee's job satisfaction. Employees can spend more time improving existing relationships rather than demanding new customers. This sets up the good circle of satisfied customers leading to please employees who raise customer satisfaction higher.

The net result of these five advantages of developing customer relationships is high profits. A study by Reichheld and Sasser (1990) has shown, across of a range of service industries, that profits climb sharply when a company lowers its customer defection rate. For example, companies could improve profits from 20 to 80 percent and, depending on the industry reduce customer defection, by just 5 percent. The reasons are that the costs of maintaining existing customers are lower than the costs of obtaining new customers and loyal customers generate more revenue for more years.

According again to Berry (1995), firms who wish to build up their trust worthiness should keep in touch with their customers by regular two-way communication to develop feelings of openness and closeness, avoid guarantees to symbolize the confidence they feel in their service delivery as well as reducing their customer's perceived risk of purchases and operate a policy of fairness and such standards of conduct with their customers.

4- Marketing Variables (4As of Tourist Reaction)

The 4Ps of the marketing mix have to monitor the 4As of the marketing variables (customer reaction).

A- Availability. This is represented by distribution (sometimes by place).

B- Affordability. This is a function of price.

C- Awareness. This is developed by promotion.

D- Acceptability. This is determined by the total product or service.

3.4.4 Heritage Tourism

Poria (2001) has suggested a definition of heritage tourism as "a subgroup of tourism, in which the main motivation for visiting a site is based on the place's heritage characteristics according to the tourist's perception of their heritage" (p.1047). This definition of heritage tourism is based on two concepts: firstly, motivation of tourists (Are they motivated or not to visit a site due to their heritage attributes?); secondly, the tourists' perception of a site (Do they perceive it as part of their own heritage?).

Since the sites themselves are not directly at the core of the phenomenon, the definition distinguishes three types currently thought to be heritage tourists:

1- Those visiting what they consider to be a heritage site though it is unconnected with their own

2- Those visiting a place they believe to be part of their heritage, even though it may not to be categorized as a heritage site

3- Those visiting a site specifically classified as a heritage place although unaware of this designation.

On the other hand, Uriely et al, (2002) have discussed the heritage and the resident attitudes towards tourism development and the role of the resident in generating and promoting the heritage site, which will be reflected either positively or negatively on the development. The possible role of "heritage" as an additional determinant of resident attitudes toward tourism development will have to be systematically investigated beyond the unique conditions of the Middle East, which is such a significant heritage source.

Moreover, it is recommended that the impact of heritage proximity in sites where resident perceive their own as being exploited for promotion purposes is examined. This might occur where the target heritage is misunderstood or negatively represented by the industry. Under such circumstances, heritage proximity could bring about negative rather than positive issues of proposed tourism development.

3.4.5 Positioning of Tourism

Positioning is a form of market communication that plays a vital role in enhancing the attractiveness of a tourism destination. It is considered to be one of the most effective tools in tourism marketing. The objective of positioning is to create a distinctive place in the mind of potential customers. A position calls to mind an image of a destination in the customer's mind; an image can differentiate the destination from the competition and also as a place that can satisfy their needs and wants. Positioning is a communication strategy that is the natural follow-through of market segmentation and target marketing.

Since market segmentation is based on the notion that different tourism destinations appeal to different types of tourists, target market segments must be selected before tourism markets can begin to entice these potential customers. An effective positioning strategy provides a competitive edge to a destination that is trying to convey its attractiveness to the target market (Lumsdon, 1997).

Positioning is more than just image creation. This important form of market communication helps to distinguish tourism destinations from similar destinations so that customers can choose the one that is most attractive. Thus, true positioning differentiates a destination from its competitors on attributes that are meaningful to customers and gives it a competitive edge (Lovelock 1991; Kotler et al, 1996).

Positioning is a valuable weapon for tourism marketers. To position successfully requires recognizing the marketplace of the competition and tourists' perceptions. Positioning analysis on a target market basis provides the tools to identify opportunities for creating the desired image that differentiates a destination from its competitors and for serving the target market better that anyone else. Creating a unique position in the market-place involves the careful choice of target market and

establishing a clear differential advantage in the minds of those people (Chacko, 1997).

This can be accomplished through service, design, brand names and image, packaging, guarantees and delivery. The combinations of these factors will be dependent on unique positioning in today's highly competitive global marketplace. For instance, the success of Mercedes Benz is established on a quality, well-designed product, supported by a carefully-cultivated exclusive brand name and image, and targeted at distinct customer segments.

The current position of a brand forms the basis of a new brand positioning strategy that is based upon customer perception. The strength of a brand's position in the marketplace is built on six elements:

1- Brand domain. This is the first element that corresponds to the choice of target market (where the brand competes in the marketplace); the other five elements provide avenues for creating a clear differential advantage with these target customers.

2- Brand heritage. These are the background to the brand and its culture; how it has achieved success (and failure) over its life.

3- Brand values. These are the core values and characteristics of the brand.

4- Brand assets. What makes the brand distinctive from other competing brands, such as symbols, features, images and relationships?

5- Brand personality. The character of the brand described in terms of other entities such as people, animals or objects.

6- Brand reflections. How the brand relates to self-identity; how the customer perceives him/herself as a result of buying/using the brand.

By analysing each element, brand managers can form an accurate likeness of how brands are positioned in the marketplace. This can be given to whether and how the brand can be repositioned to improve performance. The brand strength score was based on factors such as leadership, market stability and geographical coverage, while brand value was based on brand strength score, financial forecasts, analyst's reports, and revenue and profit figures.

One of the biggest challenges faced by tourism marketers is that the product is largely intangible. Some would argue otherwise, because what is more tangible than the hotel room, the meal, the beach, the ocean and the mountains? These are all tangible features of the tourism destination. However, these tangibles are what are being marketed (Lovelock, 1991). The tangibles are essential and necessary but as soon as they reach a certain level of acceptance, they became secondary. Because they are so difficult to differentiate, to be competitive, the intangibles have to be marketed. Mountains and beaches have a measure of intangibility because they are experiences rather than possessed. If tourism products are mostly intangible, they have to be marketed with tangible evidence (Baily, 1992).

3. 5   Tourism Contribution to Knowledge and Economy

3.5.1 Knowledge

The tourism industry has witnessed dramatic changes in its structure during the last decade. Therefore, according to Rachman and Richins (1997), the users wish for "more frequent but shorter travel. Last minute reservations, global advice, service quality, market transparency and a certain self-service mentality are required." So, as the younger generation users become more computer literate, they are more likely to buy through websites. Those young travellers are more likely to make use of the websites than old people. Also, this is confirmed by Law & Wong (2003), who added that the educational level and income level have enhanced and increased using websites for information about their preference and purchasing the products or services via the websites. Therefore, tourism websites should contain all the information related to hotels, tours, tickets and other necessary information (Liang and Law, 2003). This information should be made available to all travellers.

Steiner and Dufour (1998) noted that the vital changes in the Internet-based tourism information systems have led to a reform of the industry chain and changed the role of key players in the tourism industry by offering, gathering and using information. The rapid development of information technology increased the availability and accessibility of information from only professional travel agents in the 70s and 80s to end-users in the 90s (Chen and Sheldon, 1997; Buechy, 1998). Websites enable suppliers to sell directly to customer or user, which changed and repositioned the role of traditional intermediaries (Eastman, 1998).

3.5.2 Economy

Tourism is considered an important economic activity that supplies the economy with monetary supplies, a medium for culture interaction and a knowledge enhancer. Tourism is also a means of solving the social problems such as shortage and unemployment. This sector contributes to the posting of income tourism activities (Taji, 2005).

The tourism sector has to cooperate with other sectors in local and global efforts to break the depression and downturn barrier that hit the fundamental structure of the world economies. The economic development should be prompted to include other sectors and additional efforts should be made to accomplish more cooperation institutions in the same country or between countries in order to refresh tourism vital sector (Cooper et al, 2005). The message should highlight the cultural standards of the countries and include an emphasis on the role of tourism in making human cultures closer than ever. These branch from the same origin and eventually aim to know man (Horner and Swarbrooke, 2004).

The Middle East region is a very fundamental area in the international tourism map because it has developed at a rapid speed and is a home of rapidly expanding economies. The international rapid changes that easily effect this area, have made it helpless to what goes on in the world, whether development or change (Hazbon, 2004). Therefore, media and communication have made parts of the world closer and easier to interact. It has become an international scene for interaction and communication. The speedy changes and developments that have become a characteristic of this age have made it harder to anticipate events on the global map (Holloway, 2002). The Middle East region enjoyed a tourism movement in the year 2005 in comparison with the previous years. This calls for improving the social relations on the grounds that tourism connects the holders of the international culture message to reach an instructive, social economy of strong relation (Hazbun, 2004).

The tourism activity is one of the main economic activities that are affected by any changes such as technical ones or those in the prevailing social standards. Media and advertising play a primary role in influencing this economic activity, positively or

negatively. Falsifying or exaggerating the problems lead to paying high prices by this sector which is connected with other social and economic sectors. The result will be a major loss in the investments in this sector and the deprivation of this area from any investments or working chances (McIntosh and Goeldner, 2003). Tourism is no longer a services activity; it has become an industry with a solid basis and technical primary requirements. It has branches such as religious tourism and many tourism types connected to the religious sects, beliefs and cultures. The Arab World is the land of great monotheist religions and has many holy lands, tombs, memorials and ancient ruins as old as man, which made this area a catching site for tourists and visitors from all over the world (Nasser, 2000; JTB,2003; 2005 Hasbun, 2004; Taji, 2005, MoTA, 2006).

Health tourism, in spite of its old origin, has become one of the main branches of this activity. Some countries, including Jordan, have proven its superiority in this field; in medicine, drug industry, doctors' high-qualifications and high technologies used in the medical centres. As for physical therapy, Jordan has many therapeutic centres that many tourists visit looking for cures from various diseases (WTO, 1998; Nasser, 2000; JTB, 2002, 2003, 2005; Taji, 2005; MoTA, 2006). According to WTO (1998), nowadays there is a new branch of tourism, educational tourism, which links the continents of the world with each other, especially between Arab nations. Many Arab students travel to various countries due to political as well as economic reasons. Studying abroad has become very expensive, not to mention to the high and outstanding quality of education in the Arab universities. Jordan is unique in its educational superiority that it attracted thousands of students from different countries, and the number of students is expected to reach 150,000 during the next five years (Nasser, 2000; JTB, 2004, MoTA, 2006).

3.6 Summary

This chapter has discussed marketing, services and tourism as a part of the literature review for this thesis. Marketing, in general as a process, influences the daily life by involving any organization with its business, customers, consumers, competitors and distributors. Marketing also exists through exchange, which is the act or process of receiving something, such as physical goods, services, ideas or money from someone by giving something in return.

A key marketing task is to understand customer needs and wants and develop a competitive advantage through marketing mix decisions. The marketing mix comprises the 7Ps: product, place, price, promotion, physical evidence, people and process. The marketing concept is implemented in organizations and can be difficult, but studies have shown that rewards, in terms of better business performance, can be expected. The modern marketing concept accomplishes organizational aims by meeting and exceeding customer needs and wants. Service was defined as any act or performance of offering one party to another, which is essentially intangible in nature and does not result in the ownership of anything. Definitions of services were based upon different approaches by some authors. The main managing services that face the service providers were discussed and services were judged by technical and functional qualities, including search, experience and weight qualities.

Tourism was defined as an export industry which is an important player in the global economy. It has become as a large growth sector due to its development and tools of growth over the last five decades. Nowadays, tourism growth types consists of cultural, eco-tourism, adventure, medical and thermal, desert, recreational, visiting friends and relatives, meetings, conferences and events and educational tourism. Tourism marketing mix has been classified into two categories, external and internal which are considered the critical factors of destination marketing. External marketing includes the 4-Ps elements (product, place, price and promotion) and three additional elements (physical evidence, people and process) to produce a 7-Ps mix. Internal marketing was considered to create such an atmosphere that requires the following four important elements: quality control, hospitality and guest relations, personal selling and employee morale. Heritage tourism is focused on two concepts: the motivation of the tourists and their perception of a heritage site. Tourism positioning is the most effective tool in tourism marketing because its objective is to create a distinctive place in the minds of potential customers.

The definitions and concepts of marketing, service, information technology and tourism played an important role in improving the image of this research study to knowledge as well as making a significant contribution to the economy. Also, they have contributed to knowledge which has led to reform their industry's chain and

changed the role of their key players by offering, gathering and using information. The rapid evolution of information technology enhanced and increased the availability and accessibility of utilizing websites that enable suppliers to sell directly to the customer or user, which changed and repositioned the role of traditional intermediaries by buying the products or services and making the information needed available to all travellers via websites. Marketing strategies of service and tourism, MICE, heritage and positioning of tourism are engaged in the recreation role for contributing to the international and national economies that are impacted upon the economic activities. The tourism activity is one of the main economic activities that are influenced over technical changes, social standards, media, advertising and telecommunication which play a primary role in affecting this economic activity. The marketing mix has been classified into internal and external marketing elements that have contributed to this research study by adopting them as critical factors in the emergence its of destination marketing model.

CHAPTER FOUR

MARKETING OF A DESTINATION

CHAPTER FOUR

MARKETING OF A DESTINATION

(A rose by any other name would smell as sweet, Shakespeare)
(What is this life if, full of care, we have no time to stand and stare? W.H.Davies)

4.1 Introduction

The aim of this chapter is to discuss the definition and concept of the tourism destination and the development of a strategic management model of critical factors of destination marketing success. Aspects of destination marketing management and its policies will be followed while the contribution of destination marketing to the economy will also be outlined.

Today's marketers are concerned with a new field called Marketing of a Destination. This destination marketing stems from improved models of marketing processes including the prediction of marketing phenomena, the type of improved marketing decision making the successful implementation of new decision models and the techniques in the practice of marketing (Sawhney, 1998).

Crompton (1992) states: "Each destination offers a variety of tourism products and services to attract visitors and each tourist has an opportunity to choose from a set of destinations" (p.408). Different factors may have an influence on destination choice; i.e. cost, income, age, distance, risk and motivation. Destination characteristics and preference sets can be matched to specific psychographic profiles of tourists. For example, the escape-relaxing group refers to a destination where there are water sports, nightlife, entertainment and shopping (Witt & Wright 1992; Uysal & Hagan 1993; Moscardo 1996).

The goal of the evolution analysis of the management processes is to develop a theoretical base for the tactical management model proposed for identifying and integrating destination marketing factors (Geogulas, 1970; Gluck et al, 1980, 1982; Gilbert, 1990; Laws, 1995; Hunger and Wheelen, 1999; Fabricious, 2001, Hendrie, 2004, Taji, 2005; Carmelo, 2006). A strategic management model for destination marketing factors will be critically analysed and developed.

A destination planning model has been developed by Crouch and Ritchie (1999), which they call a destination competitiveness model. This model has comparative and competitive advantages, where comparative advantage represents the destination's factor endowments, while competitive advantage relates to a destination's ability to use the resources effectively over the long-term (Crouch and Ritchie, 1999).

The leading destinations offer excellent service and facilities, accommodation and attractions with unique culture and heritage. Therefore, the ten major destinations attract seventy per cent of the worldwide tourism market (Piggott, 2001; Lozano et al, 2005).

Destination development has some important factors to attract outside interests to its destinations. These factors depend upon the location and complexity of the destination. While branding is part of destination development it is a powerful weapon in the marketing which is confronted by increasing rivalry, product parity and substitutability (Dimanche, 2003). Therefore, the study of destination marketing development indicates that organizations need to identify specific destinations that can be improved by their marketing efforts (Alan, 2003).

This chapter is constructed as follows: the first section states the destination definition and concept, while section two describes the strategic management processes of destination development and the important models that contribute to the establishment of the research model for this study. Finally, the last section discusses destination marketing management and its aspects, organizations and policies.

4.2 Destination: Definition and Concept

4.2.1 Definition of Destination

The word 'destination' is one of the most used in the fields of tourism, marketing, planning and development and general research. One can find it in tourist guides, homepages, brochures and all types of textbooks and readers in tourism. Destination also contains some tourism aspects that can be found in various dimensions and on various regional levels. For example, static destinations exist in connection with one's stay at a certain location, while dynamic destinations movement is the motive for a

vacation and is connected to networks and other relations in the tourism industry (Framke, 2001).

There are definitions of destination by some authors that are based upon the following approaches (Geogulas, 1970; Cohen, 1974; Butkart and Medlik, 1974; MacCannel, 1976; Murphy, 1985; Mill and Morrison, 1992; Cooper et al, 1993; Framke, 1999, 2000, 2001; Baerenholdt and Framke, 2000; Baerenholdt, 2001; Meethan, 2001; Jensen, 2001; Lubbe, 2003; Hazbun, 2004; Taji, 2005).

1- The Classical/Conventional Understanding of the Destination

Geogulas (1970) stated " Tourism as an industry occurs at destination areas with different natural and/or man- made features, which attract non local visitors (or tourists) for a variety of activities" (p.443) and he combines it with Cohen's (1974) tourist typologies stating that certain types of tourists, having certain demands, structure the destination.

Butkart and Medlik (1974) define the destination as "this geographical unit visited by a tourist may be a self contained centre, a village or a town or a city, a district or a region, an island, a country or a continent" (p.3). This geographical unit may be described as the tourist destination. However, the tourist destination defined geographically, provides a convenient focus for the examination of the tourist movement and of its multiple impact and significance. How important any geographical unit is as a tourist destination, or how it is potentially, is determined by three prime factors: attractions, accessibility and amenities which may be termed the tourist qualities of a destination. They observe destinations in a geographical ladder from a self-contained centre to a country or a continent. Attractions, transport, infrastructure, amenities and tourist organizations must be found (Baerenholdt, 2001; Lubbe, 2003; Hazbun, 2004).

Murphy (1985) discusses several issues in relationship to tourism, such as the structure and shifting content of the destination, the conditions for the development of tourist destinations and how to manage and plan destination development. However, Murphy does not discuss any geographical limitations of the destination, but he understands the tourists (seen as a distinct type) and their changing demand as the

dynamic force in the development of destinations, a development that should be planned strategically (Baerenholdt and Framke, 2000; Hazbun, 2004; Taji, 2005).

Mill and Morrison (1992) deal with the destination as a part of the tourism system. Their definition says: "At a destination there is a mix of independent elements" (p.263). The elements are independent because, in order to produce a satisfying vacation experience, all elements must be present. The destination is composed of attractions, facilities, infrastructure, transportation and hospitality. They say nothing about geographical borders, or of co-operation within the destination or about the tourist acting at the destination (Framke, 1999, 2000, 2001; Hazbun, 2004).

Cooper et al, (1993) state the tourist destination as "the destination represents the raison d'etre for tourism; it is the reason for travelling, and the attractions at the destination generate the visit" (p.277). Thus, an attraction in a geographical place makes tourists desire to visit it and generates supply and changing destination elements or supplies, if the demand is changing. This changes a destination's structure and character too, and this change is an objective for development planning (Baerenholdt and Framke, 2000; Baerenholdt, 2001; Lubbe, 2003).

Jensen et al, (1993) state: "The definition of a tourist destination is a geographical area, which contains landscape and cultural characteristics and which is in the position to offer a tourism product" (p.42). They focus on a geographical place with an attraction, which makes tourist segments visit it and satisfy their demands. Thus, the tourist is seen as a consumer only. In 1997 they define the dynamic destination as "a system consisting of three resource bases: the attraction base, the facility base and the market base" (p.9).

Jensen (2001) developed the concept of destination as being to investigate the tourists' demand in depth as a reason for changes at the destination and, thereby, to develop the concept of a dynamic destination. He concludes that " it is characteristic for the tourism sector that firms creating economic and job effects are part of a bigger totality" (p.7). Jensen's resource–based approach gives a better understanding of the dynamic that is the result of the tourists demand for the resource–based possibilities and the strategies, since the industry is able to develop new attractive products. That

can answer the new demand trends or can attract new tourist segments (Baerenholdt and Framke, 2000; Baerenholdt, 2001; Lubbe, 2003; Hazbun, 2004; Taji, 2005).

2- The Sociological Understanding of the Destination

MacCannell (1976) has defined the destination as "a tourist attraction is an empirical relationship between a tourist, site and a market"(p.41). He added about its organization and the content that "the touristic value of a modern community lies in the way it organizes social, historical, cultural and natural elements into a steam of impression" (p.48). Further, "Distinctive local attraction contains (just behind, beside or embedded in the parts presented to the tourists) working offices, shops, services and facilities: often an entire urban structure is operating behind its touristic front" (p.50). Yet again, MacCannell (1976) states: "Functioning establishments figure prominently as tourist attractions. Commercial, industrial and business establishments are also basic features of social regions, or they are first among the elements from which regions are composed" (p.51). He does not identify geographical boundaries, but the content of the destination is described as an attraction of a social and a spatial process. This process is described as being structuralistic, determined by society, not as a result of the tourist's individual behaviour.

Rodman (1992) stresses that: "Places come into being through practice, not just narratives" (p.642). These practical tourist networks constitute an assemblage of objects, places and people that are bound into the relationship. He says as a kind of conclusion on this argument: "An identical of the various spatial networks through which places become diversely constituted advances a progressive notion where places are conceived as 'processes' rather than 'essences' " (p.642). Places have multiple identities, are situated points at which a variety of activities occur and a diverse range of people pass through on different routes (Hazbun, 2004; Taji, 2005).

Meethan (2001) illustrates that "Yet the important point here is not so much the physical patterns or typologies of spatial development that can be identified, that is treating space as an abstract and neutral category, but the way in which these spatial patterns interrelate with socio-cultural values and perceptions" (p.16) and, later on: "The resort areas developed as a consequence of modernity, and are linked to the

process of urbanization and industrialisation, and the creation of both mass markets and consumption" (p. 17). As a result, some researchers see the tourist space as a social production that the destination and a tourism space as a space for consumption, which contains all attractions and services related to tourist demands (Baerenholdt and Framke, 2000; Hazbun, 2004; Taji, 2005).

According to Agarwal (1992), tourist destination is defined as "a mosaic of a variety of products with different lifecycle" (p.113). In 1998 Agues and Goncalves added that the destination is differentiated from others by its historical, ethnographic and physical features. Later on, Agues and Goncalves (1998) state that "a destination must be able to develop one or more of its tourism attractions such as culture, sun and beach, and it would then allow itself to be considered a composite product" (p.31) . Thus, a destination can always differentiate itself by developing in terms of promoting and offering a variety of services. In addition, the diversification of products/services enables a destination to develop its tourism industry and attract new markets (Jensen, 2001; Lubbe, 2003; Hazbun, 2004; Taji, 2005).

As such, Framke (1999) found the only local cooperation regarding the production of commercial actor's single product at non-urbanized places (as in Destination Jamesburg), while almost all services in connection with maintaining the production apparatus are placed at the local site. However, if the actor needs material inputs for own production, then this input will usually come from outside the destination (Baerenholdt and Framke, 2000; Baerenholdt, 2001; Meethan, 2001; Jensen, 2001; Lubbe, 2003; Hazbun, 2004; Taji, 2005).

4.2.2 Concept of Destination

Following the unexpected success of applying the destination concept in the industrial sector, academicians began to analyse the marketing theories in relation to the tourists' needs and wants in the industrial field and determine the importance of the destination concept to their demands through the marketing services in terms of the concept of tourism as it applies to tourists (Butler, 1980; Smith, 1988; Chon, 1991, 1992; Bordas, 1994; Agues and Gonclaves,1998; Anoymous, 2000; Alan, 2003; Alan & Wong, 2004). There has been, in general, an increase in the applicability and

principles of services destination marketing which has paralleled in the marketing services community.

There are four key principles which destinations must follow if they are to be competitive (Poon, 1993): put the environment first; make tourism a leading sector; strengthen the distribution channel in the market; build a dynamic private sector. These principles are clearly too broad and general to be significant to tourism managers and marketers.

The distorted image of people in the Middle East region has influenced the steady flow of tourists in the 1990s and caused a sharp decline in tourist numbers as the strife heated in the world. A decline of more than 50% in some markets was documented. A sound marketing strategy should focus on this point and should promote a safe destination area (Chon, 1991). People are very important factors in marketing tourism policies so that a diversification opportunity exists in terms of difficulties in the destination area where the focus can shift to better destinations (Douglas, 1994).

Laws (1995) and Sirakya (1996) have made numerous attempts to classify the major elements of a destination. Among these elements are culture, ecology, architecture, climate, cost, transport, entertainment, hotels and catering. Destination-based attributes could be many and different from one destination to another.

The image of a country as a tourist destination is a very important issue to any country of hospitable people with a high level of education, high and respectable reputation and, also, a country of safe and secure destination areas (Chon, 1991, 1992; Douglas, 1994; Radmacher,1997; Jenkins, 1999; Gallarza et al, 2001; Dimanche, 2003). However, these points are correct with different implications, but there are no negative implications on the tourist's security and safety.

4.3 Strategy and Tactic

This section is concerned with the definition of strategic and tactical and the distinction between them. The distinction between strategic and tactical marketing is huge (Gronroos, 1996; Martin, 1999, 2001; Hilty, 2005; Nickols, 2006). The

definitions of both strategic and tactical and the differences between them are now discussed.

4.3.1 Definition of Strategy and Tactic

The term strategy is a concept and or/ means that has been borrowed from the military and adapted for business utilisation, while the term tactic is a series of processes and or/instructions or the orders to be followed which are stepped through, driven by external motivation (Martin, 2001; Nickols, 2006). However together, strategy and tactics bridge the gap between ends and means. This derives from military which is evidently a means to political ends. Strategy is a science plan dealing with long-term decision-making to attain organizational objectives, but tactical is a decision of short-term policy to accomplish the organisation objectives for both military and business (Hilty, 2005).

Strategy is comprehensive process that includes the "big picture"- the overall plan and used describe a firm as a service business. Therefore, a tactic is an element of strategic process that develops a customer-oriented service system in a short-term for the firm. Thus, strategy is a company perspective, position, plan and model that aim to bridge between management aims or policy on one side and concrete tactics on the other. Both strategy and tactics play essential roles for straddling the gap between policy and tactics in business as well as in the military, as well, strategy refers to a compound net of opinions, ideas, insights, aims, memories, experiences, awareness, know-how and expectations that offers general direction for exact events in search of particular ends (Nickols, 2006). Accordingly, the term tactic is defined as distinct things to different people which are the set of directions or commands to be adopted in the empirical field as means for employing the troops and the transfer of the concept to the business world (Martin, 1999).

However, table 4.1 illustrates and summarise the differences between strategic and tactical aspects of tourism and destination marketing. Generally, people incorrectly assume that when they are talk about marketing, they are automatically talking about strategic marketing such as placing advertisements, generating leads, designing websites, sending out mailers or creating brochures. This offers a synopsis of the notions and schemes within the tourism marketing method. Tourism marketing

specifies that customer demand and its dimensions are important to know, in order to affect, please and manage it usefully. This indicates that people often fail to understand that the strategic aspects of tourism marketing is concerned with interpreting questions- such as what business to say, how they will say it, who they say it to and what opportunities can found. Thus, it believes that building marketing strategy at the beginning is always more important than the marketing medium where they say it that strategy will lead at the end to the choice of the right marketing medium. As such, in tourism marketing aims are set at two levels: strategic which covers the total business over the long covers precise markets and tourism products in the short term.

Table 4.1 The Differences between Strategic and Tactical

Items No.	Strategic	Tactical
1- Definition	Strategy is defined as a plan, position and perspective	Tactic is defined as distinct features to deferent people
2. Level	High level	Low level
3. Refer	Strategy refers to the deployment of troops, end results, what and why	Tactics refers to the employment of troops, means and how
4. Concept	That which has been borrowed from the military and adopted for business utilitsation	A series of processes and or/ instructions or/ the orders to be followed
5- Policy	Long-term policy	Short-term policy
6- Process	Strategic is comprehensive that is used to define a firm as a service business	Tactics is an element of strategic process that developing customer oriented services system in a short-term for the firm
7- Links	Strategy is the bridge between high/ order aims or policy in one side and tactics or concrete action on the other	Strategy and tactics bridge the gap between ends and means
	Both strategy and tactics are used for straddling the gap between policy and tactics in business as well as in the military context	

In the tactical context of the short run, most marketing decisions in tourism and destination marketing can be defeated view of the objectives in the time-consuming and urgent tactical decisions of day-to-day business. There is evidence that last minute charge discounting is a pertinent strategy for attracting new visitors to tourism sites. Also, the elements of destination marketing can be utilised for administration in the shape of developing, pricing, advertising and allocating tourism products or

services. While a destination, site or lodgings product share some comparisons, differences in market features and customer profiles were crucial in signifying marketing approaches.

Gronroos (1996) described the strategic topics in relationship marketing were known as: defining the firm as a service business; managing the firm from a process management perspective; developing partnerships and networks and described the tactical elements of relationship marketing strategy as a tool to achieve the strategy objective by looking for direct contacts with customers, by developing and building customers database. Finally, strategy refers to the "what and why" and tactics refers to the "how." Strategic issues deal with overriding mission and purpose, why the organisation exists, how it makes a difference that others don not or can not make, and where it will be in the future.

4.3.2   Strategic Management Processes of Tourist Destinations

The focal point of strategic planning and management is a consideration of the development in thought. Therefore, a theoretical analysis of the development of strategic management philosophy is presented (Gluck et al, 1980, 1982, Blazer & Rovelstad, 1983; Blomstrom, 1983; Magrath and Hardy, 1989; Gilbert, 1990; March, 1994; Hax and Majluf, 1996; Heene and Sanchez, 1997; Thompson, 1997; Heath, 2000; Haberberg and Rieple, 2001; Easterby and Lowe, 2002; Hitt et al, 2003; Campbell et al, 2003; Lubbe, 2003). This development is called the first strategic management process of tourist destination. The basic elements (components) of the strategic planning framework will be evaluated as the second process of strategic management.

1-   The Development of the Strategic Management Process

Gluck et al (1980) have suggested that four stages in the strategic management process and, in 1982, they proposed a method to identify the same four phases in the development of strategic management process which are illustrated in figure 4.1.

A-   Financial Planning

This is called phase one and is based on financial planning. The process of financial planning is heavily reliant upon the expertise and knowledge of the top management of the organization. The bases for the planning are previous financial results and are rarely based on future activities and plans (Gluck et al, 1980, 1982; Blazer & Rovelstad, 1983). The organization is always restricted to its set budgets on which predicts of costs and earnings are based. The plan documentation is contained in the budgets and no formal strategic plan is devised. Information systems are also planned to report on the performance of the organization that relates to the budgets set (Chen and Sheldon, 1997; Rachman & Richins, 1997).

B- Forecast- based Planning

This is the second phase that is supplemented. The previous phase is comparatively short, the planners may find that their results differ from the plan they have made. Therefore, they need to employ more cultured methods, such as fading models and development analysis, to forecast the future (Blomstrom, 1983; Burke and Lindblom, 1989). These methods may eventually be developed into computer reproduction models (Goldblatted, 1997; Burns, 1998; Bowdin et al, 2003).

Figure 4.1   The Development of Strategic Management Process
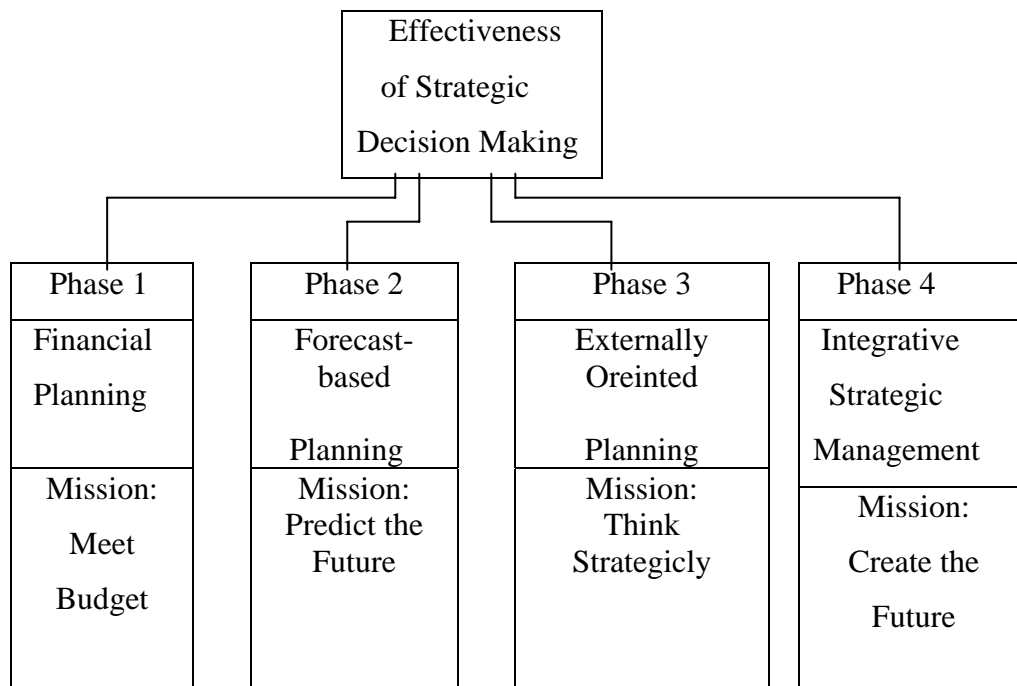
Source: Gluck et al (1982).

The planning in this phase improved on the method in phase one. The idea given by planners and the longer-term review should lead to better decisions being made about the strategic direction to be taken. Then, resources may be allocated more effectively where business units can share wealth and other resources (Gluck et al, 1980, 1982, Magrath and Hardy, 1989).

The relationships are founded based upon previous developments that are assumed to hold true for the years to come. Fast environmental change may also result in the forecast becoming outdated. Therefore, planners in this phase may begin to recognise the forces driving change in the marketplace (Gilbert, 1990; March, 1994). To accomplish this insight, they must understand the key factors or determinants of success in their industry.

C- Externally Oriented Planning

This is stage, or phase, three in which socio-demographic, technological trends and the competitive in the marketplace are important factors for macro-economic. Planners try to develop new capabilities or redefine their market according to their strengths in order to move the organization to a better competitive position. To prove this, planners take an objective look at their enterprise from the viewpoint of an outsider, which will include an evaluation of the capabilities of their competitors (Row et al, 1994; Grant, 1995).

Planners can also address the internal environmental factors that decide between success and failure for their industry after they identify those factors which match their capabilities. By utilizing this approach, they can re-engineer their processes and products to better advantage (Hax and Majluf, 1996; Heene and Sanchez, 1997). This results in a dynamic share of resources with the focus on the external environmental factors.

The strategic decisions are taken at two distinct levels, at the Strategic Business Unit (SBU), involving the SBUs and their own environment, and a corporate level, where the entire organization is affected. To make the development of strategy relevant to the individual decision-makers in the organization, many diversified firms in this

stage formally group related business units into strategic units (Hax and Majluf ,1996; Hunger & Wheelen, 1999).

D- Integrative Strategic Management

This is called phase, or stage, four and covers the integration of philosophy and actions which lead to sustainable competitive advantage and, also, covers long-term and environmental planning. Strategic philosophy is spread all over levels of the organization where special questions and problems are addressed through scenario analysis (Gilbert, 1990; Row et al, 1994; Grant, 1995; Hax and Majluf, 1996).

This phase is achieved by implementing certain mechanisms (Gluck et al, 1980, 1982; Gilbert, 1990; Hax and Majluf, 1996; Heene and Sanchez, 1997; Heath, 2000; Haberberg and Rieple, 2001).

(1)- A planning framework. This cuts across organizational limits and simplifies strategic decision-making about tourist groups and recourses. This means that, instead of a two-dimensional approach used in phase three, planning could be arranged on as many as six distinct planning levels.

(2)- A planning system that motivates industrial philosophy. This means that an entrepreneurial mode, with a culture 'to create the future', must be founded. Planners in this stage avoid the technical complexity of the formal planning process used in phases two and three, by making business units responsible for their own planning, including the environmental scanning required. Therefore, the integration of the decision-making process with strategic planning becomes essential.

(3)- A corporate value system. This reinforces management's commitment to the company's tactic. This means that the value will be based upon ideas such as the value of teamwork, open communication, industrial drive and a shared belief that the enterprise can largely create its own future.

4.3.3 The Strategic Management of Tourist Destinations

The aim of this section is to explore the most current feelings on the important characteristics of strategic management and to identify a possible fifth phase or stage

in the Gluck et al model described in section 4.3.1. This phase is called the 5[th] and will be used to discuss strategic framework, strategic philosophy, organizational constructions, manage and rewards, leadership style and civilization (Gluck et al,1980,1982; Porter, 1980; Blomstrom, 1983; Gilbert, 1990; Row et al, 1994; Dube et al, 1994; Gronoors, 1995a; Jamel & Detz, 1996; Heene and Sanchez, 1997; Manning, 1998; Johnson & Scholes, 1999,2002; Lynch, 2000, 2003; Haberberg and Rieple, 2001; Hitt et al, 2003).

1- Strategic Framework

The elements of the tactical planning framework, as developed in the four phases of the development of strategic management process (Gluck et al, 1982) are illustrated in figure 4.2. The elements of the strategic planning framework (Gluck et al, 1980, 1982; Porter, 1980; Andrews, 1987; Gilbert, 1990; Hax and Majluf, 1996; Heene and Sanchez, 1997; Manning, 1998; Lynch, 2000, 2003) will now be evaluated and discussed.

A- Environmental Appraisal. There is an understanding by tacticians that the environment is an essential element in the development of tactic. Therefore, it is very important to study the environment surrounding the organization for three main reasons. Firstly, most organizations vie against each others, for which a study of the environment will provide information on the nature of rivalry as a step to developing sustainable gung ho advantage (Porter, 1980; Johnson & Scholes, 1999, 2002; and Lynch, 2000, 2003). Secondly, most organizations will perceive opportunities like new markets that might be searched and threats needed to be contained (Andrews, 1987; and Lynch, 2003). Thirdly, there are opportunities for networks and other linkages that lead to sustainable collaboration. Linkages with others may reinforce the organization in its environment by providing shared support (Lynch, 2003).

The nature of the environment, stages in environmental appraisal and the importance of the environmental appraisal will be analysed and discussed:

Figure 4.2 Strategic Planning Frameworks

Environmental Appraisal
1- External Environmental Trends
2- Industry Analysis
3- Competitor Analysis
4- Market Analysis
5- Opportunities and Threats

Internal Appraisal
1- Appraisal of Competitive Position
2- Critical Resources and Competencies
3- Strengths and Weaknesses

Strategic Direction and Positioning
1- Vision Mission and Objectives
2- Tactics, Action Plans and Budgets
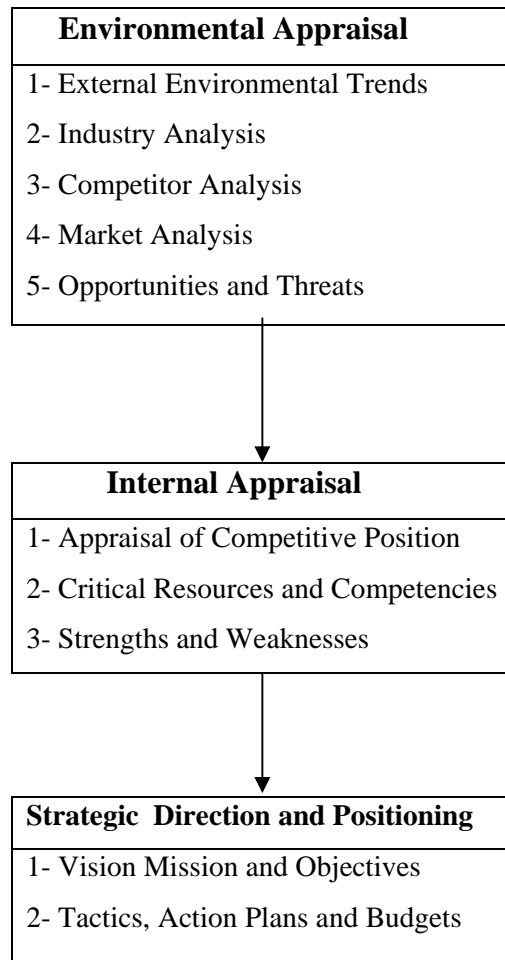
Source: Adapted from Hax and Majluf (1996)

 (1)-   The nature of the environment. According to Hitt et al (2003), most companies face external environmental factors that are highly confused, complex and global conditions which make understanding them increasingly difficult. There are also three difficulties in determining the connection between the organization's policy and its environment (Lynch, 2003).

(a)- *The Prescriptive vs. Emergent Debate*. Some prescriptive tacticians consider that the environment can usefully be predict for many markets despite the various uncertainties (Johnson & Scholes,1999, 2002), while some emergent tacticians feel that the environment is so confused and disordered and predict that it is likely to be inaccurate and serve no useful purpose (Lynch, 2000,2003;Haberberg and Rieple,2001, Hitt et al, 2003).

(b)- *The Uncertainty*. Some tacticians regard the environment as uncertain. Thus, new tactics have to be carried out against a setting that cannot be guaranteed. Tactics sometimes assume that the global is 'supported to hold still' while a plan is being developed and then stay on the foreseen time while that plan is being applied (Mintzberg, 1994; Gronoors,1995b; Jamel & Detz, 1996; Johnson & Scholes, 1999, 2002).

(c)- *The Range of Influences.* Every element of the organization's environment may influence company policy. One solution might be to produce a list of all elements, but this would be a strategic mistake because organizations and individuals could find it difficult to develop and manage every item (Johnson & Scholes, 1999, 2002; Lynch, 2000, 2003). Therefore, Lynch (2003) suggests that a better solution would be to identify the external factors in the industry and then direct the environmental analysis towards these factors.

(2)- The Stages in the Environmental Appraisal. Lynch (2003) identifies four important stages in environmental appraisal.

(a)- *Macro Environmental Appraisal.* There are two popular techniques when considering macro environmental Appraisal: the PESTEL analysis and the scenario based analysis. The PESTEL analysis serves the most important economic, socio-cultural, political, environmental, technological and legal aspects in the environment impacting on the organization (Lynch, 2000, 2003; Hitt et al, 2003).

It is difficult to control macro-environmental segments and elements, but successful organizations will collect information about each segment and its implications for selecting and implementing the appropriate tactics. Although organizations were differently affected and could not control the economy, they were challenged to understand the effect of this decline in the economy on their current and future tactics (Johnson & Scholes, 1999, 2002; Lynch, 2000, 2003).

According to Lynch (2003), a scenario can be defined as a model of a future environment in the organization, whose strategic suggestions can then be investigated. It is more involved with developing different perspectives and less concerned with prediction on the future. In the context of a scenario-based analysis, it might be

developed to explore different advantages that are good for the future of the organization.

(b)- *Industry Appraisal.* Industrial environmental factors, an analysis of the industry lifecycle and the five forces will determine power in the industry, while the nature of policy will change as industries move the lifecycle phases of introduction, growth, adulthood and turn down. The most important goal of industry appraisal is to identify the attractiveness of the industry as well as the strategic suggestions of its success factors (Haberberg & Reiple, 2001; Lynch, 2000, 2003).

Porter's Five Forces Model (1980) helps the organization to identify cutthroat forces in the industry that enables it to develop opportunities in its environment and protect itself against rivalry and other threats. Porter's five forces are the threat of substitute, the threat of new potential applicants, the extent of gung-ho competition, the bargaining power of buyers/customers and the bargaining power of suppliers.

(c)- *Competitive Appraisal.* Lynch (2003) notes that it is important to analyze the leading participants covering their objectives, resources, current tactics and market strength. Therefore, he emphasizes the importance of participant outlining and analysis as part of the environmental appraisal.

(d)- *Market Appraisal.* According to Lynch (2000, 2003), these are dimensions of market appraisal: identification of the customer and the market; market segmentation and its strategic suggestions; the role of customer service and quality.

(3)-   The Importance of the Environment Appraisal. From the literature it is clear that what is found in the observation of dynamic, changing and cutthroat environment will have the biggest impact on policy making in the organization. Lynch (2003) argues that, in the case of each feature, the given amount of analysis has equal priority. He points out there are no rules; it is usually the case that the customer always comes first, the immediate rivalry second, followed by the broader national and worldwide environment surrounding the organization.

B- Internal Appraisal. The successful strategies are reliant on the organization having the internal strategic capability to accomplish gung ho success (Gilbert, 1990; Peteraf, 1993; Row et al, 1994; Grant, 1995; Hax and Majluf, 1996; Heene & Sanchez, 1997; Brush & Artz, 1999; Heath, 2000; Johnson & Scholes, 1999, 2002; Campbell et al, 2003; and Hitt et al, 2003).

Hitt et al (2003) state that it is critical for managers to view the organization as a combination of capabilities, core competences and heterogeneous resources that can be utilized to create a limited market position. This perspective suggests that individual organizations have at least some capabilities and resources other than the organization. Resources are the source of capabilities that lead to the development of an organization's core competence (Peteraf, 1993; Brush & Artz, 1999).

When the organization is operating, analyzing the strategic capability of the organization is clearly important in terms of understanding whether the competencies and resources fit the environment. According to Johnson & Scholes (1999), figure 4.2 provides a systematic way to move from an audit of resources and competences to a deeper understanding of strategic capability.

(1)- The Resource Audit. There are three major stages in resource development that will prevail from the time when the aims and vision of the organization are considered and the policy set to the time they are applied (Johnson& Scholes, 1999, 2002).

(a)- Investigation. This is the first stage of collecting information regarding resources as well as identifying the organization's critical resources.

(b)- Maintenance. This refers to the best share of available organization resources to achieve objectives efficiently and effectively.

(c)- Governance. This is the stage of creating sustainable competitive advantage where the organization transforms its knowledge and experience into new and unique resources.

In order to support its policies, the resource audit identifies the resources available to an organization from both within and without. Some of these resources may be unique in the sense that they are difficult to imitate. Therefore, resources could be both tangible (such as financial resources and physical assets) and intangible (such as reputation, customer orientation, technology superiority and product innovation).

(2)- The Capability Audit. Superior performance will be determined by resources that are developed to create capabilities in the organization's separate activities and the processes of linking these activities together to sustain excellence, although the organization will need to accomplish a threshold level of capabilities in all its activities. These are the capabilities that reinforce the organization's ability to provide better value for money to the visitor, or to outperform rivalry, while critical capabilities will differ from one organization to another reliant upon how the organization is positioned and its policies are followed (Porter, 1985; Magrath and Hardy, 1989; Gilbert, 1990; Peteraf, 1993; Grant, 1995; Hax and Majluf, 1996; Thompson, 1997; and Johnson & Scholes, 1999, 2002)

Figure 4.3   Analysing Strategic Capability
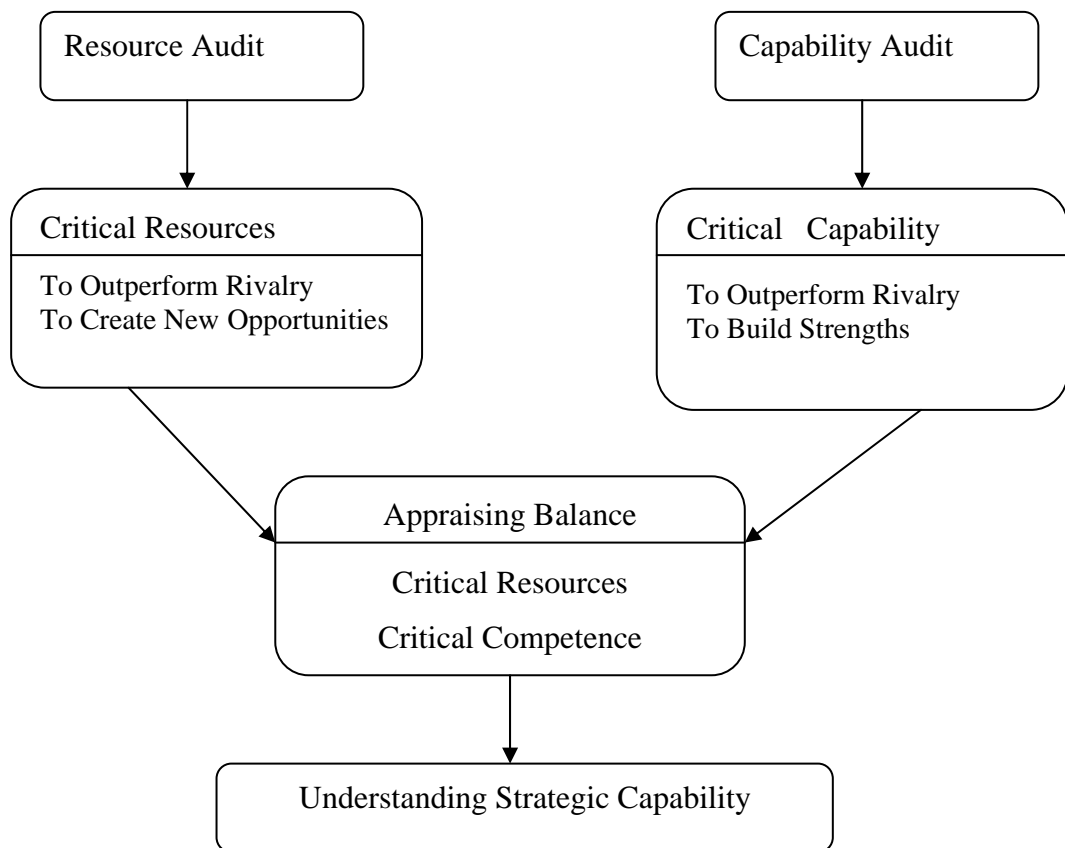
Source: Adapted from Johnson & Scholes (1999)

Value chain analysis is the competitive force of the organization. An acceptable technique can be used to describe the activities within and around the organization where they relate to this chain of analysis (Porter, 1985; Thompson, 1997; Johnson &

Scholes, 1999). One of the key aspects of value chain analysis is the acknowledgment where organizations are much more than a random collection of machines, money and people. These resources are of no value unless deployed into activities and organized into routines and systems. Then they ensure that products or services are produced by the final user or consumer (Porter, 1985).These capabilities are to perform particular activities where their ability to manage linkages between them that are the source of competitive advantage. Porter (1985) also argues that an understanding of strategic capability must start with an identification of these separate value activities.

(3)- Appraising Balance. A further analysis of the literature indicates that the critical resources and capabilities should be identified, balanced and integrated with the policies of the organization to confirm sustainable competitive advantage (Pollalis & Grant, 1994, Grant, 1995; Johnson & Scholes, 1999).

Johnson & Scholes (1999) suggest several steps:

(a)- The first step is to identify the organization's business scope and environmental factors that are the bases of perceived value for customers and will confirm the overall success of the organization.

(b)- The second step is to unload each of these bases of success. There are some secondary reasons for success, such as providing good service in the organization, or innovating product range.

(c)- The third step is where the requirement is to unload again each of the secondary reasons for success. This step is more challenging and requires the managers to determine tertiary reasons for success at operational levels of detail.

(d)- The final step is to look for examples of explanation. It is more likely that there are linked factors, because Johnson & Scholes (1999) postulate that it is unlikely that one factor will explain a core competence.

Critical resources are defined as the resources that are unique to the organization and have the potential either to minimize costs or maximize profits. These resources should match and balance with appropriate opportunities and critical capabilities towards the achievement of their vision and aims.

C- Strategic Direction and Positioning. Strategic direction is the most important point of departure for policy making, but it will also affect the values embraced by the stakeholders of the organization (Abel, 1978; Porter, 1980,1985; Blomstrom,1983; Gilbert, 1990; Cooper and Buhalis, 1992; Peteraf, 1993; Row et al, 1994; Grant,1995; Hax and Majluf ,1996; Heene & Sanchez, 1997; Brush & Artz, 1999; De Wit & Meyer, 1999; Heath, 2000; Johnson & Scholes, 1999, 2002; Campbell et al, 2003; Hitt et al, 2003). The strategic direction will first be determined by the mission, vision and overall aims of the organization (Campbell et al, 2003). They call the holistic view of policy that, which strategically balances, integrates and coordinates all facets of the organization (such as resources, capabilities, core competences and activities) and its interaction with the environment (such as customers, suppliers, competitors, government, legislation and technology).

Figure 4.4   Influences on Organizational Goal and Direction
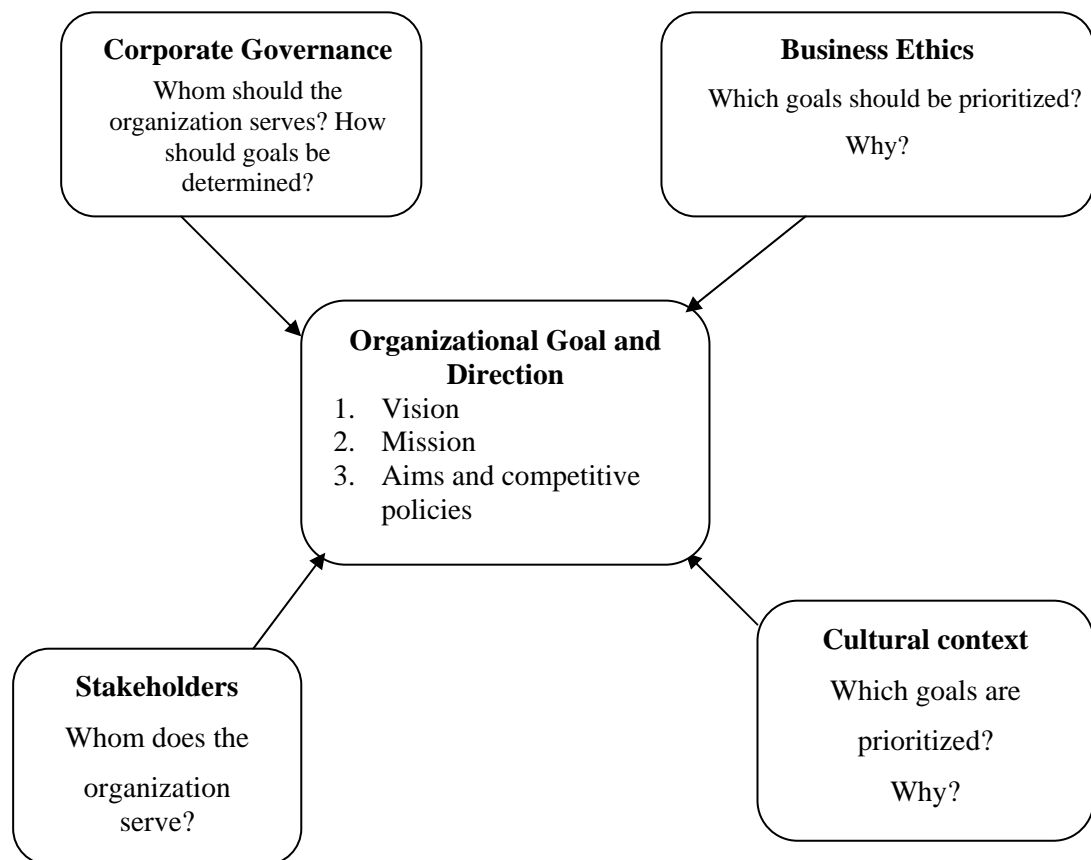
Source**:** Johnson & Scholes (2002)

(1)- Strategic Goal and Direction. Johnson & Scholes (2002) identify four influences on an organization's goal and direction. These influences are illustrated in figure 4.4, which identifies four board influences that form part of a connected web of influences and shape the goal and direction of an organization at any given time, where the fundamental questions to be responded to start with business ethics (Johnson & Scholes ,1999,2002).

(a)- Which goals and objectives should be prioritized and why?

This is concerned with ethical agendas that firstly refer to the accountability of the organization and to the various stakeholders, including those with little formal power such as the community at large (De Wit & Meyer, 1999; Heath, 2000; Johnson & Scholes, 1999, 2002).

(2)- Strategic Positioning. Campbell et al (2003) describe the approach of cutthroat positioning as "outside in" when the initial phase is an analysis of the environment before determining how to accomplish a strategically desirable position.

Cutthroat positioning is when accomplishing competitive advantage emphasises the idea of strategic fit between the organization and the environment. The competitive positioning paradigm, drawing largely on the work of Porter (1980-1985), subject strategic management in the 1980s.

In the 1990s a developing movement suggested that competitive advantage arises from an organization's internally developed distinctive capabilities or core competences rather than from its environment (Stalk et al, 1992; Peteraf, 1993; Hamel & Prahalad, 1994; 1995a; Hax and Majluf, 1996; Heene & Sanchez, 1997). However, Porter (1980:1985) stressed the importance of the industry in determining competitive advantage, which suggests that the core capability of the organization is of far greater importance. Campbell et al (2003) suggest the approach of "inside out" in which businesses seeking competitive advantage must first examine and develop their distinctive resources, capabilities and competences before investing them in their environment.

According to other authors (Nonaka, 1991; Pemberton & Stonehouse, 2000; Campbell et al, 2003), the holistic view of policy (holistic approach) incorporates all facets of

the organization (such as resources, capabilities, core competences) and their interaction with the environment (such as customers, suppliers, competitors, government, legislation and technology) that is embraced by the learning or knowledge-based approach to strategic management which has developed in recent years. In fundamental nature, this approach suggests that competitive advantage depends on the development of new and better knowledge through the processes of organizational learning. However, according to Campbell et al (2003), competitive advantage can only be sustained if the process of learning is both continuous and repeated.

2- Strategic Philosophy

Strategic planning has always been about analysis while strategic philosophy is about synthesis (Mintzberg, 1994; Grant, 1995; Hax and Majluf, 1996; Manning, 1998; Hunger and Wheelen, 1999; Johnson & Scholes, 1999, 2002; David, 2001; Campbell et al, 2003). Therefore, it involves sixth sense and originality. The outcome of strategic philosophy is not a too-precisely expressed vision of the future, but is an integrated perspective of the venture. Such policies must be free to appear at any place and any time in the organization. Mintzberg (1994) came to the conclusion that formal planners should supply the normal analysis and hard data where strategic thinking requires. They should act as catalysts that support policy making by aiding and encouraging managers to think strategically.

David (2001) argues that originality is particularly useful for making decisions in situations of great uncertainty where most organizations today benefit from strategic planning which is based on integrating intuition and analysis in decision making. According to Hunger and Wheelen (1999), the difference from the past is where strategic information is now available throughout the organization and strategic philosophy and decision making. Thus, the work-groups will develop and integrate a series of strategic plans based upon information appearing from their groupings as well as analytical information available in order to help them in their decision making processes.

3- Organizational Constructions

Some authors (Gilbert, 1990; Nonaka, 1991; Stalk et al, 1992; Cooper and Buhalis, 1992; Hischorn & Gilmore, 1992; Peteraf, 1993; Row et al, 1994; Hamel & Prahalad, 1994) argue that organizational constructions are important to the orgnisation policy, while Bartlett and Ghoshal (1995) suggest a selection of three dynamic core organizational processes that are rather than seeing the organization as a traditional ladder of static roles.

A- Entreprpreneurial Process. This is called the first process in the collection that requires encouraging bottom-up ideas and proposals, changing the forefront manager's role from implementer to initiator (Bartlett and Ghoshal, 1995; Hax and Majluf, 1996; Manning, 1998). It also defines senior management's role as providing the strategic direction and context in which entrepreneurship can take place.

B- Knowledge Organizations. This is the second process that challenges traditional value and wisdom, reconfigures the information sources and rules for success and creates knowledge organizations. Management's role is to manage and balance this positive conflict to the advantage of the whole organization (Woodside & Jacobs, 1985, Bartlett and Ghoshal, 1995; Hax and Majluf, 1996; and Heene & Sanchez, 1997; Pemberton & Stonehouse, 2000; Johnson & Scholes, 1999, 2002).

C- Capability Building. This is the third process that sees senior management's role as creating and supporting an environment which will enhance the process of strategic capability development within the organization. Management must confirm that the organization's capabilities are emphasized in policy and implementation (Hischorn & Gilmore, 1992; Bartlett and Ghoshal, 1995; Pemberton & Stonehouse, 2000; Hitt et al, 2003).

According to Hischorn & Gilmore (1992), if organizations have to integrate strategic decision at all levels, more flexible organizational constructions are required, replacing vertical ladders with horizontal networks, linking together traditional functions through instructional teams and forming strategic groupings.

4- Manage Process and Reward System

Strategic manage systems observe the main elements of the policy and its objectives (Kaplan and Norton, 1996; Johnson & Scholes, 1999, 2002; Lynch, 2000, 2003). Johnson & Scholes (1999) identify three broad types of control:

A- administrative manage through systems performance measures, rules and procedures

B- social manage through the impact of culture on the behaviour of individuals and groups

C- self-control which people exert over their own behaviour.

Lynch (2000) points out that it is important to distinguish between financial observing, such as cash flow and earning per share, and strategic controls which may include these financial elements but also have a broader perspective. Many managers find the process of developing a useful set of performance indicators for their organization difficult. Therefore, the hard quantitative end of appraising performance has been subjected by financial analysis. There is an attempt to cope with this heterogeneous situation, through the use of balanced scorecards that have been proposed as a way of identifying a useful, but varied set of key measures.

Kaplan and Norton (1996) argue that the balanced scorecard provides executives with a comprehensive framework which translates a company's vision and policy into a logical set of performance measures and which is organized into four different perspectives: financial, customer, internal business process, learning and growth. In order to clear and communicate the policy the measures are not used for manage as in the traditional sense, but should be used in a different way: to help support and integrate individual, organizational and cross-departmental initiatives that accomplishes a common aim.

5- Leadership Styles and Organizational Culture

This part is concerned with leadership styles and organizational culture where some authors (Sachs and Stone, 1995; Du Toit, 1996; Hellriegel & Slocum, 1996; Radder, 1997; Hitt et al, 2003) describe the leadership styles, while others (Row et al, 1994; Weiss, 1996; Thompson, 1997; Hitt et al, 2003) identify organizational culture.

A- Leadership Styles. Du Toit (1996) identifies leadership styles ranging from transactional leadership to transformational leadership. Following a transactional leadership style, high-handed leaders depend upon giving followers clear directions about what is required from them and how they will be rewarded. According to Hellriegel & Slocum (1996) and Radder (1997), a transformational leader has the ability to ease a shared vision that unites people and attempts to manage the perceptions of him/her through practicing behaviours where he/she is more acceptable and pleasing to others. In addition, Sachs and Stone (1995) describe the transformational leader as a high-value manager to differentiate this leader from others.

Hitt et al (2003) identify six critical actions of characterized leadership that will positively contribute towards the effective use of the organizations policies:

(1)- determining strategic direction

(2)- exploiting and maintaining core competences

(3)- developing human capital

(4)- founding balanced organizational controls

(5)- emphasising ethical practices

(6)- sustaining an effective organizational culture.

The strategic leaders should practice transformational leadership that will:

(a)- give power to people and develop human capital

(b)- master team leadership and integration

(c)- support a learning environment

(d)- stimulate creative thinking

(e)- sustain an effective organizational culture

(f)- found balanced organizational controls

(g)- support and embrace a shared value system and vision

B- Organizational Culture

Hitt et al (2003) define organizational culture as "a complex set of ideologies, symbols and core values that is shared throughout the organization and influences the way business is conducted"(p.399), while behaviour can be an important source of competitive advantage because organizational culture influences how the organization

does its business and controls its employees. They also argue that capitalist direction is often encouraged or discouraged by organizational culture. Therefore, organizational culture could directly influence specific dimensions of an organization's industrial direction like independence, risk taking, innovativeness, proactiveness and cutthroat aggressiveness.

According to Thompson (1997), organizational culture will also influence the ability of the strategic leadership of the organization to sell their ideas and visions to other members of the organization and to gain their support and commitment to change. Thus, shaping the context or culture within which organizations invent and implement their policies is a central task of strategic leadership.

Row et al (1994) identify four sub-cultures, each with its own direction to change.

(1)- *Productive Culture*. This is highly resistant to change and focuses on efficiency, consistency, burocratic rules and procedures.

(2)- *Quality Culture*. This accepts change, focuses on effective planning and problem solving, and is geared towards accomplishing aims, norms and values.

(3)- *Supportive Culture*. This responds to change and stresses teamwork, cooperation and coordination.

(4)- *Creative Culture*. This, in turn, initiates change by means of innovation, entreneeurship, risk-taking and learning.

According to Weiss (1996), strong cultures are characterized by shared values and vision, opening communication channels and result orientation, where such a culture emphasizes the importance of people and focuses upon customer service and fulfillment. Whereas, according to Du Toit (1996), the strategic intent would normally be to confirm a balance so as to reinforce the creative culture in particular.

6- Holistic Strategic Decision-Making

This is called the 5th phase and is the setting of the former description of the factors supporting this identified phase in strategic management (Porter, 1980; Blazer & Rovelstad, 1983; Magrath and Hardy, 1989; Stalk et al, 1992; Sriram et al, 1995; Thompson, 1997; Soteriou & Roberts, 1998, Heath, 2000; Stonehouse et al, 2000;

Haberberg and Rieple, 2001; Easterby and Lowe, 2002; Lubbe, 2003) which is illustrated in figure 4.5.

Figure 4.5 Holistic Strategic Decision-Making

```
                      ┌─────────────────────────┐
                      │ Strategic Philosophy    │
                      │ Integrated Policies     │
                      └─────────────────────────┘
                                   │
┌───────────────────────────┐     │     ┌─────────────────────────┐
│ Organization Construction │     ▼     │   Strategic Framework   │
│ 1. Mental Models          │           │ 1. Environmental        │
│ 2. Strong Information     │  ┌──────┐ │ Appraisal               │
│ Teams                     │  │Holistic│ 2. Internal Appraisal   │
│ 3. Flexible Organizational│  │Strategic│ 3. Strategic Direction │
│ Constructions             │  │Decision│ and Positioning         │
│ 4. Integrated Framework   │  │Making │ └─────────────────────────┘
└───────────────────────────┘  └──────┘
┌───────────────────────────┐
│ Leadership Style and      │
│ Culture                   │
│ 1. Transformational       │
│ Leadership                │ ┌───────────────────────────────┐
│ 2. Culture and Value      │ │ Manage Process and Reward System │
│ System                    │ │ 1. Environmental Factors.        │
└───────────────────────────┘ │ 2. Social and Self Controls.     │
                              │ 3. Reward Linked to Policy.      │
                              │ 4. Balanced Organizational Controls. │
                              └───────────────────────────────┘
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Source: Porter (1980)

Today's business environment has fundamentally changed from the environment of the past where organizations are faced with record levels of instability and change. Rivalry is now a 'war of movements' in which success is reliant upon anticipation of market trends, the quick response to changing customer needs and the development of unique capabilities. Globalization breaks down barriers between national and regional markets in which the challengers are multiplying and policy cannot afford to be static anymore (Blazer & Rovelstad, 1983; Stalk et al, 1992; Soteriou & Roberts, 1998; Stonehouse et al, 2000; Easterby and Lowe, 2002; Lubbe,2003).

4.3.3 Strategic Management Model for Tourism Destinations

This part refers to strategic planning in tourism destinations, strategic destination planning framework, strategic management model for environmental factors in tourism destination and, finally, the model of destination marketing factors (Bryden,

1973; DeKadt,1976; Blazer and Rovelstad,1983; Freeman,1984;Inskeep,1991; Harrison, 1992; Althiyaman and Robertson,1995b; Evans et al, 1995; Burns and Holden, 1995; Jamal & Gtez,1996; Faulkner, 1997; Burns, 1998; Leisen & Sautter, 1999; Crouch and Ritchie, 1999, 2000; Dwyer, 2001; Yoon, 2002). A theoretical analysis of the strategic management framework is discussed which enables closer attention to a possible strategic management model as it could relate to tourism destinations.

1- Strategic Planning in Tourism Destinations

Blazer and Rovelstad (1983) concluded that strategic planning was less advanced in tourism organizations than in manufacturing. Nevertheless, a study by Althiyaman and Robertson (1995b) found the level of commitment to strategic planning in the tourism industry as strong as that in the manufacturing sector.

However, the use of strategic approach is not confined to large organizations and may be undertaken by the whole range of organizations in the tourism sector (Althiyaman and Robertson, 1995b; Burns and Holden, 1995; Burns, 1998). Burns (1998) shows that approach to tourism planning at the national destination level may be placed on a continuum, ranging from the development-first approach to the tourism-first approach, as shown in figure 4.6.

Burns (1998) suggests a continuum, as illustrated in figure 4.6, which is a way of categorizing planning approaches. He concludes that tourism-first remains the dominated paradigm which is based upon the analysis of developing countries like Mali. It must be noted that most societies and communities have the desire for material wealth and social improvement.

Inskeep (1991) describes several different approaches to tourism planning. Each approach emphasizes the concept of planning as continuous and incremental, systems oriented, comprehensive, integrated, involving environmental and sustainable development and considering approach. Tourism planning requires certain systematic processes and approaches (Blazer and Rovelstad, 1983; Inskeep, 1991; Harrison, 1992). All of the approaches could be applied to any level and type of tourism planning.

2- Destination Competitiveness Model

This is a destination planning model that has been developed by Crouch and Ritchie, 1999). They claim that the most competitive destination is one which brings about great success; that is, the best well-being for its residents on a sustainable basis.

Figure 4.6   Continuum of Tourism Planning and Development
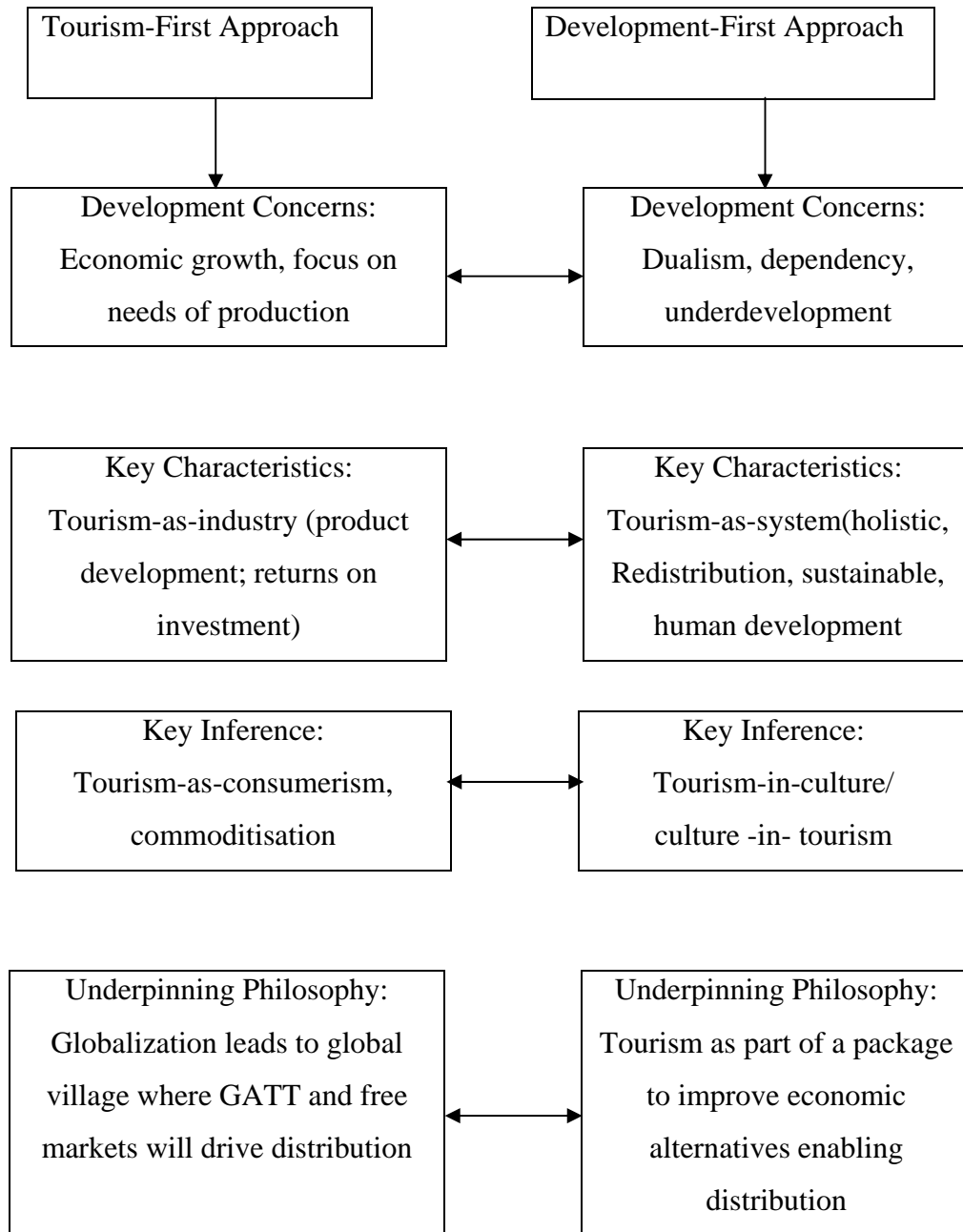
Source: Burns (1998)

Crouch and Ritchie (2000) argue that the true measure of destination competitiveness / sustainability must be a merge of two dimensions: firstly, the actual success of the

destination which tourism enhancing the sustainable safety of destination residents; secondly, the extent to which the foregoing level of success has been accomplished through an effective use of destination resources. This destination competitiveness model consists various factors (Crouch and Ritchie, 1999, 2000; Dwyer, 2001; Yoon, 2002).

A- Competitive Advantages and Comparative Advantage. Competitive advantages relate to a destination's ability to utilize the resources effectively over a long period of time. A destination endowed with a wealth of resources may not be as competitive as a destination lacking in resources, while comparative advantage represents the destination's factor donations, both naturally happening as well as created. There are six broad categories: human resources, capital resources, knowledge resources, physical resources, infrastructure, cultural and historical resources. These resources were identified by Crouch and Ritchie (1999) where they make up a destination's factor gifts changing over time, altering the comparative advantage of a destination.

B- The Global Macro Environment. This recognizes the field of tourism that is constantly affected by a range of major global forces.Therefore, these forces present a given destination with a number of special concerns, issues or problems that it must either adapt to, or overcome, if it is to remain cutthroat. At the same time these forces provide destinations with a whole new range of opportunities for innovation and market investment (Burns and Holden, 1995; Burns, 1998; Crouch and Ritchie, 1999).

C- A Destination's Micro Environment. This forms the most important elements that define its direct field of rivalry. These elements include members of the travel trade apart from the destination itself such as, tour suppliers, tourism markets, travel agents, cutthroat destinations and destination stakeholders. As elements of the tourism system, they shape the direct environment within which a destination must adapt in order to compete (Harrison, 1992; Athiyaman and Robertson, 1995; Crouch and Ritchie, 1999, 2000).

D- Qualifying Determinants. These are factors that will determine or affect the success or competitiveness of a destination on a worldwide level (Inskeep, 1991; Harrison, 1992; Burns, 1998; Crouch and Ritchie, 1999, 2000).

Figure 4.7   Destination Competitiveness Model

Comparative Advantages	Competitive Advantages
(Resource endowments)	(Resource deployment)
Human resources	Audit & inventory
Physical resources	Maintenance
Knowledge resources	Growth & development
Capital resources	Efficiency
Infrastructure and tourism superstructure	Effectiveness
Historical and cultural resources	

Destination Competitiveness And Sustainability

Competitive Micro Environment

Destination Policy, Planning & Development
1. System Definition
2. Philosophy
3. Vision
4. Audit
5. Positioning
6. Competitive/ Collaborative Analysis
7. Monitoring & Evaluation

Qualifying & Amplifying Determinants
1. Location
2. Interdependencies
3. Safety/Security
4. Awareness/Image/Brand
5. Cost/Value

Global Macro Environment

Destination Management
1. Resource Stewardship
2. Marketing
3. Finance & Venture Capital
4. Organization
5. Human Resource Development
5. Information/Research
6. Quality of Service
7. Visitor Management

Core Resources & Attractions
1. Physiography and Climate
2. Culture & History
3. Market Ties
4. Mix of Actitivities
5. Special Events
6. Entertainment
7. Superstructure

Supporting Factors& Resources
1. Infrastructure
2. Accessibility
3. Facilitating Resources
4. Hospitality
5. Enterprise

Source: Crouch and Ritchie, (2000)

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Therefore these factors will define, govern or limit the destination's competitive potential and include location, safety/security, inter-dependencies, awareness/ image/ brand, cost/ value.

E- Destination Policy, Planning and Development Module. This consists of eight major elements. System definition is a policy overlay that confirms all those involved in policy invention which are dealing with the same set of strictures (Freeman, 1984; Evans et al, 1995; Jamal & Gtez, 1996, Leisen & Sautter, 1999; Croy and Walker, 2001). Once destination stakeholders have reached agreement on a precise definition of destination parts, they must formulate a basic philosophy concerning the role that they desire tourism should play within society (Freeman, 1984, Leisen & Sautter, 1999). The next supporting and, equally, critical step is crafting a destination vision. Once stakeholders have agreed to a tourism philosophy for the destination and formulated a vision reflecting their philosophy, they will then carry out a critical analysis, or audit of the destination that exists tourism resources and capabilities, as well as the current functioning of its tourism operations. The remaining elements of the module deal with a number of more traditional aspects of strategic planning and destination development.

Decisions regarding positioning are important in determining how potential visitors perceive and make choices between destinations (Harrison, 1992; Athiyaman and Robertson, 1995; Evans et al, 1995; Burns and Holden, 1995; Jamal & Gtez, 1996; Faulkner, 1997; Burns, 1998). Managers must then make a number of strategic decisions regarding the deployment of resources for effective destination development when positioning is finlised. In addition, the component includes a cutthroat/ shared analysis element and a strategic monitoring and evaluation element.

F- Destination Management. This focuses upon those management processes that can enhance the attractiveness and appeal of the core resources and attractors which reinforces the quality and effectiveness of the supporting factors and resources and best adapts to the limitations forced by the qualifying determinants (Crouch and Ritchie, 1999, 2000; Heath, 2000; Haberberg and Rieple, 2001; Easterby and Lowe, 2002; Hitt et al, 2003; Campbell et al, 2003; Lubbe, 2003). They include resource

stewardship, marketing, finance and venture capital, human resource development, information research, visitor management and quality of service.

G- Core Resources and Attractors. These represent factors that have core demand and act to attract tourists**.** Crouch and Ritchie (1999, 2000) highlight physiographic, culture, and mix of activities, market ties, superstructure, special events and entertainment within this group.

H- Supporting Factors and Resources. These provide a company on which a successful tourism industry can be founded (Lea, 1988, Maqablih & Deep, 2000; Morrison, 2002; Lubbe, 2003). They include accessibility, infrastructure, facilitating resources, hospitality and enterprise.

4.4   Destination Strategic Direction and Positioning *(Pan Am takes care of you, Tesco loves you. At Amstrad: "We want your money", Alan Sugar).*
 The results of worldwide competitive appraisal will affect the identification of critical factors of destination marketing success at the destination level. Thus, in the strategic planning context it is important to be clear about the relationship between the strategic position of the destination and its vision and critical factors of destination marketing success (Freeman,1984; Lea,1988;   Inskeep,1991; Harrison, 1992; Baker,1992; Mintzberg ,1994; Evans et al, 1995; Jamal & Gtez,1996, Leisen & Sautter, 1999; Crouch and Ritchie,1999, 2000; Maqablih & Deep, 2000; Croy and Walker, 2001; AbuRahma et al, 2001; Morrison, 2002; Lubbe,2003; Alan and Wong, 2004; Taji, 2005; Wang and Fesenmaier, 2006).

The strategic direction of the destination will be determined first through stakeholders (Freeman, 1984, Baker, 1992; Leisen & Sautter, 1999). An analysis of the tourism stakeholder's influence on the strategic direction of the tourism destination will be introduced. Policies, visions and critical factors of destination marketing success grow out of, and reflect, the most important stakeholders. This process is expressed in the formulation of a shared vision for the destination. Therefore, the strategic direction of the destination will mostly be affected by the group whom the organization serves (Harrison, 1992; Baker,1992; Mintzberg ,1994; Evans et al, 1995; Jamal & Gtez,1996, Leisen & Sautter, 1999; Crouch and Ritchie,1999,2000; Abu Rahma et al,

2001; Morrison, 2002; Alan and Wong, 2004; Taji, 2005). This group is normally defined in the literature as the stakeholders of the organization. The first part of this section analyses the influence of these stakeholders on the strategic direction of the destination, while the second part investigates the important factors in the formulation of a shared vision.

4.4.1 Stakeholder Analysis

The strategic direction will generally be affected by the group whom the organization serves. This group in normally defined in the literature as the stakeholders of the organization. Some authors (Freeman,1984; Keogh, 1990; Row et al 1994; Gronroos1995a; Buckley, 1996; WTO, 1996; Ritchie, 1999; Leisen and Sautter, 1999; Buhalis, 2000; Johnson and Scholes,2002;Evans et al,2003; Harrison and Enz, 2004; Lozano et al, 2005;Bosetti et al,2006) agree that all parties, or stakeholders interested in, or affected by, tourism within a particular market or community should collectively be involved in effecting and managing the tourism. This part analyses the influence of these stakeholders on the strategic direction of the destination.

According to Buckley (1996), WTO(1998) and Ritchie (1999), tourism planning decisions must be increasingly incorporated into a society's overall social, economic and environmental planning decisions. Tourism exists as a powerful force in the development of both community- based and international markets. Therefore, tourism planning and development are increasingly important elements of societal planning and development (Leisen and Sautter, 1999).

There are two schools of philosophy regarding which role in community and /or market development. The political economy position views tourism as a cruel force and suggests that residents of a destination have little voice in the development process of the tourism function. Indeed, the industry is often criticized for its rather 'imposed' planning decisions on the local population from outside groups (Keogh, 1990; and Leisen and Sautter, 1999).

Alternatively, if the functional standpoint approaches tourism as a hands-on force developed appropriately, it seeks to maximize the contributions to the environment and culture. The perspective provided in this study supports the functional view that

all stakeholders should be involved in the strategic decision-making of tourist destination marketing (Leisen and Sautter, 1999).

Freeman (1984) defines a stakeholder as "a stakeholder in an organization is any group or individual who can affect or is affected by the achievement of the organization's objectives" (p.46). The stakeholder theory, pioneered by Freeman (1984), suggests that an organization is classified by its relationship with various groups and individuals, including customers, suppliers, employees governments and members of the communities. Thus, a group qualifies as a stakeholder if it has a legitimate interest in aspects of the organization's activities and performance. From a managerial perspective, the stakeholder theory suggests that the various groups can, and should, have a direct influence on managerial and strategic decision-making.

Freeman (1984) identifies three important concepts in the effective management of stakeholders:

(a)- The identification of the stakeholders and their perspective apparent risks;

(b)- The processes necessary to manage the organization or with its stakeholders;

(c)- Management of a set of transactions between organization and its stakeholders.

For the aims of this study, stakeholder groupings will be identified and mapped and their influence on the strategic direction and the critical factors of the destination marketing will be discussed. Stakeholders also have a basic philosophy concerning the role that they desire tourism should play within their society. Crouch and Ritchie (2000) argue that it is important where these philosophical issues are discussed and resolved prior to the policy formulation process.

1- Identifying Stakeholders and their Stakes in the Tourism Destination

The first of Freeman's (1984) key concepts requires the destination management organization to have a full appreciation of all the persons or groups who have interests in the planning processes, delivery and/or results of the tourism service.

Leisen and Sautter (1999) warn that destination management often underestimates the complexity of this step and defaults to a simplistic report of only the most obvious stakeholders, like tourists, business owners and government officials. They suggest

that the destination must be more careful in identifying various types of persons/groups that affect or are affected by the tourism service.

Figure 4.8   The Dynamic Wheel of Tourism Stakeholders
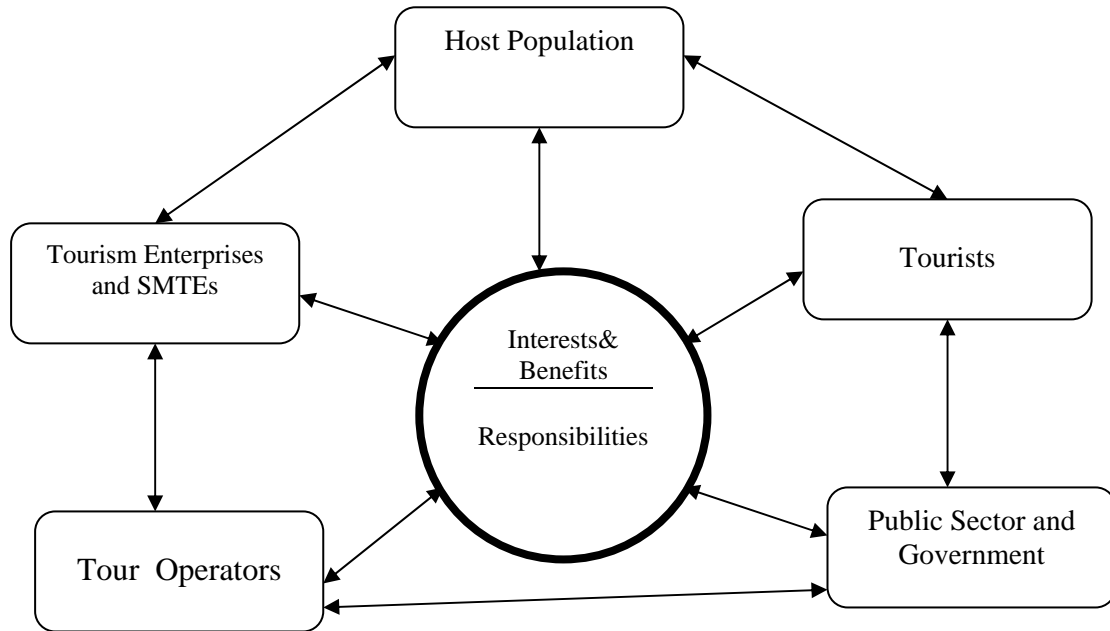
Source: Buhalis (2000)

Leisen and Sautter (1999) argue that a clear distinction should be made between a stakeholder's role and a group. Any entity or person classified as a member of a particular group often shares other perspectives or serves multiple roles within the larger macro environment. Therefore, it is important for tourism organizations to consider the stakes or perspectives of different stakeholder groups as defined by the roles they serve with regard to the particular tourism destination. For example, a local councilor should represent her / his community interests in tourism development.

2-   The Influence of Stakeholder Relationships and Values on the Strategic Direction of the Destination

According to Row et al (1994), destination managers must analyse the primary relationships between the stakeholders in the system when a list of stakeholders has been generated.

Gronroos (1995a) states that relationship type approaches to services marketing must manage the interactive aspects of the delivery process. He developed the matrix that is

based upon a relationship/transaction policy continuum where a transaction approach takes a more short-term orientation towards the service offerings. Gronroos emphasizes getting customers "whereas the goal of relationship marketing is to get and keep customers" (p.254). Leisen and Sautter (1999) analyse stakeholder relationships and influences by means of a stakeholder orientation matrix.

Figure 4.9   Destination Stakeholder Map in National Tourism

Government : National, Provincial, Regional and Local

Visitors	**Tourism Destination**	**Suppliers**
International Domestic	1.Tourism Facilities 2. Tourism Attractions 3. Tourism Enterprises	1.Tour operators 2.Transportation 3.Accommodation 4.Financial services 5.Construction

Communities : Residents, Environmentalists, Union
Infrastructure: Roads, Telecommunications, Police, Universities

Source: Row et al (1994)

It is important to realize that neither the relationship nor the transaction approach is promoted as the ideal basis for strategic development. On the contrary, when understanding the suggestions of the policy continuum and related process results literature, Gronroos (1995a) notes that the appropriate orientation is ultimately reliant on the selected mission of the service organization.

Leisen and Sautter (1999) argue that before proceeding with strategic decision-making, destination management should proactively consider the strategic orientations of all stakeholder groups. As fitting across stakeholder orientation increases, so does the likehood of collaboration and cooperation.

Figure 4.10 shows that a stakeholder orientation matrix can be used as a guide to analyse stakeholder reliance upon the tourism policy initiatives; various stakeholder changes must be examined for fitting. These might include the resident change, the tourist-business change, the business-resident change, the government-business change and the government-resident permutation (Leisen and Sautter, 1999). Destination management should strive to encourage congruency of strategic orientation across all permutations.

Therefore, by using figure 4.10 as a guide, planners should seek to maximize the number of stakeholder interactions that fall either in quadrant I or III. The unlike orientations of quadrant II or IV represent the most difficult scenarios in trying to promote co-operative planning initiatives. Thus, in these situations, the perspectives of the stakeholders are dramatically opposed and reduce the probability of successful cooperation or teamwork. A government can support a transaction-based development which is based upon financial revenues and jobs, while the residents might prefer a more relation approach to development and may take offence at the government's policies.

Figure 4.10   Stakeholder Orientation Matrixes (**Stakeholder 1**)

Relationship Orientation

I   II

(**Stakeholder 2**)

Relationship Orientation   Transaction

Orientation

IV   III

Transaction Orientation
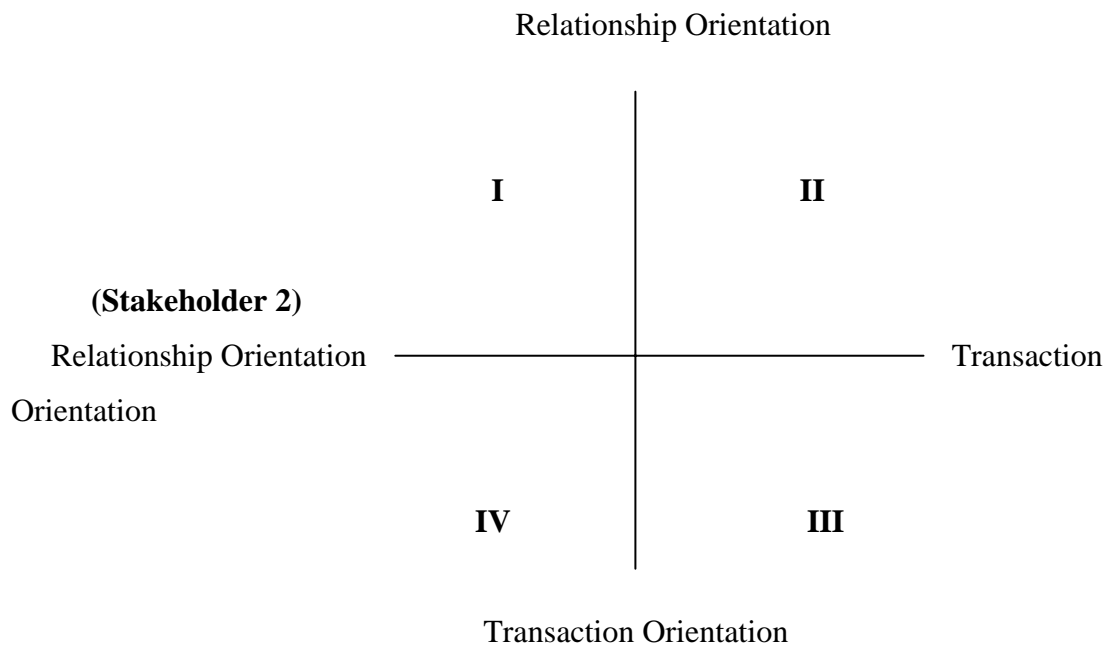
Source: Leisen and Sautter (1999)

There seems to be general agreement that the vision of strategic direction of the tourism destination should reflect the values of those stakeholders for whom it is developed. The value systems brought to the process can be greatly different, because of the number and diversity of the stakeholders involving in crafting a destination vision for tourism, even to the point of being dramatically opposed. Therefore, the task of reaching agreement and obtaining support of the destination vision is a challenging one (Ritchie, 1999).

4.4.2 The Formulation of a Shared Destination Vision

"A vision without action is merely a dream. Action without vision just passes the time. Vision with action can change the world".   *(Joel Baker)*

Ritchie (1999) argues that the most significant step in the process of strategic planning as it relates to tourism development is the formulation and acceptance of a shared idealized vision. The concept of visioning is not a new one where the importance and use of visioning has been reported by some authors (Baker, 1992; Collins and Porras, 1994; Amellio and Sinn, 1996; Lear, 1997; Ritchie, 1999) who view a vision statement as a short statement of organization goal and do not distinguish between vision and mission. However, others imagine a vision as a very detailed statement or integrated statements, which attempt to portray or describe the destination in question at some point in the future, whilst there may be a difference of views as to the precise definition of an organization vision.

In extending the concept of visioning from organizations to tourism destinations three features need to be considered (Ritchie, 1999).

A- The vision of tourism destination must bring together the views of many organizations and individuals in the industry and the community. This process is much more complex than that carried out within a single organization.

B- Because of the number of range of the stakeholders involved in crafting a vision of tourism destination, the value systems brought to the process can be greatly different.

C- The vision developed for a destination tends to define the nature of long-term major development by comparing with an organization, many of which are relatively permanent.

2- Vision Development Plan

The concept of vision has not yet received extensive attention in the tourism–related literature. According to Inskeep (1991), an analysis of the sources indicate that the vision developed for a destination will have to take into account a number of the following key aspects. Firstly, the process of 'strategic envisioning' is seen as a dynamic interactive phenomenon. Therefore, it should be the envisioning of an image of a desired future organizational state, which communicated to followers that serves to authorize those followers so they can enact the vision. Secondly, stakeholder input and collaboration in the development of the vision is of extreme importance. However, great care must be taken in identifying the kind of inputs from the stakeholders that are desirable and useful. Thirdly, it is a role of destination leadership to develop the vision, while leaders need to listen to the reactions of the followers where the leader's responsibility is to synthesize these reactions into a final vision. Fourthly, the vision should be supported and shared by the wider community. Fifthly, the vision should be comprehensive and detailed. Therefore, it should provide enough detail and direction so that everybody can find their special place in it. Finally, the vision should be positive and inspiring so that it becomes a dream to motivate everyone. Therefore, the vision must not only be accepted by everyone in the stakeholder community but also by the people that act on it.

A destination vision should provide a context and a development framework where none of the key elements are judged to be totally unacceptable by any significant stakeholder group. Ritchie (1999) adds that a common vision may not obtain the unqualified support of all community residents.

The following aspects of the contents regarding the vision will have to be included.
A- The Core Vision. This is one of the most preferred adventures, eco-tourism and culture destinations in the world that consists of a brief statement which consolidates all key dimensions of the desired future for the destination. This will be the heart of the visioning document, a likeness describing how the destination will grow as it moves into the future.

B- Key Characteristics (Key Themes). These describe the sought-after future state of the vision**.** The aim is to describe and identify the main characteristics that the

destination should have ten to fifteen years from now. The aim of this step is to give substance to the vision and can also include the following key themes in its vision: awareness, economy, ecology, visitor experience, community and governance (Ritchie 1999).

The vision statement itself should not be too long so that it can communicate effectively to all the stakeholders. Ritchie (1999) suggests that the following supporting documents also be prepared in order to support the implementation of the vision for the destination:

 (1)- a preface, an introduction which seeks to put the goal, structure and content of the vision into context;

(2)- the anchor values that determine the main value on which the development of the vision is based

(3)- strategic plans and principles underlying the vision

(4)- major strategic developments in facilities, programmes and attractions needed to realize the vision.

Various works on critical factors of success (particularly those of Hardaker and Ward, 1987; Pollalis and Grant 1994; and Kaplan and Norton, 1996) indicate that the crafting and implementation of a shared vision is an important directive step in the identification of critical factors of success at the destination level. It is the shared vision that helps to found united direction for the destination. Strategic direction is the most important point of departure for policy making (De Wit & Meyer, 1999; Lynch, 2003). As indicated in this section, stakeholder values and a shared vision are two of the most important determinants affecting the strategic direction of the destination.

4.4.3 Destination Positioning

In this section, reconciliation between the business scope and strategic capability approaches is the bridge of being the destination's cutthroat position. Hax and Majluf (1996) suggest that a unified or 'holistic' approach to strategic positioning integrates the 'outside in', or business scope standard, with the 'inside out', or strategic capability paradigm. The competitive position of a destination will be discussed first, then strategic business scope and strategic capability of the destination.

1- The Competitive Position of a Destination

The competitive position captures two central questions that link these approaches: business scope and strategic capability, as shown in figure 4.11. The business scope specifies where the organization/destination is competing and how it serves the dynamic needs of the market in the most effective way. The second dimension of the competitive position is how to compete. This refers to developing those unique or critical capabilities and the protecting, maintaining and developing critical resources that will allow the destination to accomplish a sustainable competitive advantage.

Some authors (Hax and Majluf, 1996; Stonehouse et al, 2000; and Campbell et al, 2003) argue that very little evidence could be found in the literature review applying this principle in a tourism destination context. However, considerable support of this holistic view of competitive positioning could be found in the general strategic management literature. The literature concentrates on the business scope or market features of competitive positioning and does not integrate the strategic capability input.

Figure 4.11   The Competitive Position of a Destination
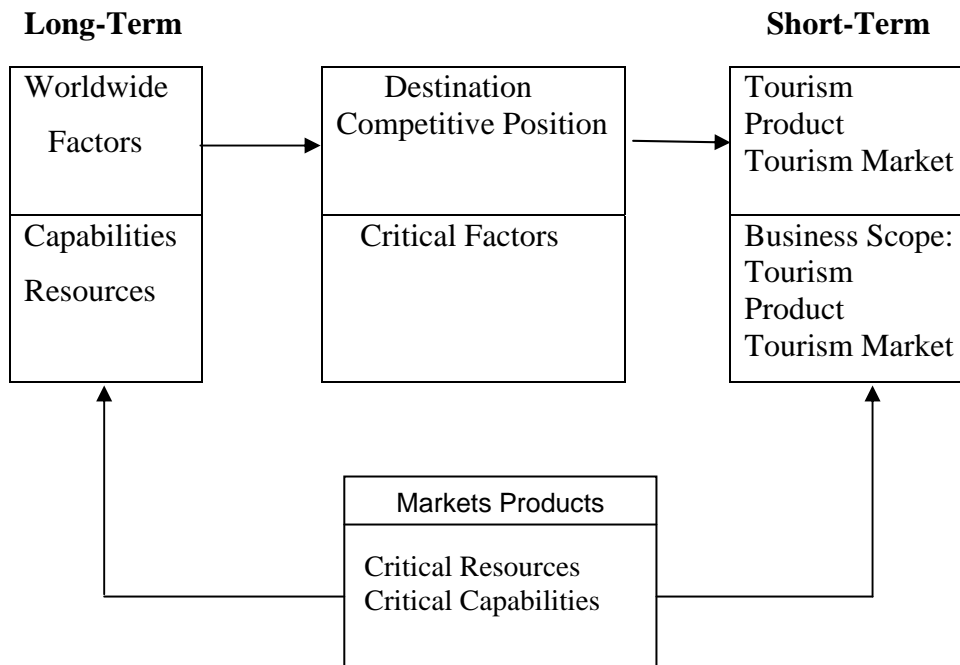
Source: Adapted from Hax and Majluf (1996)

2- Strategic Business Scope of the Destination

This is the first part of this section that will critically evaluate the business scope or market perspective in competitive positioning for destinations. Heath and Wall (1992)

define destination positioning as the art of developing and communicating significant differences between a region or destination's tourism offering and those of challengers serving the same target markets. This subsection reviews three policy models: Porter's generic policies, Gilbert's proposition for 'differentiation of the destination' and Poon's analysis for 'flexible specialisation'. The section then evaluates a synthesis of their proposals for a generic policy on how destinations should develop their offerings in terms of the marketplace.

A- Porter's Generic Strategy. According to Porter (1985), there are three main alternatives where competitive advantage arises from the selection of a generic policy that best fits the organisation's competitive environment.

(1)- Differentiation; creating a customer perception that a product is unique and supplier so that a finest can be charged.

(2)- Cost Leadership; being the lowest cost producer of a product based upon mass production and strict cost control.

(3)- Focus; utilizing either a differentiation or cost leadership policy to focus on a narrow segment of the market and serve their specific needs.

According to Buhalis (2000), Porter's model fails to address the specific needs of tourism and, in particular, the lack of resources at the destination level. He argues that this model suggests that unlimited resources are available to reproduce an endless number of products. This is particularly the case with the cost leadership policy where organizations are advised to increase their volume and to reduce their profit margin. Environmental resources have a limited capacity that they can accommodate. Therefore, resources in tourism are unique once destroyed and a policy should ensure that their use is limited to the degree that it does not threaten their sustainability in the long-term. Once this is understood and appreciated, Porter's model enables tourism destinations to focus on differentiation policies and develop their mix consequently. Fabricius (2001) points out that since the travelling cost to a destination is one of the key costs associated with tourism travel.

B- Gilbert's Strategic Framework. Gilbert (1990) introduced the second strategic framework, as shown in figure 4.12, where he argues that destinations can be classified on a continuum between a 'status' and a 'commodity'. In the 'commodity' case, destinations are substitutable and very sensitive to price and consumers have a

low awareness of any special features. Thus, travellers base their decision to visit the area merely on price. On the other hand, 'status areas' accomplishes intentional demand as a result of the special features perceived by the tourism market. These unique features make the destination unique or matchless, which increases consumer's willingness and loyalty to pay. Therefore, 'status areas' manage their resources as product features and are perceived by customers as adding special value and they are willing to pay more.

In order to improve the image and economic benefits, Gilbert (1990) asserts that destinations should attempt to become 'status areas', rather than 'commodity areas'. It is suggested that destinations should differentiate their tourism products to accomplish a unique "tourist product benefit". This will enable them to strengthen their competitive position in the international market and attract both high spenders and loyal tourists, who appreciate the uniqueness of their resources and product offerings.

Figure 4.12   Gilbert's Differentiation Strategy

Willingness to pay higher prices
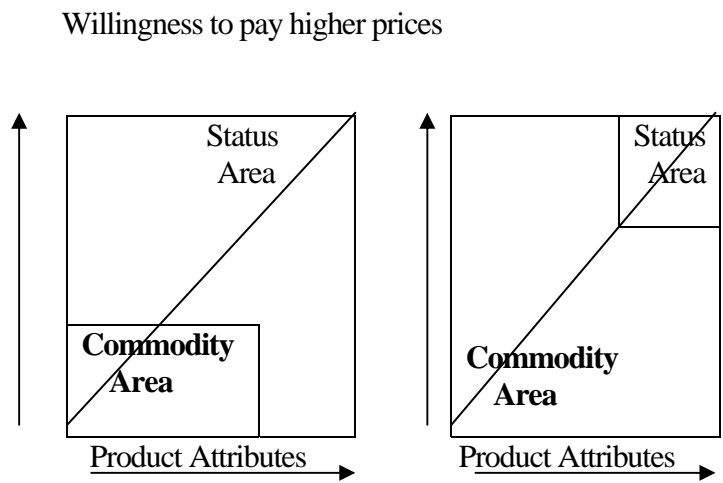
Source: Gilbert (1990)

Although the model clearly differentiates destinations from distinctive categories, it fails to recognize that the majority of destinations lie between the two ends of the continuum. It also fails to relate to the different stages of the lifecycle and the inevitability that those destinations are launched as status areas and gradually slip to commodity status. The model also clearly illustrates that destinations should decide on what direction to take and plan and to manage their resources and facilities accordingly (Buhalis (2000).

C- Poon's Flexible Specialisation

Poon (1993) proposed the third strategic approach for tourism based upon the concept of "flexible specialisation" of the tourism business. He argues that "flexible specialisation" is a policy of 'permanent innovation' and 'ceaseless change' which provides for 'new' tourism. New tourism is flexible, segmented and modified to the tourist's needs and diagonally integrated (Buhalis (2000). The main sources of flexibility for service companies lie in organization, marketing, management, distribution and other forms of interaction and irrelationships between guests, hotels, suppliers and distributors. In contrast, old tourism can be described as "mass standardized and rigidly tied together".

In this policy, and due to customers' special needs and requirements, innovation is critical and the use of new technology provides the opportunity to customize products. According to particular customer needs, destinations can organize their resources and features in such a way that will enable them to specialize their tourism product.

Although Poon's model revolutionised tourism philosophy, it is considered difficult to apply at the destination level. This criticism is based upon the fact that most infrastructure and super-structure is based upon fixed assets which cannot be altered easily and have a limited degree of flexibility. The model clearly contributes to the field by encouraging tourism destinations to challenge existing policies, practices and introduces flexibility and innovation based upon technology (Buhalis (2000).

3- Mixture of Strategic Frameworks and Importance for Strategic Positioning

Three models, Porter's "differentiation", Gilbert's "status areas" and Poon's "flexible specialization", describe how destinations can accomplish value and unique competitive advantages, while Buhalis (2000) did a mixture of the three models that reveal where they share a similar base. Thus, consumers appreciate special attributes and are inclined to visit destinations more regularly to increase their loyalty and to pay higher prices. In contrast, 'standardisation', 'cost leadership' and 'commodity area' describe the efforts of the companies or destinations to accomplish "cost competitive advantage" by offering their products at a lower cost than their challengers.

Buhalis (2000) points out that those tourism destinations should avoid the cost advantage policies as they are based upon mass production and consumption and assume unlimited production capacity and resources. He argues that economic benefits can be accomplished in the long-term; this approach reduces tourism satisfaction, consumer willingness to pay and has appalling social and environmental impacts upon destinations.

Therefore, destinations should not exceed their carrying capacities to sustain resources and, at the same time, not compromise customer satisfaction. This is reflected in either Poon's and Gilbert's policies which agree that destinations should aim to accomplish 'niche' or 'status area' orientation through differentiation in order to increase consumer satisfaction as well as to maximize the benefits for the tourism destinations. Management's priority should be to provide a unique service to satisfy tourist needs and wants and offering perceived value for money that will determine their competitiveness in the marketplace. However, this policy should not serve as an excuse to management at destinations for not improving their efficiency and minimizing their production costs. Therefore, it can be fulfilled that destinations following a 'status area' policy would probably enhance tourist satisfaction as well as the worldwide competitiveness of the destination and should be the preferred overall policy (Murphy and Pritchard, 1997; Buhalis, 2000).

4- Strategic Capability of the Destination

Thompson (1997) assumes that, if organizations are to satisfy their stakeholders, especially their customers, while breaking their challengers, their competitive positioning should compromise:

A- The ability to meet the recognized critical factors of destination marketing success for the industry or market;

B- Typical resources, know-how and capabilities which yield some form of competitive advantage;

C- The ability and willingness to deploy these resources competences and capabilities to satisfy the special requirements of customers.

Figure 4.13   Criteria for Effectiveness

Critical Factors

of Destination Marketing

for the Industry and Market

The Competitive

Positioning

Issues of
Importance to
Stakeholders and
Customers

Strategic Capability:
Distinctive Resources
and Competencies
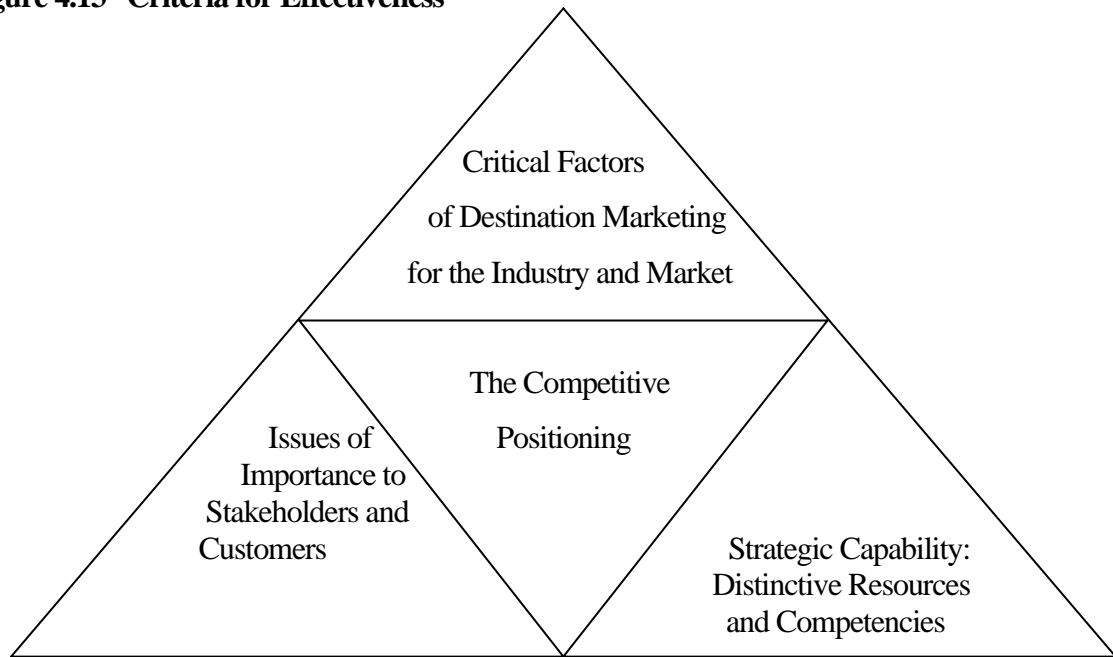
Source: Adapted from Thompson (1997)

5-   Destination Value Chain

The value chain for a tourist destination can be useful in understanding and describing primary and support activities and linkages that will be identified and discussed, as shown in figure 4.14 (Johnson and Scholes, 1999). These are called separate activities and are necessary to strengthen a destination's policies and how they link together, both inside and outside the destination.

A-   Primary Activities. These are directly concerned with the creation or delivery of a service or product. They are the activities that directly involve the promotion, delivery and packing of the tourism experience to the consumer when applied to a destination. Fabricius (2001) groups the primary activities into six main areas:

(1)-   Destination and Product Packaging. The tourism product is not marketed as a visible service or physical product that can be tried and tested before the tourism makes a very substantial investment. Thus, the travel package consists of a range experience, attractions, products and services, which make it very important to the destination and experiences that are packaged as attractively and appealing as possible.

(2)- Promotion. The destination package needs to be promoted to the marketplace. This could be done directly to the mediators (travel agents and tour operators) or to the consumer.

(3)- Distribution and Sales. The tourism product on offer is not available for physical inspection in the source markets. It makes it very important that travel opportunities are made as easily accessible as possible. Both commercial and generic information should be distributed through the most appropriate channels.

(4)- In-and Outbound Logistics. Speed and ease of access, especially to long-haul destinations, has an increasing influence on destination choice.

(5)- Destination Operations and Services. These include all aspects of the tourist visit, e.g. transfers, transportation, tours, accommodation, food/catering, attractions, entertainment, visitor services and centres, car and craft rentals.

(6)- Aftercare. Client care and follow-up is essential to found loyalty and positive attitudes among clients.

Figure 4.14   Destination Value Chain

Support Activities	Primary Activities
1. Destination Planning & Infrastructure	1. Destination and Product Packaging
2. Human Resources Development	2. Promotion
3. Product Development	3. Distribution & Sales
4. Technology & Systems	4. In and Outbound Logistics
5. Related Industries & Procurement	5. Destination Operations and Services
	6. Aftercare

Visitor Yield
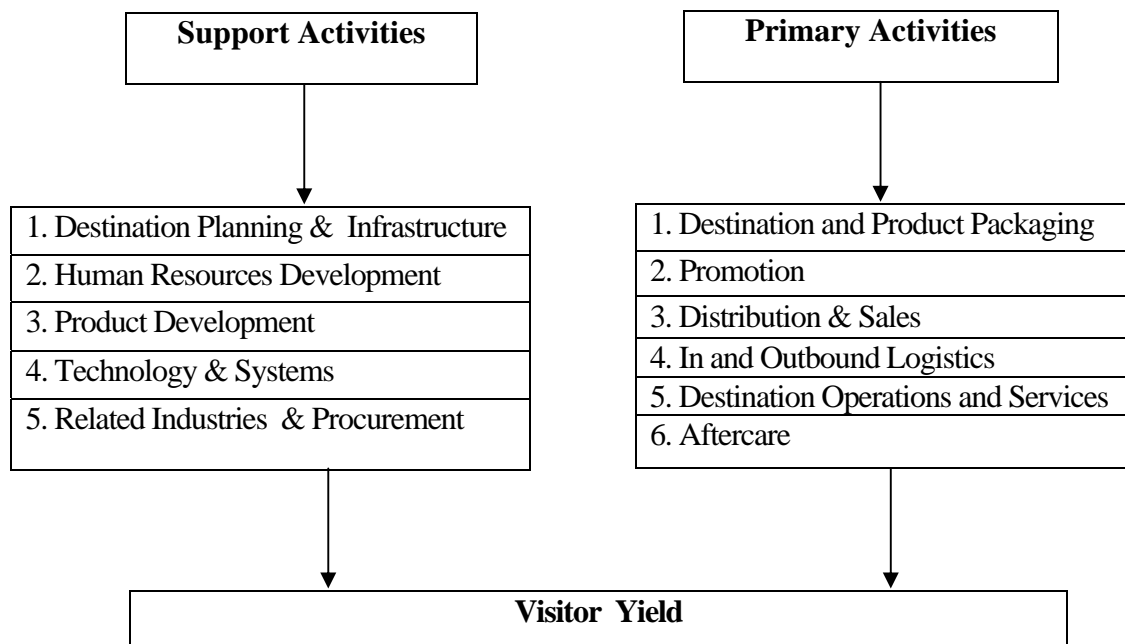
Source: Fabricius (2001)

B- Support Activities. These help to improve the effectiveness and efficiency of primary activities. Since the tourism product is delivered at various geographical points at the destination source, and visitors have to travel to the destination to experience the product, the tourism experience is affected and influenced by almost every facet of the destination environment. The provision of these support activities is

especially challenging since they are delivered by public and private agencies that do not have tourism as their core business; their performance is vital to the success of any tourism destination. Fabricius (2001) groups the primary activities into five main areas.

(1)- Destination Planning and Infrastructure. The infrastructure and physical image of the destination are key determents of the quality of visitor's experience.

(2)- Human Resources Development. The quality of the visitor experience is largely determined by the quality of the service and personal interaction experienced at the destination. This means that the development of human resources is an important support element to the destination value chain.

(3)- Product Development. This is the important key to assert constant transformation of the destination offering. This includes upgrading and developing of commercial services offered to visitors to satisfy their accommodation, transportation and catering needs and 'attractions', i.e. cultural, natural and man-made products that provide the major reasons for travellers wanting to visit and experience destinations.

(4)- Technology and Systems Development. Technology is increasingly becoming a driving force in support of the value chain. Global reservation systems are key levers of competitive advantage for airplanes, hotels and rental car firms. Management and operational information systems are also of major importance.

(5)- Related Industries and Procurement. These are critically important to the primary destination value chain. The primary tourism industry activities such as accommodation, entertainment, recreation transportation and catering, are highlighted by a wide range of related venture that supply services to the industry sectors. These are an integral part of the tourism 'come together' and the success of the value chain is highly reliant on the effective provision of these services and products.

Although a threshold capability in all of these activities is necessary to the destination's successful operation, it is important to identify the critical competences within this. Critical competences will differ from destination to destination; reliant upon how the destination is positioned and the policies it is following. The cutthroat rivalry between destinations is accomplished through unique resources (such as cultural features and unique natural, specialized knowledge and skills) or critical

capabilities (such as unified sense of direction, good promotional abilities and effective communication).

4.4.4 Critical Factors of Destination Marketing Success

The nationwide destination's strategic and position were analysed and critically discussed together enable the researcher to build and establish the relationships between these concepts and the identification for critical factors of destination marketing policy success. A framework summarizing these relationships is illustrated in figure 4.15. The framework can be divided into two specific sections: strategic appraisal and strategic decision-making. The aim of the strategic appraisal is to obtain strategic information that is critical for the strategic decision-making process. Participants in the strategic decision-making process will take specific decisions on the strategic direction of the destination and the specific policies that will be followed.

1- Strategic Appraisal

This consists of a nationwide and a worldwide appraisal. The aim of the countrywide appraisal is to analyse the nationwide environment and the strategic capability of the nationwide destination. This can be done firstly by identifying environmental impacts and, secondly, by identifying critical resources and capabilities.

These are then combined with the critical factors of destination marketing success to accomplish competitive advantage. The global appraisal aims to determine competitive and comparative advantages and the future market segments of the destination at global level. The critical factors of destination marketing success of the intercontinental tourism industry are also determined. The worldwide appraisal was outlined and discussed earlier in this chapter.

2- Strategic Decision-Making

This process takes place in three important phases: determining the strategic direction of the destination, influential the strategic positioning of the destination and shaping the critical factors of destination marketing success. Deciding on the strategic direction of the destination will be greatly affected by the competitive and comparative advantages, the future market segments as well as the shared values and vision of the primary tourism stakeholders.

Figure 4.15 Frameworks for Identifying Critical Factors of Destination Marketing Success

Strategic Decision- Making		Strategic Appraisal

Strategic Direction of the Destination		Worldwide Appraisal
Shared Vision		Worldwide Trends Resource and Factor Analysis Market Analysis Competitor Analysis
Shared Value		

Strategic Position of the Destination		Worldwide Appraisal Outcomes
Overall Business Policy and Scope		Comparative and Competitive Advantage Future Market Segments International Critical Factors Success
Strategic Capability		

Identification of Destination Success Factors		Nationwide Appraisal Outcomes
		Stakeholder Values Strategic Issues Critical Resources Critical Competences

	Nationwide Appraisal
	Nationwide Environmental Analysis Stakeholder Analysis Resource Analysis Capability Analysis

Source: Crouch and Ritchie (1999)

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Decisions on the strategic positioning will be affected by the results of the strategic direction process as well as those of the internal and countrywide appraisals. There are three important decisions which can be distinguished here:

A- Deciding on the overall policy and business scope;

B- Formulating the strategic capability of the destination;

C- Accomplishing balance and determining destination marketing success factors.

4.5 Destination Marketing Management

Destination marketing is almost always the key responsibility of government agencies, such as destination marketing organizations (DMOs) and their provincial, regional and community matching parts. This again reinforces the key role of destination governments within the overall tourism system (Weaver & Opperman, 2000).

Destination marketing management refers to the overall promotion of the destination. Crouch and Ritchie (1999) point out that it also includes attention to product packaging, promotion and effective distribution channels and sales. Branding, positioning and target-markets were added based upon the literature review conducted in this study. These factors are considered as important in the strategic marketing plan for tourist destinations (Heath, 2000).

4.5.1 Destination Human Resource Management

The human resource function is critical to the performance of any organization. Bueno (1999) argues that in a tourism context "Human resources are a central factor in accomplishing competitiveness because rivalry between organizations is determined by capabilities and skills" (p.317). Human resource development refers to a responsibility on a macro level to manage the human resources of the destination and includes employment, development and training, career pathing and labour relations (Fabricius, 2001).

4.5.2 Destination Strategic Management

This starts with strategic direction and positioning where the philosophy, vision, strategic position and critical factors of destination marketing success are identified

and devised. It is the responsibility of the organizations at the macro-level to assert that all stakeholders buy into the vision and the overall policy to manage the strategic implementation and evaluation of these policies. Crouch and Ritchie (2000) refer to this process as tourism policy, planning and development and include in it philosophy, vision, audit, positioning, development, monitoring, competitive analysis and evaluation.

4.5.3 Destination Responsible Management

This refers to the management of the social, as well as the environmental, responsibility of the destination. The economic success of the destination is reliant on the continued well-being of the physical and social environment on which it is based (Brookfield, 1988; Butler, 1991).

Crouch and Ritchie (2000) and Dwyer (2001) include destination responsible management as part of their competitiveness model. Crouch and Ritchie call it resource stewardship while Dwyer calls it environmental management and includes the social aspects. Stewardship recognizes the importance of long-term 'sustainable competitiveness' which is represented by the stewardship of ecological, social and cultural resources. Responsible tourism means a tourism industry that shows responsibility.

A- to the environment through the promotion of sustainable tourism;

B- of government and business to involve local communities;

C- of local communities to become involved;

D- of the tourist to observe the norms and practices of the specific country with respect to the culture and environment.

1- Organizational Learning and Growth Perspective

The fourth balanced scorecard perspective identifies the infrastructure that the destination must build to create long-term growth and improvement. International rivalry also requires that destinations continually improve their capabilities for delivering value to visitors and stakeholders (Kaplan and Norton, 1996).

Kaplan and Norton (1996) suggest that organizational learning and growth come from three principal sources: people, systems and organizational procedures. They argue

that the customer and internal process perspectives on the balanced scorecard will naturally expose large gaps between the existing capabilities of people, systems and procedures and what will be required for success.

Figure 4.16   Destination Learning and Growth Perspective
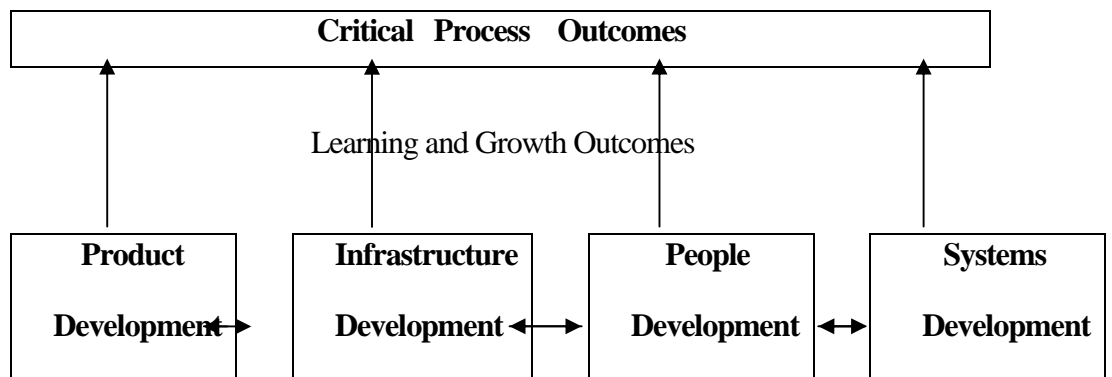
Source: Fabricius (2001)

To close these gaps destinations will have to invest in re-skilling employees, enhancing information technology and systems, and arranging in a line organizational procedures and routines. Fabricius (2001) identifies five important support processes in his tourism destination value chain: product development; destination planning and infrastructure; human resource development; technology and systems; related industries and procurement.

A- Product Development. Fabricius (2001) points out that a destination should be made between "attractions", i.e. natural, cultural and man-made products and "plant", i.e. commercial services offered to visitors to satisfy their accommodation, catering and transportation needs that provide the major reasons for travellers to visit and experience destinations. While plant is mainly developed in support of the attractions of the destination and does not act as a primary motivator for travel, attractions are basics for simulating travel to a destination. Therefore, it is important that the attractions are constantly improved and expanded in accordance with new trends and developments in the marketplace.

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Fabricius (2001) identifies the following value adding success factors for product development:

(1)- Visitor services and facilities;

(2)- Environmental and cultural resources;

(3)- Airline capacity and destination access points;

(4)- New routes, themes, hub/spokes and itineraries;

(5)- New markets and market segments.

However, Fabricius (2001) considered that visitor services and cultural resources are very important success factors in enhancing tourism products and attracting tourists to choose the destination. Also, he identified that airline capacity, new routes and markets are success factors for utilizing them as destination access points in increasing tourist satisfactions.

B- Infrastructure **Development**. This is an important supporting factor for the future of growth of the destination. According to Fabricius (2001), the physical image and infrastructure of the destination are key determinants of the quality of the visitor's experience. He also identified the following success factors for the development of infrastructure:

(1)- Safety and security management;

(2)- Road signage and navigation service;

(3)- Aesthetic environment and social quality;

(4)- Transportation infrastructure such as public transport systems, roads, airports, rail ports;

(5)- bulk infrastructure such as telecommunications, water, electricity and recreation.

Therefore, Fabricius (2001) considered that safety and security management and image environment and social quality are the supportive success factors for the future sustainable growth of the destination. He also identified road signage and navigation service, transportation and bulk infrastructures as success factors in developing the infrastructure system of the destination.

C- People Development. The quality of the visitor experience is largely determined by the quality of the service and personal interaction at the destination since tourism is

a service industry. It is important that the capability gaps must be identified and addressed to enhance the competitiveness of the destination. Fabricius (2001) identifies the following success factors for people development:

(1)- Job creation;

(2)- Community tourism awareness;

(3)- labour relations;

(4)- Skills training and education;

(5)- Customer care and hospitality;

(6)- Appropriate personal management practices.

In accordance with people development, Fabricius (2001) identified customer care, skills training and education, community tourism awareness and labour relations as success factors in enhancing the competitiveness of the destination. Therefore, he considered that job creation and appropriate personal management practices are success factors for people development as the service quality and personal interaction at the destination.

D- Systems Development. Poon (1993) argues that tourism information technology should not be a standalone technology which is adapted by tourism suppliers, but a whole, integrated system of information technologies should be adapted by all players in the industry. These include global reservation systems and operational and management information systems. Poon concludes that the diffusion of an integrated system of information technology could have four key learning and growth impacts, namely:

(1)- It will improve the efficiency of production;

(2)- It will improve the quality of services;

(3)- It will lead to the generation of new services (satellite printers, image communications, flexible holidays);

(4)- it will lead to a whole new industry's best practice that will substantially enhance the destination's competitiveness.

Fabricius (2001) identifies the following success factors for systems development:

(a)- Market research and intelligence;

(b)- Management information systems;

(c)-   computerised reservation systems;

(d)-   integrated system of information technology.

However, Poon (1993) concluded that improving the efficiency of production and quality of services are important success factors in leading to the generation of new services and industry will substantially enhance the destination's competitive advantages. Fabricius (2001) identified that market research and intelligence, management information systems, computerised reservation systems and integrated system of information technology are important success factors. These success factors utilized the information technology systems in improving the systems development of the destination.

E-   Related Industry System. The tourism industry activities such as transportation, accommodation, recreation, catering and entertainment are highlighted by related projects. A wide range of related enterprises supply services to the industry sectors. The effective provision of these services and products is consistent and reliant. Therefore, the tourism industry activities are an integral part of the tourism group and the success of the tourism destination value chain. Fabricius (2001) identifies that these tourism industry activities: transportation, accommodation, recreation, catering and entertainment are critical success factors for industry system.

4.5.4 Aspects of Destination Marketing
The importance of the aspects is to apply a good relationship between the marketing of services and the marketing of destinations. These aspects have been applied in this research and summarized.
1-   Evolution of the Destination Marketing
According to Wintjen (2004), the evaluation of modern destination marketing organizations is described as a private sector of tourism organization based on the tourism source markets. It explains how culture cooperation between competing, mainly small and medium tourism actors in long haul destinations, is cultivated overtime rather than installed by some technique. This culture of internal cooperation is always based on practical realities in the source markets that create the foundation for more effective destination promotion. It provides information to consumers, travel

agencies, wholesalers and generalists, sending out information packaging (Wintjen, 2004).

According to changing market conditions (Wintjen, 2004), new activities were initiated, such as an electronic platform that would allow the continuous sending out of an electronic newsletter. These are called destination newsletters and are sent to hundreds of wholesalers in some countries who are concerned in destination marketing. The newsletters update information on their companies and are produced through web interface. Finally, preliminary conversations with key incoming agencies were held to prepare the next step of the future life of the evolution of the destination marketing (Wintjen, 2004).

In 2000 a workshop was held involving relevant stakeholders of the tourism industry, such as representative of hotels of all sizes, as well as incoming agencies, car rental companies, micro-enterprises, adventures tour operators, language schools and other local tourism organizations, which indicated the necessity to widen the organizations' focus as such participants concluded that DMOs should all work with all major tourism source market, involve more incoming agencies specializing on that market and have a more representative and participative organizational structure. The legal figure should change from foundation to association, essentially the most democratic model available. Implementing these recommendations is not an easy step–the challenge is to unite yet a bigger number of competitors in order to pursue common interests in the destination level (Leu, 2004).

2- Keys of Destination Marketing Database

Destination database development is considered as a key to effective marketing that focuses directly on the question of who will control the information flow and market access within the tourism industry. The emphasis increasingly relates directly to individual customers by developing the product they need, delivering that product with skilled staff and having the systems to tie it all together. This has led to new marketing requirements for reaching individual customers and meeting their needs. These changes are made possible by the technology that facilitates direct supplier /customer contact delivery (Archdale, 1991).

According to Archdale et al (1992), information for trends is considered as the lifeblood of the travel industry that reflects an enlightened company acknowledgment of the following issues.

A- Database and distribution are increasingly the keys to successful destination marketing; this is shown by the amount of private sector investments in this area.

B- More application of new technology in the destination marketing field is becoming available (CD-ROM; view data, linkages with multiple databases).

C- Prices of technology are coming down, capacity is going up and compatibility is progressively easier to accomplish.

D- The tourism industry is increasingly global in terms of markets and competition.

Archdale (1993) argues that the development of a destination database capability for each of these developments is valid for destination marketing. The computer reservation system (CRS) environment remains unsettled as the mega CRSs go through a consolidation period. As the use of technology grows, the younger generation is computer literate and will take greater advantage of tourism industry computer applications in making marketing decisions. More reservations will be made from home or from the office especially with regard to the domestic destination. A large amount of the budgets of destination organizations will be allocated to direct marketing through computerised data applications. Destination marketing effectiveness will be measured by visitors arrival or room nights revenues, not advertising impressions counted. Typical marketing involves an array of organizations jointly offering the product, which is the travel experience.

3- Overall Guidelines for Accountability Research

According to Perdue (1990), there are four overall guidelines for accountability research: focus on changes in target markets; market segmentation is an essential component for the evaluation tourism marketing; measures of success exist other than economic return on investment (focus on information dissemination on both actual and potential customers, visit satisfaction); finally, accountability research must be designed to adequately measure the projected change. The fundamental aim of accountability research is to play a role across the board in destination marketing, helping to assess the effectiveness of all types of marketing activities. The objective of a destination marketing plan focuses on bringing desirable changes in the target

market. These changes may be improved image, increased visitation and increased consumer awareness of the destination. In order to assess these changes, it is imperative that, as destination marketing is a continuous effort, marketing research is also a continuous effort involving periodic measures of the target market.

A market is defined on the basis of group type (individual vs. tour group), trip purpose (business vs. pleasure) and predisposition toward travel to that destination. For the past several years they have witnessed a continuing body of research emphasising the merits of alternative psychographic and lifestyle segmentation techniques. If segmentation is utilized, then accountability research must necessarily focus on the changes brought about on the target market, not overall changes (Perdue and Pitegoff, 1990).

Conversion studies are part of accountability research in tourism marketing. They play a vital role in accountability research for destination marketing that estimate gross and net proportion of inquirers. Net conversion rate involves the inquirers who travelled to the destination as a result of the travel information, while the gross conversion rate involves the inquirers that took a trip to the destination after requesting travel information (Perdue and Pitegoff, 1994).

It is found that so little accountability research has examined the contribution of travel information employees to the visitor's satisfaction (McWilliams and Crompton, 1997).This change occurs as a result of a destination marketing campaign. It has been found that an increase of .5% in the market share may reflect a very significant improvement in a region's industry and a very successful campaign result. However, there is a direct correlation between measurement precision and research costs. During the research phase it is imperative to determine the level of accuracy (precision) necessary to design the research and to evaluate the destination marketing effort accordingly. Evaluation planning and coordinated promotion and careful experimental design is necessary to accomplish this level of evaluation (Benfield, 2000).

4.5.5 Destination Marketing Organizations (DMOs)

According to Gatrell (1988), the nature of the travel experience will focus on a variety of tourism marketing organizations. This includes local, visitor bureaus, travel offices and tourism development authorities, in terms of destination marketing organizations (DMOs).

The purpose of DMOs is to discuss the types of tools commonly used in accountability research methods for destination marketing. It would appear evident that different accountability methods exist, as appropriate, for different types of persuasion. However, the aim of DMOs is to suggest that a body of accountability methodology depends upon the objectives of the destination marketing efforts (Soteriou and Roberts, 1998).

The discussion in this research has tended toward the techniques for these various promotional efforts. The real world of destination marketing requires an integrated accountability assessment plan as a component of the overall destination marketing plan. In addition to the specific methodologies discussed, the DMO should constantly monitor indicators of its tourism industry. For example, indicators may include lodging receipts (particularly in those areas with an accommodations tax), traffic volumes, gasoline tax receipts, hunting licenses sales and out-of-state, national park visitation, etc. The DMO should begin to understand the relationship between these industry indicators and the actual level of tourism (Morrison, 2002).

The methods of accountability research for destination marketing, the role of DMO and its objectives will now discussed.

1- The Role of Destination Marketing Organizations (DMOs)

The role of destination marketing organizations is to enhance the efficiency of the transaction between the travellers who desires to possess or to acquire information about those goods and services and those offering goods and services to travellers. DMOs focused their activities on the promotion and diffusion of information about destination areas and on marketing communications; they also fulfill the primary leadership role in tourism market research.

The DMO monitors indicators of its tourism industry such as lodging receipts (particularly in those areas with an accommodations tax), traffic volumes, out-of-state fishing and hunting licenses sales, state and national park visitation. Therefore, the DMO should start to understand the relationship between these industry indicators and the actual future level of tourism (Morrison, 1998).

2- The Objectives of Destination Marketing Organizations (DMOs)

According to Perdue and Pitegoff (1994), DMOs have historically focused their activities on marketing communications depending upon tourism persuasion activities. These activities are aimed at influencing the consumer at three times: prior to leaving home; while enroute to the destination; after arriving at the destination area. It has been identified that most common promotional activities of DMOs are organized into three general types (Perdue and Pitegoff, 1990):

A- Aimed at influencing the potential consumer before he/she leaves home

B- Aimed at influencing the consumer while enroute from his/her home to the destination area

C- Aimed at influencing the consumer after he/she arrives in the destination area.

These aspects are related to film-induced tourism, especially socially, that individuals may not wish for their community (Tooke and Baker, 1996); for example, a sudden surge in tourist numbers and changed environment (physically, socially and economically).

In order to achieve these objectives, the DMO has to evaluate its activities.

A- Evaluating Promotional Efforts Aimed at Influencing the Consumer Prior to Leaving Home. Promotional techniques which influence consumer travel decisions prior to leaving home commonly include media advertising, familiarization trips, sales blitz and trade missions, consumer shows, travel writer tours and direct mail (Burke and Lindblom, 1989).

These promotional techniques suggest possible evaluation and accountability research methods (Perdue and Pitegoff, 1990).

(1)- Media Advertising. As a general rule of thumb, the goals of media advertising in an original area are: to increase the target market's awareness of destination; to

improve the destination's image; to encourage new tourists to visit the destination area; to remind previous tourists to return to the area; to inform about changes in the tourism product at the destination. In some cases, media advertising has two stages of process: the advertisement encouraging requests for a travel information packet; destination advertising directs attention to the availability of the travel information packet.

According to Burke and Lindblom (1989), "Inquiry conversation research has been the dominant accountability research tool for evaluating media advertising" (p.33). If the advertising is reaching its target market, an inquiry conversation study can also be used to determine itself. If a goal of the campaign is to improve conversation rates, then the conversation study may be the appropriate methodology.

Inquiry conversation research can assess its contribution to visitor satisfaction and the quality of the travel information packet. The obvious value of the inquiry conversation study is its relatively low cost and ease of implementation. Thus, media advertising of surveys allow the DMO to examine image, persuasiveness, awareness and visitation as a result of the advertising campaign. It still provides a means of examining whether the DMO's efforts are being seen and remembered. It is also most valuable for examining media selection and content (Burke and Gitelson, 1990).

(2)-   Familiarization Tours/Sales Blitz and Trade Missions. A familiarization tour is defined as a promotional effort where intermediary travel buyers (tour package, corporate booking agents, travel agents) are invited on a complimentary tour of the destination area for the purposes of improving their image of the area and, ultimately, leading to increased bookings and recommendations of travellers to the destination area (Blomstorm, 1983).

The appropriate measure of success is the number of additional bookings generated by the attendees over some specified time period. Consequently, some method of monitoring the level of bookings by intermediary buyers and some method of qualifying the potential of the invited travel intermediaries are needed. Such monitoring programmes typically focus on lodging properties. The lodging properties must monitor their number of reservations by type, comparing those that are made by

the intermediary buyer and those made directly by the travellers. In order to assess the effectiveness of the familiarization tour, changes in the level of intermediary directed bookings may then be made.

The trade mission or sale blitz also focuses primarily on influencing intermediary buyers of travel services. As with the familiarization tour, the best measure of success is the number of additional bookings generated from a sale blitz (Ritchie and Goeldner, 1987).

(3)- **Consumer Shows**. These are increasingly popular travel promotional techniques that involve exhibiting at travel, outdoor recreation and similar exhibitions in target market regions. Therefore, the distribution and monitoring redemption rates are involved. Coupons of special service reductions at properties in the destination area are used. Obviously, coupon systems require considerable cooperation from the local property owners (Ritchie and Goeldner, 1987).

(4)- **Travel Writer.** Tours are promotional efforts involving the destination area. According to the members of American Society of Travel Writers (ASTW) who write travel articles, newspapers and magazines, the promotional effort is to encourage publicity about the destination's events, facilities and attractions. The objectives of the writer tour are the same as those of media advertising: to increase awareness, improve image and encourage visitations to the destination. On the other hand, a disadvantage of the travel writer tour is that often the destination has little assurance of when a published article will result from the tour. The traditional measure of success is the number of resulting articles; in some cases it is a measure of the size of the audience exposed to those articles. It is not feasible to conduct a pre-post measure of success for a travel writer tour when given the lack of control over the audience, timing and media of most travel writer articles (McIntosh and Goeldner, 1986).

(5)- **Direct Mail.** DMOs have become much more active with direct mail promotions of their facilities and attractions, focusing almost always on tour operator / packages and meeting managers. Direct mail promotional activities are best evaluated by monitoring the changes in the number of group bookings in the destination area, while

monitoring changes in other potentially significant external variables (Sheth and Garret, 1986).

B- Evaluating Promotional Efforts Aimed at Influencing the Consumer While Enroute to the Destination Area (Gatrell, 1988). Promotional efforts to influence the consumer travel decision while entroute to the destination include the use of both welcome centres and out-door advertising.

(1)- Welcome Centres. The operation of welcome centres is the second highest promotional expense of most countries tourism DMOs. The purpose of these centres is to distribute information to visitors as they enter the country with the aims of encouraging them to extend their stay in the country, expandtheir list of tourism products enjoyed at the destination and encourage their satisfaction with their visit to the country. Existing efforts to evaluate the effectiveness of welcome centres have focused on visitor surveys at the time of the visit. Thus, while they provide good information on the profiles and characteristics of welcome centres' visitors, they cannot provide accurate information on the effects of the welcome centres' visit (Morrison, 1989).

Several authors (Blomstrom 1983; McIntosh and Goeldner 1986; Ritchie and Goeldner 1987; Gartrell 1988; Burke and Lindblom 1989) have argued that the only way to evaluate welcome centres effectively is to compare the behaviour of welcome centre users with nonusers. One means of evaluating welcome centres would include questions on planned length of stay and intended activities in an on-site survey at the time of the welcome centre visit. A follow-up telephone or mail survey could be conducted to determine actual length of stay. This follow- up survey could also include questions on the attractions visited and the influence of the welcome centres on the selection of those attractions. Another possibility would be to interview out-of-destination visitors and major attractions, asking them the sources of information involved in their decision to visit the attraction of the destination area. It would be relatively easy to monitor the changes in the percentage of visitor attractions influenced by the welcome centres.

(2)- Outdoor Advertising. The primary value of outdoor advertising is to influence the potential impulse decision to visit various attractions and facilities. The most effective

means of evaluation is simply to cover the displays and/or signs on random dates and monitor the changes in business levels. In addition, laboratory testing techniques also exist to evaluate outdoor advertising content and expression in a focus group type environment (Siegel and Ziff-Levine, 1990).

C- Evaluating Promotional Efforts Aimed at Influencing the Consumer After Arriving in the Destination Area. According to Witt and Mountiho (1989), "Promotional techniques include use of visitor centres, media programmes, and hospitality training are efforts to influence consumer travel decision after arriving in the destination area" (p.17).

(1)- Visitor Centres. The primary purpose of visitor centres is to disburse information to visitors and answer their questions about the facilities and the attractions in the destination area. While visitor centres may not immediately influence the level of business at local facilities/attractions, they serve a very valuable role in enhancing visitor satisfaction (Tourism Canada 1986).

(2)- Media Programmes. (McIntosh and Goeldner 1986) These are defined as the television programmes produced by many DMOs with the purpose of informing visitors of local attractions and special events. These programmes are geared to influencing impulse decisions to visit particular attractions and events. The most effective evaluation procedure is to offer the programmes on random dates and monitor the changes in attraction visitation.

(3)- Hospitality Training (Blomstorm, 1983). The primary purpose of hospitality training is to enhance the quality of service provided to visitors by industry employees. This promotional effort asserts that visitor satisfaction will improve with better quality service, thereby improving word of mouth publicity and creating greater return visitation. The best means of evaluating hospitality training programmes is by disguising the research team as visitors. These individuals rate the hospitality staff on the quality of service. As with the visitor centre evaluation, this rating involves both the ability to answer questions correctly and the quality of hospitality. The research perspective and evaluation of hospitality staff performance is being conducted. In fact, rewards are offered to those achieving exceptional levels of performance, creating a competition among employees.

4- Destination Marketing Information System (DMIS)

Tourism destination marketing has traditionally been heavily oriented towards the promotion function. However, growing recognition of the need for a more holistic approach to destination management in the era of "new tourism" (Poon, 1993) has led the destination marketing organizations to focus on accomplishing greater destination competitiveness (Hassen, 2000; Crouch & Ritchie, 2000) in order to improve the probability of success on a sustainable basis. One major implication of this new emphasis is the need for destinations and their stakeholders to take a more strategic perspective in planning, development and marketing. In short, the intellectual component of destination management now rivals the action component in significance. In order for this intellectual dimension of destination management to be carried out effectively, scholars (Sheldon, 1993; Laws, 1998; Buhalis, 2000) have emphasized the need to support the market process with increasingly sophisticated destination marketing information systems (DMISs) (Sussman, 1994; Sheldon, 1997).

One major criticism directed at existing DMISs is that they are untimely and do not reflect the true information research needs of the industry as a whole. This can be attributed partly to the fact that most are funded, designed and developed by government tourism departments with direct involvement of industry operators. Their approach provides a model that other destinations might use to assess and respond to their own information research needs, thereby facilitating the development of DMISs that are both appropriate and effective (Pollock, 1998).

A policy of emphasizing industry collaboration in destination marketing is adopted to accomplish its aim which altered the basic model for the province's tourism marketing efforts. Destination marketing had been conducted almost exclusively by the government's own department of tourism, which is also responsible for gathering key information such as visitor's statistics, market trends, media campaign awareness and conversion tracking. Marketing by private sector tourism business was essentially separate from these efforts; also, some operators participated in occasional joint trade show missions and umbrella media campaigns. Importantly, operators had virtually no influence in the type of data being gathered, or on the way it was packaged and distributed for use of decision making. It also prompted the organization to consider

the potential benefits of emerging technologies (Fesenmier et al, 1998) in addressing its DMIS need and to weigh these against the difficulties associated with technology implementation (Proll et al, 1998).

The objective of the DMIS process is to produce a strategy that offered direction regarding both the type of information required to conduct effective destination marketing and, equally importantly, the means by which this information could be obtained in a cost-effective manner. The tourism sector in a destination area is to benefit from the research strategy in two ways. First, the information created would lead to ongoing provincial tourism marketing plans that better reflected the needs and buying patterns of the province's visitors. Second, much of the information collected would be made publicly available (although company data obtained in confidence would not be released) and, consequently, serve as a resource for operators seeking to improve the quality of their own business decisions. Overall, then, the objective was to create a tourism industry that was more informed, more forward-looking, more customer-driven, more sensitive to the actions of competitors and more able to respond rapidly to the challenges of a changing global marketplace (Crouch and Ritchie, 2000).

Tourism operators are defined as persons who owned or worked for organizations in destinations offering products or services that were created primarily for tourists. Although these groups shared the same basic objectives of attracting tourism business to the destination and maximizing tourism revenues, their needs were considered separately within the DMIS strategy because of their different roles within the tourism marketing process. Individual operators, meanwhile, sought information that would help them develop a marketing mix to accomplish business objectives-profit maximization, satisfactory cash flow, attraction of new costumers, new product development (Soteriou and Roberts, 1998).

To satisfy these two audiences, a three-step approach was developed that began with an assessment of needs, continued with the identification of information sources that could meet these needs and concluded with a recommendation of the most-cost effective solutions. Although this process did not employ some of the newer technology-based consultation methods, it was judged to be appropriate in a setting

where industry operators required ongoing assistance and training in the selection and use of information for daily decision making (Wober, 1998).

The first stage of the process involved identifying the province's tourism research and intelligence needs, with the appropriate role of DMO in meeting those needs. The interviewer asked about the type of information needed (e.g. market trend information, costumer satisfaction data, competitive intelligence, etc) and the product-markets that should be emphasized. The needs assessment process began with a review of current usage of research and intelligence, which revealed substantial differences between individual operators and the destination marketing staff. They regularly sought market intelligence from national tourism commission reports and newsletters, and read trade publications to keep in touch with market trends and opportunities. Interestingly, however, most could not conduct any primary research of their own beyond asking individual operators to evaluate the effectiveness of DMOs cooperative marketing programmes. For most, such efforts were seen as the responsibility of a dedicated research department (Hassen, 2000).

Opinions on the effectiveness of existing information varied greatly, but a majority of the operators interviewed felt that this material was not sufficiently timely or forward thinking. Although market intelligence and trend information existed, they felt it had failed to keep pace with important developments currency fluctuations, natural disasters, rival destination advertising campaigns, and the like, that caused "hot" markets suddenly to turn cold. Many operators also indicated that existing information tended to focus on the promotion of existing products rather than identification of new areas of demand. When asked what information was most needed, both tourism operators and destination marketing staff expressed strong interest in emerging markets and on promising new segments within major existing markets. They also emphasized a need to move beyond geography and collect demographic and lifestyle information that would enable targeting of specific groups of costumers within each market. In addition, most interviewees wanted a better understanding of the "psychology" of consumers from each destination's major visitor markets on their motivation to travel, how and when they were making travel purchase decisions and the key factors for creating customer satisfaction (Buhalis, 2000).

Competitive intelligence was identified as a key area of interest, especially by larger operators, who sought up-to-date information on what the province's rivals were doing in the marketplace and how local tourism business should respond. Most were keen to learn from these competitors and argued for a system to monitor the best practices of destination marketers from around the world. Under the province's new approach to destination marketing they were being asked to "sell" marketing partnership opportunities to industry operators with little to demonstrate the effectiveness of these programmes (Crouch and Ritchie, 2000).

Tourism operators expressed a parallel frustration, acknowledging that they would be reluctant to invest money in cooperative programmes without evidence of tangible benefits. For the new destination marketing system to work, then, it seemed that a more objective return on investment measures would be required. Therefore, the question of roles and responsibilities in the research process remained an open one. Interviews revealed that tourism operators and DMO staff had similar philosophies in many respects, yet differed on the same key points. Both operators and DMOs agreed on the importance of creating an inventory of existing research and intelligence and making it available to industry. However, the operators were particularly insistent that DMOs should not duplicate work that has already being done by other organizations, stressing the importance of cooperation with other jurisdiction, re-analysis of existing data and partnering with industry operators. They felt that a key DMO role should be to coordinate research efforts by facilitating standardized data collection and consolidating this information to create industry performance indicators (Buhalis, 2000).

Despite a broad agreement that destination marketing should establish a research pricing system that would permit recovery of costs, interviewees differed on how these costs should be measured, acknowledging that high prices could have the undesirable consequences of discouraging the use of market research, particularly by smaller operators. To address this problem, many proposed a pricing scheme that would account for operator size and use promotional discounts as a means of keeping the actual price low (Buhalis, 2000).

Having assessed the research information need, phase two of the planning process sought to identify major information sources that might serve as a starting point for the design of a new DMIS. Preferences were given to solutions that would minimize duplication of effort and maximize available resources (Ritchie et al, 2001).

The final phase of the process sought to recommend the most appropriate and effective solutions of delivering high-quality information at an affordable cost. In some cases, these recommendations were influenced by the level of interest expressed by industry partners to support specific types of research activities through actual investment. Seven key tasks were identified as necessary to build a complete DMIS for the province (Ritchie et al, 2001).

A- Tracking the Current Situation. When planning future marketing effort, a business must first know something about its current costumers. In the case of tourism, this means first gathering basic data on the number of visitors, the amount of money spent and types of activities most commonly undertaken. Such information provides a starting point for allocating marketing resources because it helps to identify markets in which people are already predisposed to visiting. It also enables the marketers to identify which groups of customers spend the most money and, therefore, merit greater marketing investment to attract them to a destination. When tracked over time, this type of information offers an effective means of monitoring change in the origin and nature of tourism demand (Ritchie, 2003).

The importance of measuring satisfaction in tourism has been acknowledged (Ryan, 1995; Danaher & Arweiler, 1996) due to its relation to key marketing outcome variables such as repeat business (Anderson & Sullivan, 1993) and positive word-of-mouth, (Richins, 1983; Gunderson et al, 1996; Sundaram et al, 1998); a satisfaction benchmark through an initial call-back study would evaluate trip satisfaction among toll-free callers who actually visited the destination area. Such a programme could be conducted on an ongoing basis to monitor customer trip satisfaction over time and, subsequently, be expanded to provide information on conversion trip motivators, season of visit, tourism expenditures and intention to visit again. Therefore, a new survey of tourism operators to assess their perceptions of summer annual results was

conducted. Measures were identified to insure that the findings of such a survey would provide a fair and accurate reflection of industry performance.

B- Measuring Destination Motivators. While visitation and expenditure numbers are useful in themselves, they become even more valuable when combined with data that explain why those costumers came and what they liked about their experience (Crompton, 1979; Woodside & Jacobs, 1985). Such qualitative information is generally less precise, but offers insight into the products and experiences that should be emphasized in marketing efforts. It can also help individual businesses enhance their appeal by identifying product or service features that are particularly valued by key customer group.

The destination marketing organization has the resources to conduct some of this research itself, by polling callers to the toll-free line and collecting information on factors that motivated them to visit the destination area. Callers would either be transferred to an interviewer following their call or re-contacted at a later time as part of a more structured, systematic call-back survey.

Data collection would then be carried out with a modest amount of additional staff training to ensure a consistent province-wide surveying technique. The next step would be to work with regional destination marketing organizations to generate forms of industry attractions. After the survey was carried out and the data analyzed, results would be provided on a regional and province-wide basis. However, the National and International Travel Survey conducted by the National Bureau of Statistics, a Quarterly Tourism Monitor conducted by the national tourism research firm and more general surveys of consumer attitudes were conducted by various market research organizations. In addition, opportunities existed to establish partnerships with several research organizations, notably those housed at local universities.

C- Gathering Competitive Marketing Intelligence. Competitive intelligence, as the term suggests, provides information on the policies and actions of competitors (Grabowski, 1986). By doing so, it serves two main purposes: first, it allows organizations to monitor what their direct competitors are doing so that they can develop an appropriate response; second, it acts as a source of new and innovative

ideas that help the organizations market its products more effectively. Opportunities exist to monitor the efforts of destinations around the world, as well as world-class marketing organizations such as McDonald's, Nike and Coca-Cola.

The process of direct challengers identifies, to begin with, a definition of the destination's key tourism products and of the geographic markets in which it sought to sell those products. Challengers in each product-market could then be prioritized based upon geographic proximity and degree of substitutability. Therefore, once direct challengers were identified, their marketing activities would need to be monitored so that an appropriate competitive response could be developed. Where possible, this needed to be done on a product-by-product basis (e.g. *adventure, ski, getaway, general touring*) to ensure that the analysis would be useful for individual operators. For each competitor, it was important to review the scope and scale of their involvement in each product-market, identifying strength, weakness and their overall level of success.

In addition to conducting in-house competitive analysis, possibilities existed to draw on the expertise of individuals whose works provided insights into current market trends and the activities of destination competitors. Information could then be obtained by reviewing and monitoring secondary sources such as annual reports, marketing plans, newspapers, on-line, speeches, seminars, trade journals and magazine reports.

The Destination's Marketing Committee played a pivotal role in setting the direction for destination marketing efforts and it was critically important to keep committee members abreast of current competitive developments. Therefore, plans were devised for a quarterly competitive intelligence report designed specifically to assist this body in its strategic planning.

D- Recognising New Opportunities. Tourism markets are not stagnant, but evolve over time due to changing consumer tastes, rising incomes, more liberal government travel policies and the addition of more convenient transportation options. Monitoring markets trends would make this possible by identifying areas of growing demand that the destination had the potential to satisfy, either with an existing product or with a

product that can be easily developed. The following activities were therefore proposed to monitor trends and identify new opportunities.

A key information-gathering role exists for DMOs involved ongoing environmental scanning (Costa, 1995) using a variety of existing information sources. The most important of these includes tourism market intelligence provided by national embassies and consulates, systematic trade and consumer show research, tracking research from private sector research firms, and consumer awareness and attitude measurements produced in conjunction with recent DMOs and nationwide tourism commission marketing campaigns.

Academic sources such as Tourism Management, the Journal of Travel Research and tourism conference proceedings were seen to provide useful sources of new managerial ideas, as were general sources such as the Journal of Marketing and Harvard Business Review. The most prominent of these include Euromonitor, Economist Intelligence Unit reports, trend repots produced by think-tanks and consulting firms, and tourism-related articles in the popular press.

The destination marketing organization is advised to communicate key information on new opportunities through brief market opportunity profiles (MOPs), one to two page summaries of basic trend information on specific emerging markets or market segments. MOPs would be designed to link socio-demographic trends with visitor and expenditure data, and use the information to identify opportunities for specific kinds of destination tourism product. Opportunities in key regional markets could be determined by reanalyzing data from recent market studies on destination areas and domestic tourism. Where possible, this latter effort would be carried out with an airline partner to offset costs and provide access to additional data.

E- Evaluating Marketing Activities. Evaluation of the effectiveness of a destination's cooperative marketing programmes was considered important for two reasons: first, it would assist the destination marketing staff in deciding which programmes to continue and which to terminate; second, it would give individual operators the information they could use to decide which marketing programmes to "buy into" (Perdue, 1990).

During the industry consultation process, operators indicated that instruments used to evaluate marketing initiatives would be most effective if they used common sense methods based on the advice of marketers and operators. Therefore, the destination organization was advised to develop its programmes evaluation materials in close collaboration with the industry operators that were participating in its cooperative marketing programmes. Standardized evaluation tools should be developed for similar types of programmes to facilitate the evaluation process and to enable different programmes to be compared more readily. Programme categories that appeared to lend themselves to evaluation using similar instruments included trade shows, consumer shows, advertising programmes, promotions, publicity, packaging, presentations, displays and other activities.

F- Monitoring Industry Satisfaction. To this end, it was strongly recommended that a system be established to measure ongoing satisfaction of tourism operators with the performance of destination and regional DMO partners. A survey would then be used by management to improve the efficiency and effectiveness of the destination organizations and the results presented to both public and private sector stakeholders to ensure transparency.

G- Measuring Return on Investment. A key principle of the creation of destination tourism marketing efforts was that they be measured according to a return-on-investment model. Broadly speaking, however, there was consensus that ROI would be estimated for all major marketing initiatives using such methods as awareness tracking, conversion studies and image tracking (Faulkner, 1997).

Ritchie et al (2001) summarised a framework for an industry supported destination marketing information system (DMIS). First, it appears that a great deal of research is being conducted in tourism that has been used and exploited to its full potential. Therefore, most DMOs would do well to conduct an inventory of existing data sources. The solution maybe as simple as producing documentation that highlights the relevance of study findings for operators in a particular jurisdiction. Second, since information delivers value only when it is used, it is essential that communication forms a key component of any DMIS strategy. Information must be both generally

accessible and widely advertised so that managers are aware of the benefits it offers. Third, there is a clear need for greater timeliness in the dissemination of research findings. For example, it is important to ensure that materials which result from DMIS strategies are distributed to operators with sufficient lead time to ensure that they can actually be used. It also appears that DMOs face a major challenge ensuring that the information they provide to the industry is forward thinking. Finally, DMOs increasingly must be mindful of the fact that they do not operate in a vacuum and must start to pay greater attention to competitors in a formal way. A systematic process of competitive intelligence gathering is essential to assert that destinations understand and anticipate the actions of competitors, both existing and potential, so that they can conduct their marketing planning and promotion in a way that accounts for probable competitive response.

As DMOs increasingly recognise the importance of research to an effective marketing mix, many have begun to develop comprehensive DMISs to underpin their promotional efforts. At the level of process, it provides a template for consulting the industry on their research and information needs, thus giving DMOs a sense of what they can expect in their own DMIS development efforts. The particular merit of this study is its comprehensive effort to gather and respect the views of industry operators. While the resulting DMIS framework requires ongoing scientific evaluation to ensure its validity, it does, at this stage of development, have one rather unique characteristic, the endorsement of at least one set state/provincial industry operators. Therefore, tourism provides a unique set of circumstances in which firms have incentives to cooperate to promote the destination but compete to promote them. Umbrella organizations may find it useful to consider the experience in tourism when preparing to identify research needs and to collect and disseminate marketing information to their member organizations.

4.5.6 Destination Marketing Policies

A destination marketing strategy is a broad plan of action for using an organization's resources to meet its marketing objectives (Evans et al, 1995). Therefore, to achieve the empirical process of destination marketing strategy objectives, this research has two specific targets:

A- to empirically investigate that critical factors of the destination marketing success are identified and integrated to market and promote tourism sector in Jordan, regionally and internationally

B- To determine which destination marketing strategy variables are associated with marketing success when the developing of the destination marketing factors accomplishes the research objectives.

1- The Objectives of Destination Marketing Policy

Sriram et al (1995) found that " Different destination marketing strategies are used by companies which export their destination marketing to developing countries as opposed to those which market their destination to developed countries" (p.175), thereby highlighting the importance of taking any country-of-destination into account when planning export destination marketing strategies. Among some reasons are cultural and historical ties, similarity in economic development and consumer incomes and perceived lack of political risk. The problems that can occur are due to a lack of understanding of other markets and cultures. Thus, before any firm makes its decision to enter into an unfamiliar country's market and culture, investigation of this country's political, economic and socio-cultural environment is necessary.

According to the U.S. Department of Commerce (Statistical Abstract of the USA 1996), fewer developed countries (LDCs) provide better return on investment than developing countries. Clearly, therefore, they are interested in these tourist destination markets, because their traditional markets are almost completely saturated and they have good opportunities; they must understand the factors in these unfamiliar markets. If the developing countries' exporters are to take advantage of these opportunities, they must understand the factors which lead to success in these unfamiliar markets.

A basic issue in this regard is the extent to which destination marketing strategies need to be different for the two separate environments (developing and developed countries) and what the effects of these different strategies on performance are. A study examines the issue by comparing the marketing strategies and performance levels of the developing countries exporters with different geographic destination-developing and developed countries for their tourism products (Wynegar, 1989).

2-   A Framework of Destination Marketing Strategy

Madsen (1989) found that "export marketing policy and experience had the largest impact on export performance" (p.48). The marketing mix variables have an impact on market share and ROI that have revealed the existence of a positive association between market share and higher product quality, where the issue of globalization vs. adaptation is related to the two streams as discussed earlier. It is very difficult to "globalize" destination marketing programmes because of many differences between countries. Firms are going to have to tailor the elements of their marketing mix to local market conditions in order to be successful. There are three consumers in Europe (businesspeople, the trendsetters, the young) each of which can be reached with a standardized marketing approach. Past research suggests that the economic and other differences between developed countries will necessitate the creation of different marketing approaches. For example, exporters use export prices which are similar to their domestic prices in their sample of small firms. Economic differences make it necessary to adopt a customized pricing strategy; a standard worldwide price is not advisable since competition, costs, incomes, etc., are different around the world.

Cohen's (1992) findings suggested that "using a direct export channel was associated with higher export profitability" (p.361). It appears that, while both adaptation and standardization have their supporters, the situation often dictates which strategy is superior. Destination marketing standardization was more likely to occur when external environmental conditions in the home and host countries were similar consumers were similar, and the product was at the same stage in its life cycle in both countries. These conditions are likely to be found in developed rather than developing countries, the country-of-destination becomes an important consideration in the development of the exporter's destination marketing policy.

The impact of other destination marketing variables on performance is more uncertain. Certain destination marketing strategies are also found to be associated with export success. The empirical support for the role of destination marketing has been provided by pointing out that a firm's export performance was a function of both its export marketing activities and its competitive policy (Buhalis, 1995b; Seaton, 1997).

4.6 Critical Strategic Factors of Destination Marketing Success

The key aim of this thesis was to design a model that will enable the tactical identification and integration of critical factors of tourist destination marketing success (Rockart, 1979; Leidecker & Bruno, 1984; Clements, (1989); Manning, 1998; Maquablih and Darabi, 2000; Lynch, 2000, 2003, Leu, 2004; Hendrie, 2004; Morrison et al, 2005). The objective of this section is to analyse the modern literature on critical factors of destination marketing: firstly, to provide a perspective on the nature and extent of critical factors of destination marketing success; secondly, to identify possible sources of critical factors of destination marketing success; finally, to determine the importance of success factor and how it can be measured.

4.6.1 The Nature and Extent of Critical Factors of Destination Marketing Success

Fishman (1998) points out that well-defined aims are critical to the success of any organization or destination, but this study will identify the critical factors of destination marketing success needed to attain these aims. Daniel (1961) was the first person to mention the concept of critical factors (or factors that are critical to success). His main force was the need for the elimination of issues not directly related to the success of the company in the planning process of management information systems, while Hofer and Schendel (1978) suggest that the critical factors of success concept could be used to analyse the relative competitive positions of the company in any industry.

Rockart (1979) defines critical factors of success as "Critical factors of success thus are, for any business, the limited number of areas in which results, if they are satisfactory, will insure successful competitive performance for the organization, they are the critical key areas where 'things must go right' for the business to flourish. If results in these areas are not adequate, the organization's efforts for the period will be less than defined" (p.85). Therefore, the themes of both Daniel's and Rockart's approaches were the provision of better information to management for more effective control and planning. The important contribution of their work was the focus on critical areas, rather than a vague attack on all problems areas.

An important feature of this definition is the acknowledgement that the characteristics of the industry affect the critical factors for the success of firms in that industry. Also, critical factors of success for any industry were considered unimportant to the need for control and planning within the company. Therefore, in this study, critical factors relate their success to destination marketing; in this case, Jordan, Johnson & Scholes (2002) define critical factors as: "Critical factors of success are those product features that are particularly valued by a group of customers and therefore, where the organization must excel to outperform competition" (p.153), while Lynch (2003) defines critical factors as "Critical factors of success are the resources, skills and attributes of an organization that are essential to deliver success in the marketplace" (p.103).

From the definitions and views provided, there appear to be some common characteristics that assist to explain the nature and extent of critical factors for success.

1- Critical factors of success are the sub-aims and/or success outcomes that are directly related and critical to the accomplishment of the vision, mission and long-term aims of the organization.

2- Critical factors of success can be internal and external areas, such as resources, skills, capabilities, attribute conditions, market, product features and gainful market segments.

3- Critical factors of success are limited areas of success that will assert the successful competitive performance of the organization.

4- Critical factors of success are result areas in which success can be measured.

These critical factors are normally resolute at two distinct levels: the industry level and the organization level (Rockart, 1979; Leidecker & Bruno, 1984; Clements, (1989); Manning, 1998; Maquablih and Darabi, 2000; Lynch, 2000, 2003, Leu, 2004). Each industry, by its nature, has a set of critical factors of success determined by the industry itself. Each organization in the industry will pay attention to those factors and use them as standards for competitive performance.

4.6.1   The Identification of Critical Factors of Destination Marketing Success

The critical factors can be identified at different levels and sources. The goal of this sub-section is to analyse the sources of critical factors for success that evaluate the

criticism on their identification. Authors (Rockart, 1979; Leidecker & Bruno, 1984; Pearce & Robenson, 1991; Shirvastava, 1994; Hax & Majluf, 1996; Lynch, 2000, 2003) of the sources of critical factors for success differ; there appears to be agreement on three sources.

1- Environmental Factors

The major advantage of the environmental analysis is the width of the analysis as the scope goes beyond the industry/or company interface. The external environment includes economic, social, technological, ecological, political and legal factors that originate beyond, usually irrespective of, any single firm's operating situation.

As the world economy and political factors change and ecological factors become more important, critical factors of success will also change for different industries and organizations (Pearce& Robenson, 1991; Shirvastava, 1994; Wright et al, 1996). The environmental examine is based upon the identification of those critical factors for success to be the central determinants of attractiveness of a particular industry (Hax & Majluf, 1996). Therefore, the success of a particular industry is affected by the current and future impact of external and internal factors where they impact on the tourism industry.

2- Industry Factors

Critical factors of destination marketing success can be represented by rivalry, geographic, location, markets and characteristics. Lynch (2003) defines industry success factors as "those skills and attributes of the organizations in the industry that are essential to deliver success to the marketplace" (p.102). Industry success factors are common to all the major organizations in the industry and do not differentiate one organization from the others (Leidecker & Bruno, 1984; Lynch, 2003). According to Lynch (2003), industry success factors will relate to the external and internal environment as well as to the resources and skills of the organization in the industry and he summaries the views mentioned earlier by indicating that industry success factors should be identified by the appraisal of three principal areas:

A- Customer. Who are the customers? Who are the potential customers? Are there any special market segments? What are the market segments of the future?

B- Rivalry. Who are the main challengers? What are the main factors in the market that influence rivalry? What is necessary to accomplish market superiority?

C- Organization or Corporation. What are the key resources compared with those of the challengers? What do they offer and deliver to the customers?

Crouch and Ritchie (1999) identify tourism success factors, or so called "situational qualifiers", that will decide the competitive success of a tourism destination where the industry success factors are location, dependences, security and safety, and cost.

(1)- Location. This refers to the destination's ability to attract visitors.

(2)- Dependences. This refers to the competitive or balancing nature of destinations that could have an important effect on the competitiveness of the destination.

(3)- Security and Safety. This is globally considered a critical factor of destination marketing success for a tourism destination to be competitive. As such, if potential tourists are concerned about crime, drinking water, natural disasters, or the quality of medical services, other competitive strengths may account for very little in their minds.

(4)- Cost. This is the cost of living in a destination, particularly of tourist goods and services. It is also largely a destination success factor in its widest terms (i.e. transportation costs, the effect of exchange rates. Crouch and Ritchie (1999) indicate that, although the nationwide tourism industry can impact on this cost, the cost of a destination is largely driven by much wider socio-economic and global forces.

Thompson and Strickland (2002) view industry success factors as the major determinants of financial and competitive success in a particular industry. They show that the identification of the success factors in an industry is a top strategic issue as these factors normally serve as cornerstones for building organization's policy. Leidecker & Bruno (1984) go further and note that the leading company or organization in the industry can, itself, provide significant close into the industry's critical factors of destination marketing success.

3- Organizational Factors

In this study, resources, skills, strengths, capabilities and competitive advantages represent destination competitive policy. Just as differences in industry position can say critical factors for success, differences in geographical location, resources,

capabilities and cutthroat policies can lead to differences from one organization to another (Rockart, 1979; and Johnson & Scholes, 2002). Therefore, organizations in the same industry would exhibit different critical factors for success as a result of differences in geographical location, resources, policies and other factors.

In determining critical factors of success at the organizational level, the analysis provides a number of steps. These steps of the various sources (including Rockart, 1979; Hardaker and Ward, 1987; Kaplan and Norton, 1996; Johnson & Scholes, 2002) can be summarized in the following ways:

A- Gather the Team. The team should consist of the leadership of the organization or destination and everyone in the urgent management team. The team should be cross-functional to assert the integration of all functions.

B- Understand and Clarify the Vision, Mission and Strategic Position. The team should reach agreement on the organization's direction by agreeing on vision and strategic position. Fishman (1998) points out that each member must understand the organizations aims and how the critical factors for success can be appraised to accomplish them.

C- Generate Critical Factors of Success. Critical factors of success should have the following characteristics when they have been generated:

(1)- the accomplishment should be critical for success

(2)- each critical factors of success should be necessary and together they should be sufficient to attain the overall vision, mission and policies

(3)- they should contain planned as well as strategic factors.

D- Identify the Foundation Capabilities. Johnson & Scholes (2002) defined capabilities as "those capabilities that critically under pin the organizations competitive advantage" (p.157). They argue that critical factors of success are founded by core capabilities. Therefore, these capabilities are essential in gaining competitive advantage in each of critical factors of success.

E- Balance, Integrate and Measure Critical Factors of Success. Critical factors of success should be balanced, integrated and measured for superior long-term financial and competitive performance:

(1)- Critical factors of success should be limited and balanced between all the important respective of the organization

(2)- Critical factors of success should be integrated with the processes that are critical for accomplishing breakthrough performance

(3)- Critical factors of success should be measured by critical integrators that will direct and manage the process for best success.

4.6.2 Criticism of the Identification for Critical Factors of Success

Criticism of critical factors of success has focused on four issues (Ghemawat, 1991).

1- Identification: It is difficult to pick out the important factors.

2- Objective of relationships: Even though they have been identified, it may not be clear how they operate or interact.

3- Dangers of generalization: The competitive advantage of a single organization, by definition, cannot be obtained by seeking what is commonly accepted as bringing success to all organizations in the industry.

4- Disregard of emergent perspective: Success may come from change in the industry, rather than the identification of the current key factors for success. The interaction and integration of critical factors of destination marketing success of extreme importance and the main objectives of this study was to investigate the integration of those factors to achieve optimum success. The criticism of generalization is only true for the identification of industry success factors. These factors are general factors that will change from time to time. For the individual organization, these factors will be unique and will consist of external factors as well as internal capabilities that will give the organization distinctive, unique competitive advantage. This theory supported by Heene and Sanchez (1997), who argue that organizations are characterized as open systems which include sets of objective to each organization.

4.6.3 Determination of Factor Importance

The impact of any activity or condition and the income of the organization are usually the most significant criteria for identifying a critical factor of success and determining its importance. Leidecker & Bruno (1984) suggest four points for the profit impact analysis that will help in determining factors importance.

1- Major Activity of Business

Critical factors of success are found in the major area of business. According to Kaplan and Norton (1996), these major areas can be divided into four perspectives: financial, customer, internal process and learning and growth.

2- Large Amount of Money Involved

A major factor will have a large amount of money associated with it. For instance, in a manufacturing company direct labour maybe a large cost component and, therefore, the productivity of the work force might be a critical factor of success.

3- Major Profit Impact

An impact analysis will appraise the understanding of overall results to changes to cretin activities where, under circumstances, a small change in price might have an immense bottom-line impact.

4- Major Changes in Performance

A major profit reversal in a segment of the operation is to follow up on changes of the companies' performance, such as dramatic drop in sales and a sizable increase in bargains, where a significant change can be linked to a major critical factor of success. There are two ways of determining the importance of a critical factor of success.

A- Panels (Brainstorming). A management group or panel prioritises the critical factors of success according to their importance (Fit-enz, 1985).

B- Weighted Values. These are designed by deciding how the organization performs on each critical factor of success (using the one to five or one to ten rating scale) and multiplying the value by the assigned weight to obtain the weighted value (Hofer & Schendel, 1978; and Thompson and Strickland, 2002). Weights are attached to the

different critical factors of success that reflect their relative impact on overall profitability, market share and other measures of cutthroat position.

According to Goodstein et al, (1992), critical success indicators should be developed "to calibrate the progress toward achieving the organization's mission". These indicators are a mix of hard and soft indices of success, such as opinions of customers about service, employee morale and the attitudes of stakeholders inside and outside the firm.

Elliot (1992) shows that the measurement of success remains mainly anchored in a financial accounting model that should be expanded to incorporate the valuation of a firm's intangible and intellectual resources; for example, high quality products and services, motivated and skilled employees, responsive and expected internal processes and loyal and satisfied customers. Whereas, Kaplan and Norton (1996) developed "balanced scorecard" measures which complement financial measures of past performance measures of the drivers of future performance.

The success factors and measures of the scorecard are derived from the organization's vision and overall policy, while the objectives and measures view organizational performance from four perspectives: financial, customer, internal business process and learning and growth. A control panel of key indicators of organizational success is designed to assist employees 'pilot' the organization by identifying critical factors of success, especially those that can be measured as physical variables (Lebas, 1994).

4.6.4 Strategic Integration for Critical Factors of Success

The strategic integration makes provision for identifying and integrating critical factors of destination marketing success by using the following perspectives.

1- Sustainable Growth

WTTC (2001) notes that "sustainable travel and tourism development relies upon policies which support harmonious relationships among travellers, local communities, the private sector and governments to balance natural, built and cultural environments with economic growth and stability". Therefore, social success indicators will

measure sustainable growth that can include environmental sustainability, employment creation and supportive communities.

The sustainable growth perspective measures the sustainable growth that the tourist destination generates for all the stakeholders. This measurement is arrived at through economic indicators and social indicators. According to Hassan (2000), it is also critical for destination development plans to be well-matched with environmental and social integrity for the tourism industry to maintain its economic viability. Gainful enterprises are critical for the economic development in the industry.

2- Customer Perception

The last aim of the tourist perception is to add optimum value to the tourist experience at the tourism destination area. The market segments in which the destination would like to compete and the differentiating factors in each section are inputs into the tourist perception.

Kaplan and Norton (1996) divide customer value propositions into three parts: customer accomplishment, satisfaction and retention. The critical success area identified for tourist acquisition is destination image. Several works on this tourism field (Fakey and Crompton, 1991; and Kim, 1998) indicate that the primary aim in promoting and accomplishing customers is to project a positive image to potential tourists so that the product becomes desirable to them. These destination features include tangible as well as intangible attributes that determine the attractiveness of a destination to a particular tourist in a given travel situation (Kim, 1988).

According to Gronroos (1995), relationship type approaches must also manage interactive aspects of the delivery process which go beyond traditional management of the marketing mix elements. Therefore, the relationship experience with the tourist is critical if customer retention is to be asserted. The generic critical factors of success identified for tourist satisfaction are those of quality of service and quality of experience. Otto and Ritchie (1996) point out that a measure for the service experience is a useful complement to traditional quality of service measures.

3- Destination Management Components

According to Kaplan and Norton (1996), destination management processes will have the greatest impact on the value proportions of customers and the accomplishment of sustainable growth objectives must be identified and measured. In addition, Buhalis (2000) notes that destination management organizations, which include convention and visitor bureaus, and national and regional tourism organizations, "have overall responsibility for the entire destination product and through incentive and policies facilitate the development of product and create local partnership for the delivery seamless experiences"(p.97). Dwyer (2001) argues that various areas and levels of government are involved in the regulation, planning, presentation, promotion, coordination, maintenance, monitoring, enhancement and organization of tourism resources at the worldwide level.

The model of this study identifies the types of destination management processes that are important for destination competitiveness: destination organization and coordination; destination marketing; destination human resource development; destination strategic management; destination responsibility management. These activities correspond to the destination management activities identified by Dwyer (2001) and Crouch and Ritchie (2003).

According to Dwyer (2001), destination management organization refers to the organization of tourism activities on a national and regional level. The aspects of destination management organization are important to competitiveness. These are funding and investment, coordination, the provision of information and monitoring and evaluation. The human resources of the destination include personnel management, labour relations and career pathing, whereas human resource development refers to responsibility on a worldwide level. Bueno (1999) argues that "since competition between firms is determined by skills, human resources are a central factor in achieving competitiveness" (p.322).

Destination marketing management is the most important factor in the model of this study and refers to the overall marketing and promotion of the destination. Crouch and Ritchie (1999) point out that it also includes attention to product packaging, promotion, effective distribution channels and sale of the destination.

Destination strategic management will be the responsibility of the organization at the macro-level to assert that all stakeholders buy into the vision and overall policy and to manage the strategic implementation of policies and plans of the destination. Thus, destination strategic management starts with the policy block where the values, vision, strategic position and strategic plans are identified and formulated. Strategic management and implementation will also include taking specific strategic decisions like the deployment of resources. Therefore, these strategic decisions should be taken within a policy framework of regulations and strategic plans and objectives. Destination responsible management refers to the management of the social as well as the environmental responsibility of the destination.

4- Learning and Growth

The last integration perception, called learning and growth, identifies the infrastructure that the destination must build to create long-term growth and improvement (Kaplan and Norton, 1996). Destinations are likely to use today's technologies and capabilities in meeting their sustainable growth targets. Worldwide rivalry also requires that destinations continually improve their products, accessibility systems and capabilities for delivery to tourists and stakeholders.

Kaplan and Norton (1996) note that learning and growth come from three principle sources: people, systems and organizational procedures. The integrated model adds one more important source, namely, product development. Therefore, the present and desired capabilities, skills, products and accessibility of the destination should be analysed to disclose the strategic gaps. In order to close these gaps, the destination may have to develop new products, build new infrastructure and invest in re-skilling employees, enhancing information technology and accessibility systems and supporting organizational procedures and routines.

From the literature review it was apparent that the organization must identify the factors that are critical for success and not just the general ones:
1- Have good products and services
2- Satisfy our customers
3- Need good staff

4- Keep costs down

5- Make-or- break all considerations that apply to businesses.

However, each organization is unique and must exploit those success factors that allow them to survive and beat the rivalry.

4.7 Model for Critical Factors of Destination Marketing Success

A management model for critical factors of destination marketing success is proposed in figure 4.17. It is based upon an analysis of the existing approaches suggested by current writers on strategic management and is put forward as a possible model that can be agreed to and applied by national tourism destinations. The objective of this section is to place in perspective the main factors of the proposed model. The little by little discussion of each factor contributes to the final product sought, namely, the critical factors of destination marketing success to make the global destination aggressive. The proposed model will serve as a base for this research study in which the factors are critically analysed and discussed.

4.7.1 Important Assumptions Fundamental the Model

The following fundamental assumptions are important for the success of the model**.**

1- Worldwide Destination Competitiveness

A number of studies have introduced and applied the concept of competitiveness in the area of tourist destination marketing for planning (Bordas, 1994; Pearce, 1997; Crouch and Ritchie, 1999; Buhalis, 2000; Hassan, 2000; Michalic, 2000; Kozak, 2001, 2004). The major interest of the existing studies has been to investigate how destination competitiveness can be sustained as well as enhanced while maintaining a strategic market position among other destination challengers.

Studies have also investigated the key environmental factors, determinants, or policies that affect the enhancement of destination competitiveness. It has been discussed that, since tourist destinations marketing involve multi-faceted elements of natural/cultural resources and a multiplicity of businesses, a systematic framework or analytical model for destination planning and development is necessary (Hassan, 2000).

Yoon (2002) argues that one of the aims of tourism planning and development is to create more valuable tourism products and services for potential customers.

However, for current tourists where the destinations and their communities receive social and economic benefits, there is a need for a clear understanding of the ability of the tourist destination marketing to compete effectively in an increasingly saturated market (Evans et al, 1995; Crouch and Ritchie, 2000). Therefore, planning and promotion of tourist destination marketing should be guided by a thorough analysis of the destination's competitive factors and developed policies (Hassan, 2000).

Figure 4.17 Models of Critical Factors of Destination Marketing Success

Worldwide Environment
Worldwide Destination Competitiveness
1. Worldwide competitive appraisal 2. Worldwide resource and factor analysis 3. Worldwide market analysis 4. Worldwide critical factors 5. Worldwide challenger analysis

Nationwide Environment
Destination Deriction and Positioning
1. Stakeholder values 2. Shared vision 3. Strategic position 4. Strategic capabilities 5. Critical factors

Critical Factors of Destination Marketing Success
(Tourist Satisfaction)
1. Product 2. Quality of service 3. Accessibility 4. Promotion 5. Price 6. People 7. Physical evidence

Source: Researcher's Own Construction (2006)

2-   The Influence of the Worldwide or Global Environment.

This assumption recognizes that the field of tourism and the worldwide tourism destination are constantly influenced by a range of major global forces, trends and events (Crouch and Ritchie, 1999).The biggest force which impacted on tourism destination is the events of September 11. Environmental forces present a given destination with a number of special concerns, problems or issues that it must either adapt to, or overcome, if it is remain competitive.

These forces provide destinations with a whole new field of opportunities for innovation and market investment. Therefore, analysing the global environment is not just a step in the rational process of strategic planning, but an interactive process that will impact on all the elements of the strategic planning process.

3-   The Influence of the Nationwide Environment

The nationwide environmental assumption is based on the fact that the nationwide environment of each destination will be unique and dynamic and will, therefore, like the worldwide environment, influence the strategic process of that destination in a unique and dynamic way. Nationwide influences are normally classified as political, socio-cultural, economic, technological, ecological and legal. For instance, the nationwide government will influence this process on a continuous basis with decision-making that will influence the success of the tourism destination.

4.7.2   Components of the Model Framework

1-   Worldwide Competitive Appraisal

The aim of worldwide competitive appraisal is to provide valuable spirited information to the destination that will create strategic knowledge and on which strategic decision-making can be based. This is accomplished by:

A- Analysing the present and future worldwide market segments and identifying critical factors within these segments;

B- comparing the destination's natural resources and factor conditions with that of their main challengers and world class conditions to establish the comparative and competitive advantages of the destination;

C- Identifying worldwide critical factors of destination marketing success that can be used as standards;

D- Analysing challengers to evaluate and identify the competitive strengths of the destination.

2- Destination Direction and Positioning

Destination strategic direction and positioning describes the overall strategic direction within the context of worldwide competitive demands as well as local stakeholder demands and capability limits. The results of this step could include shared vision strategic position, strategic capability and critical factors of destination marketing success. The strategic integration phase concentrates on finding ways to identify and integrate critical factors of destination marketing in such a way that tourist satisfaction can be assured.

3- Critical Factors of Destination Marketing Policy Success

Schoell and Lvy (1982) suggested that "a well-blended marketing mix means that the right product is in the right place at the right time at the right price and that the current and potential customers know about it" (p.17). Major critical factors of destination marketing policy success are involved in selecting a destination marketing policy that accomplishes the research model.

A- Target Market. Defining a specific target market, the tourist destinations indicate which potential customer (tourist) it is attempting to make happy. In selecting possible markets, managers should consider the ability of the tourism marketer to pleasing the needs of individual customers in the target market, the cost of servicing these customers and the number and strength of challengers targeting the same market (Archdale, 1992b).

B- Mix of Market Offerings. Specifying a mix of market offerings to suit that target, the marketer identifies the following issues (Stremeersch and Tellis, 2002)

(1)- Product. This is the marketer's primary vehicle for delivering customer satisfaction or benefits that are capable of pleasing tourist needs and being tangible.

(2)- Quality. This is considered to be an outmoded concept that is related to service for tourists.

(3)- Distribution (Accessibility). This focuses on creating time, place and ownership utilities of destination marketing.

(4)- Promotion. This involves selecting the methods to be used in communicating with target customers where a choice process is, and motivates, word of mouth communications.

(5)- Price. This is a major factor in developing an effective destination marketing policy. It is also to be set in order to achieve both customer (tourist) satisfaction and the destination marketing objectives.

(6)- People. They are key components in affecting tourist's perception of product quality.

(7)- Physical Evidence. This is the environment in which the tourist service is delivered and any tangible goods that facilitate the performance and communication of the tourist service.

Therefore, a strategic management model for critical factors of destination marketing success was proposed and developed was based upon the literature study made in this research.

4.8 Contribution of Tourist Destination to Knowledge

To plan effectively and efficiently for the contribution of travel and tourist destination and maximally enhance the revenue generated from such activity, a flexible and comprehensive marketing plan is essential. This holds true whether the planning entity is a state, region, city, or special event, where various reports in the sample will examine statewide travel and tourism marketing (or some aspect of it).

In addition, some studies have been undertaken on the direct and indirect economic impact of tourism and travel on an area. In order to achieve this end, the contribution of tourist destination economics countries should be applied and to be reached three important goals from those studies:

1- **Learning know-how for tourist destination**

2- **Evaluation of travel and tourist destination**

3- **Tourist destination and promotion.**

4. 8.1 Learning Know-How for Tourist Destination

Firms have conducted the bulk of their trade with, and made most foreign direct investment in, both developing and developed countries. The developed countries (DCs) provide better return on investment than industrialized (developing) countries. Advertising effectiveness in tourist destination marketing policies and the

contribution of tourist destination marketing are considered to play an effective role in learning know-how for many countries (Hawes et al, 1991).

Changes in the economic and political environment in many developing countries bring opportunities which have focused mainly on developed-countries markets, thereby highlighting the importance of taking learning know-how, i.e., the policy of scholarly inquiry for Jordanian tourism, from the countries-of-destination marketing (such as U.S, Japan, European countries) into account when planning export marketing policies (Hu & Ritchie, 1991; Inskeep, 1994).

The data collections of this study came from thirteen states' material which consisted of recent economic impact studies, reporting where their tourists were coming from, mode of travel, destination, activities, tourist demographic profile, and the economic impact in terms of money spent, taxes generated and jobs created (Beetaon, 2000, 2001).

The results achieved the following aims (Jamal & Gets, 1996):

1- enhancing the perceived awareness/image/perception of the state

2- coordinating between state travel and tourism organizations and state economic development organizations

3- developing tourism as a year-round business, i.e., developing policies to promote greater visitor travel in off-peek periods

4- defining, and programming for, promising domestic market segmentations by focusing effort on getting resident to "see their state first" rather than the "getaway" trip and also new opportunity (geographical) feeder markets (Europe, Middle East, Asia, etc.)

5- acquiring sufficient financial support to be able to manage and implement adequately the state's role in tourist destination development and develop a reserve of cash or near-cash funds to enable the state to capitalize rapidly on one kind of promotional opportunity.

4.8.2 Evaluation of Travel and Tourist Destination

According to the New South Wales Office of Public Management (1991), evaluation can be simply defined as a systematic process of objectively assessing an

organization's or programme's performance. In order to appraise the travel and tourist destination as an organization's or programme's performance in this process three key criteria are used.

1- Appropriateness. This is stated the programme objectives and matched the needs of client and stakeholder.

2- Effectiveness. This is the extent to which the programme accomplishes its objectives and has two steps: output and outcomes.

3- Efficiency. This is the extent to which the programme's outcomes are achieved at a reasonable cost and within a reasonable time frame and is called cost benefit appraisal. Some authors (Cooke, 1982; Inskeep, 1991; Woodly, 1993; March, 1994; Gets, 1994; Faulkner, 1992, 1997) argued that there are situations where continuing growth of visitor numbers is inappropriate because the limits of the destination's social or environmental carrying capacity are being approached. The basic factor of the evaluation process involves the going-beyond procedures described earlier. In these criteria, one of the most challenging methodological issues concerns the establishment of causal linkages between the immediate impacts of the NTA's initiatives and the market's response. The appropriateness issue requires some considerations that helps define the orientation of NTA programme activities. Most NTAs would view their country's foreign exchange earning by increasing its share of the international tourist destination market. Therefore, this means that NTA activities tend to be preoccupied with promotional aspects of marketing to the exclusion of a wider marketing management role (Gets, 1994; Faulkner, 1992, 1997).

4.8.3 Tourist Destination and Promotion

The aim of this section is to advocate performance of the effectiveness of promotion in causing visit to a destination area. The key points are:

1- tourism destinations are responsible for allocating substantial promotional funds to attract visitors which given by destination marketing managers

2- while conversion studies are valuable for evaluating alternative messages and media vehicles, they are adequate substitutes to learn the effect of advertising on sales.

A brief description of the designs of tourist destination includes:

A- a real-life example of applying such designs to test advertising's influence on sales

B- details on the improvements made in advertising conversion research

C- specific recommendations for destination-marketing managers are offered for measuring advertising effectiveness in causing visits.

Promotional aims are to support the competitive advantage of increasing tourism demands in order to use the right promotional mix that helps to achieve the aims.

1- Advertising (*The codfish lays ten thousand eggs, the homely hen lays one, the codfish cackles to tell you what she's done. And so we scorn the codfish, while the poor hen we prize, which only goes to show you that it pays to advertise, Anonymous*)

This is considered as being the main element in the promotion mix to influence the target customer. There are many models describing the advertising process. Yeshin (1998) described the most influential model of advertising process; the AIDA model has gained wide spread attention and clearly identifies the stage of the communications process.

Figure 4.18 Model of Advertising Process
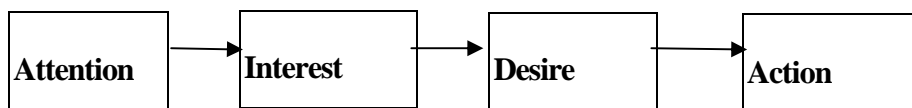
Source: Yeshin (1998)

The AIDA model basically states that the first task of any campaign is to attract the attention of the listener, viewer or reader. If the first stage is achieved, then the second will follow on almost automatically, while the third involves that the massage starts to have some effects on his or her attitude. The last stage (action stage) represents the costumer's behavioural response such as sending an email or calling to ask.

The planning of a promotional policy should be based on a practical way, choosing the right media, right customers at the right time. That also requires cooperation

between the main stakeholders and dealing with international media and worldwide marketing companies.

2- Conference and Festivals *(Life is as good as you make it, or is it? Anonymous)*
Using posters, videotapes and other technological resources through participating in global conferences and festivals are considered that the most important factors in providing the customer with adequate information and effective sightseeing. Nevertheless, these factors of conferences and festivals play an imperative role in pointing out that an organisation's export performance was a task of both its sell abroad marketing activities and its competitive policy.

3- Distribution *(Uphill slow, downhill fast. Cargo first, safety last, US Truckers Proverb)*
Distribution is the place factor of the marketing mixes where products need to be available in adequate quantities, in suitable locations and at times when the customers want to buy them. The functions and types of distribution channels are the key decisions that determine channel policy. Physical distribution management concerns the balance between cost reduction and meeting customer service requirements where determining this balance is a key marketing decision as physical distribution can be a source of competitive advantage (Magrath and Hardy, 1989). Distribution channels for services are either direct or by agent. They have two alternatives (consumer or industrial customer): service provider to consumer or industrial customer; service provider to agent to consumer or industrial customer (Keurney, 1991).

Distribution concerns the selection and management of channels and physical flow of the product to the consumer. Channel decisions can be classified into three issues: selections of channel, the determination of distribution intensity and the degree of integration with producer. Management decisions concern the selection of channel members, their training, motivation and evaluation and the management of conflict (McCauley, 2000).

A key decision is the level of customer service to be provided. A physical distribution system consists of customer service, order processing, inventory control, warehousing transportation and material handling. The goods reach the consumer at the right time

and place and without damage, since each of these requires careful analysis and decision-making (Carter, 1999). There are three ways of distribution:

A- distribution through airlines offices, which will encourage the tourists to visit the destination area that help in developing and supporting intentional tourism activities

 B-   distribution by international hotels

 C-   distribution through tour operators

4-   Public Relations (*Don't tell my mother I'm in public relations, she thinks I play a piano in a brothel, Jacques Sequela)*

Public relations are very important from both the external and internal sides. The external side would be carried out by high level coordination with the embassies and airline offices in different countries all over the world. The internal side would be useful to encourage and support coordination between the different institutions which are relative to tourism and, through promotion campaign, to encourage internal tourism that accompanying with special discounts at restaurants, or entering fees to the tourism sites. Furthermore, there are some ways to promote tourism activities, such as dealing and coordinating with marketing tourism organasations, travel agencies and companies all over the world (Lesly, 1991; Guide, 1993).

4.9   Summary

This chapter discussed destination marketing where the definition of the destination was one of the most used in the field of tourism, marketing, planning and development, and general research. Destination also contains many tourism aspects that can be found in various dimensions and on various regional levels. Different factors may have an influence on destination choice, i.e. cost, income, age, personality, distance, risk and motivation. Destination features and preference sets can be matched to specific psychographic profiles of tourists.

The destination concept stated the tourists' needs and wants in the industrial field. Therefore, the importance of the destination concept was determined by tourists' demands through the marketing services in terms of the concept of tourism as applied to tourists. There has been, in general, an increase in the applicability and principles of services destination marketing which has paralleled with the marketing services community.

Strategic management of destination development aims was based upon the current literature and the development analysis of the management processes. The aim of this analysis is to develop a theoretical base for the strategic management model proposed for identifying and integrating destination marketing factors. A strategic management model has been developed which calls for critical factors of destination marketing success. The model proposed a perspective in which the factors will critically define, develop and analyse utilising the destination's ability and resources effectively over the long term.

Destination development has some important elements to attract outside interests to the destinations. These elements depend upon the location and complexity of the destination, while branding is part of destination development and is a powerful weapon in marketing that is tackled by increasing rivalry, product parity and substitutability. Therefore, the study of destination marketing development indicates that its organizations need to identify specific destinations to improve their marketing efforts.

The importance of the aspects is to apply a good relationship between the marketing of services and the marketing of destinations. These aspects, such as evolution, keys of database, influence factors, overall guidelines, information technology systems and DMOs of destination marketing, have been applied in this research. Destination database development is considered key to effective marketing that focuses directly on the question of who will control the information flow and market access within the tourism industry. This has led to new marketing requirements for reaching individual customers and meeting their needs.

An analysis of the modern literature on critical factors of destination marketing has been undertaken in order to: provide a perspective on the nature and extent of critical factors of destination marketing success; identify possible sources of critical factors of destination marketing success; determine the importance of the success factor and how it can be measured.

CHAPTER FIVE

RESEARCH METHODOLOGY

CHAPTER FIVE

(Live life to the full, but ultimately you will die. Love any one as you wish, but eventually you will pass away. Do as you have been done by, Muslim Adage)
(Knowledge is power, Machiavelli)
(Everything is worth what its purchasers will pay for it, Syrus)

5.1   INTRODCTION

The aim of this chapter is to state the types of philosophical perspectives and describe the alternative methods of research that were used in this research methodology for destination marketing in Jordan as a case study. To accomplish the objectives set out earlier in the document the alternative philosophies of research were examined to determine the most appropriate approach. Reliance is also made on previous research, both empirical and field, with a view to supporting and validating results.

Alternative methods of research, such as quantitative, qualitative and mixed, are applied in the use of constructed questions, collected data and analyses of the case study of the subjective research (Gadamer,1976; Howe, 1985; Lee, 1989; Creswell, 1994; Leedy; 1997; Hopkins, 1999, 2000, 2002a; Welman & Kruger, 1999; Riley et al, 2000; Myers and Avison, 2002; Fuchs and Weirmair,2003; Baskerville and Myers, 2004; Meaner, 2005; Fallon and Schofield, 2006b). The empirical part of this research process is considered to be a field study that is implemented through a survey. The survey was carried out by means of a questionnaire that accomplished the research objectives (Cohen, 1992; Viala, 1991; Fong, 1992; Milles & Huberman, 1994; Gay & Airasian, 1999; Hampton, 1999; Hopkins, 2002b).

This chapter is constructed as follows: the next section states the types of philosophical perspectives, while section three describes alternative methods of research. Section four discusses types and methods of quantitative and qualitative research, section five defines formulation of the hypotheses, research design and ways of collecting data and, finally, section six discusses the empirical research process, distributing the questionnaire, analyses the data collected in the survey, describes the reliability measure and the relationship between the marketing mix in tourism industry and nationwide stakeholders and worldwide tourists.

5.2   Research Objectives

The emergence of the tourism destination has been one of the major growth sectors in Jordan for the last four decades. The objectives of tourist destination marketing in Jordan as a case study are:

(I) To investigate the external and internal environmental factors that affect destination marketing in Jordan

(II) To investigate the use of the destination marketing concept by tourism companies in Jordan

(III) To investigate the relationship between the internal and external factors in destination marketing

a)   By identifying the factors being used by tourism companies

b)   By identifying the factors that contribute to the attraction of tourists to Jordan.

5.3   Philosophical Perspectives

All research (whether quantitative or qualitative) is based on some underlying assumptions about what forms 'valid' research and which research methods are suitable (Berger & Luckmann, 1967; Rapport, 1970; Clark, 1972;Gadamer,1976, Burrell & Morgan, 1979; Krippendorff, 1980; Boland, 1985; Bijker et al, 1987; Lee, 1989; Orlikowski and Yates,1994; Hathaway, 1995; Chetty, 1996; Winberg1997; McCullough, 1997; Liebscher, 1998; Langley,1999; Horsman and Norton, 1999; Hopkins, 1999, 2000, 2001, 2002c; Saunders, 2001;Yin,2003; Fuchs and Weirmair, 2003; Baskerville and Myers, 2004; Mazanec, 2005; Fallon and Schofield, 2006b). In order to conduct and/or evaluate qualitative research, it is important to know what these (sometimes hidden) assumptions are. For some reason the most relevant philosophical assumptions are those which relate to the underlying epistemology which plans the research. Epistemology refers to the assumptions about knowledge and how it can be obtained (Hathaway, 1995).

Orlikowski and Baroudi (1991), following Chua (1986), suggest three categories, based on the underlying research epistemology: positivist, interpretive and critical. In the practice of social research these differences are not always so precise (Lee, 1989).

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Figure 5.1 shows that qualitative research can be positivist, interpretive, or critical. It follows that the choice of a specific qualitative research method (such as the case study method) is independent of the underlying philosophical position adopted.

Figure 5.1   Underlying Philosophical Assumption
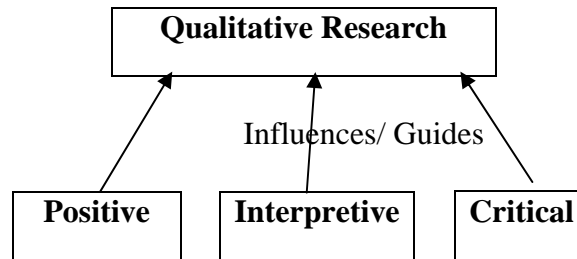
Source: Hathaway, (1995)

 This three-fold classification is the one that is adopted above. However, these three research epistemologies are philosophically different (as ideal types). There is considerable disagreement as to whether these research "models" or underlying epistemologies are necessarily opposed or can be accommodated within the one study. The assumptions underlying quantitative and qualitative research are categorised into three types.

5.3.1   Positivist Research

Some authors related all knowledge that comes from 'positive' information of observable experience where scientific methods are the best way of accomplishing this, but all else is metaphysics (Burrell & Morgan, 1979; Boland, 1985; Bijker et al, 1987;Lee,1989;Orlikowskiand Yates,1994;Chetty,1996;Winberg,1997; Langley,1999; Horsman and Norton, 1999; Saunders, 2001; Yin, 2003; Kautz et al, 2004). The roots of positivism lie particularly with empiricism that works only with observable facts.

The basic principle of positivism is that all truthful knowledge is based on the "positive" information gained from observable experience. As such, only analytic statements are allowed to be known as true through reason alone. Thus "Roses are flowers" is analytic, whilst "Roses are perfumed" is copied and requires evidence.

These are the six rules of positivism.

1- Naturalism. The principles of the natural sciences should be used for social science.

2- Phenomenalism. Only observable occurrence provides valid information.

3- Nominalism. Words of scientific value have fixed and single meanings where the existence of a word does not involve the existence of what it describes.

4- Atomism. Things can be studied by reducing them to their smallest parts (and the whole is the sum of the parts).

5- Scientific laws. The goal of science is to create generalised laws (which are useful for such as prediction).

6- Facts and values. Facts are sought while values have no meaning for science.

Positivism seeks empirical regularities that are correlations between two variables. This does not need to be causal in nature, but it does allow laws to be defined and predictions made. There are three forms of positivism: firstly, social positivism - this showed people as evolving; secondly, critical positivism - this focused on immediate experience; finally, logical positivism-like the Vienna circle, which took a harder line.

Positivists generally assume that reality is objectively given and can be described by measurable properties which are independent of the observer (researcher) and his or her instruments (Lee, 1989; Orlikowski and Yates, 1994; Winberg, 1997; Horsman and Norton, 1999; Myers, 1999; Hopkins, 1999, 2000; Myers and Avison, 2002; Douglas, 2003; Kautz et al, 2004). Positivist studies generally try to test theory in an attempt to increase the predictive understanding of phenomena.

Lee (1989) outlines a scientific methodology that is intended to satisfy the standards of the natural science model of scientific research. Therefore, he aligns the case study of an organisation as a scientific research policy that positivism is a discredited model of science still in use in the study and practice of management, the scientific basis for conducting case studies of organisations, case studies as natural experiments having seeded interpretive research with scientific rigidity.

Orlikowski and Yates (1994) classified marketing information system research as "positivist if there was evidence of formal propositions, quantifiable measures of

variables, hypothesis testing, and the drawing of inferences about a phenomenon from the sample to a stated population" (p.542).Winberg (1997) argues, regarding the richness aspect of electronic mail, that a communication medium possesses invariant properties of leanness or richness as an emergent property of the interaction between the medium and its organisational context. Also, Horsman and Norton (1999) suggest that the authors should not be restricted just to a positivistic perspective but should focus on causal relationships that have a relevant balance for practice.

5.3.2 Interpretive Research

Interpretive research begins with the assumption that access to reality (given or socially constructed) is only through social constructions such as language, awareness and shared meanings (Berger & Luckmann, 1967; Rapport, 1970; Gadamer,1976; Krippendorff,1980; Boland,1985; Bijker et al, 1987; Kaplan and Duchon,1988; Wolfe,1994; Anderson and Molmqvist, 1995; Walsham, 1995; Klein & Myers,1999a, 2001;Hopkins,1999,2000, 2002c; Trauth,2001;Rowlands, 2001, 2005; Douglas, 2003; Barrett & Walsham, 2004). The philosophical base of interpretive research is hermeneutics and phenomenology (Boland, 1985).

In terms of methodology, interpretive research aims to produce an understanding of the phenomenon that is affected by the social context. According to Klein & Myers (1999b), the establishment assumption for interpretive research is that knowledge is gained or filtered through social constructions such as awareness, language and shared meanings. But, according to Schwandt (2001), qualitative research is a diverse term covering collection of techniques seeking to describe, decode, translate and, somehow, come to terms with the meaning, rather than the measurement or frequency of phenomena in the social world. Therefore, qualitative research tends to work with text rather than numbers, while interpretive research is a more specific term and is outlined in terms of epistemology.

Most simply, interpretive research is often described as 'qualitative' to distinguish it from the 'quantitative' character and the number defining moment of traditional research. There is some truth to this, but it can be misleading in two respects. Firstly, there are ways of using numbers in interpretive research, just as there are ways within traditional research of using non-quantitative data. Secondly, the significant

differences between interpretive and traditional research are not in the kind of data there searchers work with, but in their basic assumptions (Kaplan and Duchon, 1988).

Interpretive research depends on assumptions, such as epistemological, ontological and methodological, that draw on a "phenomenological ontological", whilst the empirical- analytic paradigm, in contrast, is the historical product of two apparently opposed conceptions of knowledge and investigation (Walsham,1995; Klein & Myers, 1999b, 2001; Barrett & Walsham, 2004). On closer examination, to share a common, underlying ontology, an ontology of two separate areas: mind and matter. These two are rationalism and empiricism. In rationalism conception, knowledge is the product of reflection and reasoning, based upon fundamental formal (and hence indubitable) principals or sayings, from which subsequent truths are logically derived. In empiricism conception, knowledge is the product of perception, observation, based on data that are combined to form complex conceptions, these data are interpretation-free facts that provide a foundation to knowledge, guaranteeing its validity (Anderson and Molmqvist, 1995).

5.3.3   Critical Research

The function of critical organizational research is to make the individual participants knowledgeable and understand the social and historical reasons as they appear (Perrow,1967; Clark, 1972; Taylor,1976; Burrell & Morgan, 1979; Boland, 1985; Willmot, 1987; Markus & Robey, 1988; Whentten, 1989; Acker, 1990; Brown and Dickey, 1992; Milles & Huberman,1994; Chetty, 1996; Langley, 1999; Hopkins 1999, 2001, 2002d; Saunders,2001, Allan,2003; Kautz et al,2004; Fernandez, 2004). Therefore, organizations are created with specific purposes in mind and to benefit certain groups, not as pure entities unto themselves.

According to Willmot (1987), critical organisational research has developed that "The class position and institutional role of managers at all levels inclines them towards ideas and actions that are not clearly opposed to the reproduction of a social order in which they enjoy a position of comparative advantage" (p.256). The researcher critically reflects on the findings to see if the participant's understanding of organisations is the result of created and historical conditions and how social conditions have changed, sign these concepts invalid. The aim is for the participants

to see new ways so that they themselves can decide to alter the conditions they find exploitive. This process encourages the participants to new actions that are possible under changed conditions (Acker, 1990).

The philosophical framework of critical science research seems most related, because organizations have their own unique ways of seeing the world and interacting within their own culture (Langley, 1999; Hopkins 1999, 2001, 2002d; Saunders,2001; Allan,2003). A critical social scientific approach to research rejects the positivistic notion of rationality, objectivity and truth, seeing truth as historically and socially fixed, not as standing above or outside history and the concerns of participants in real social situations. The participants in critical research are active players because they can learn to critique their assumptions and philosophy (ideologies), understand what really is happening and find ways to reform their situation (Hathaway,1995; Chetty, 1996). Critical social research empowers the participants by helping them understand complex nuances of organizational life and some of the complex relationships behind the views (political, economic and social), then assists them in applying that new understanding to create changes (Brown and Dickey, 1992).

5.4   Alternative Methods of Research

Alternative methods of research contain quantitative, qualitative and mixed researches. The types of quantitative research study and their characteristics of variables, major types of qualitative research and their applications, mixed research methods and its advantages and how to measure them are discussed (Hopkins, 2002b).

5.4.1 Quantitative Research

Quantitative research involves the use of structured questions where the response options have been fixed and a large number of respondents are involved. Quantitative research is defined as objective and statistically valid and is measured by numbers (Kaplan and Duchon,1988; Creswell, 1994; Hathaway,1995; McCullough,1997; Huysamen,1997; Edwards,1998; Liebscher,1998; Hopkins,1999,2000,2001,2002c; Fuchs and Weirmair, 2003; Baskerville and Myers, 2004, Mazanec,2005; Fallon and Schofield, 2006a).

The aim of quantitative research is to determine the relationship between one factor (a dependent or outcome variable) and another (an independent variable) in a population. Quantitative research designs are either descriptive (subjects usually measured once) or experimental (subjects measured before and after a treatment). A descriptive study establishes only associations between variables (Hopkins, 2000).

Quantitative research is about quantifying relationships between variables. Variables are features like weight, performance, time and treatment. Variables measure a sample of subjects, which can be tissues, cells, animals, or humans. The relationship between variables can be expressed by using effect statistics, such as correlations, relative frequencies, or differences between means that deal with these statistics and other aspects of analysis. The design of quantitative research focuses on, firstly, describing the types of study that can use, next, discussing how the nature of the sample affects the ability to make statements about the relationship in the population and then dealing with various ways to work out the size of the sample and, finally, giving advice about the kinds of variable that need to be measured (Gay and Airasian, 1999).

For an accurate estimate of the relationship between variables, a descriptive study usually needs a sample of hundreds or even thousands of subjects; an experiment, especially a crossover, may need only tens of subjects. The estimate of the relationship is less likely to be influenced if they have a high participation rate in a sample selected randomly from a population. In experiments, bias is also less likely if subjects are randomly assigned to treatments and, if subjects and researchers are blind, to the identity of the treatments (Edwards, 1998).

In all studies, subject characteristics can affect the relationship that is being investigated, to limit effect, either by using a less heterogeneous sample of subjects or, preferably, by measuring the characteristics and including them in the analysis. In an experiment, variables are measured to explain the mechanism of the treatment (Liebscher,1998).

The sample size of a quantitative research survey is calculated by statisticians using a formula to determine how large a sample size will be needed from a given population in order to accomplish findings with an acceptable degree of accuracy. Generally

speaking, researchers seek sample sizes which yield findings with at least a 95 person confidence interval (which means that if they repeat the survey 100 times, 95 times out of a hundred they would get the same response) and plus/minus 5 percentage points' margin of error. Many surveys are designed to produce smaller margins of error (Huysamen, 1997).

1- Types of Study

Studies aimed at quantifying relationships are of two types: descriptive and experimental. In a descriptive study, no attempt is made to change behaviour or conditions in measuring attributes as they are. In an experimental study to take measurements, try some sort of involvement and then take measurements again to see what happened. The types of study are as now described (Hopkins, 2001a).

A- Descriptive Studies. In prospective, or cohort, studies some variables are examined at the start of a study then, after a period of time, the outcomes are determined. Another label for this kind of study is longitudinal, although this term also applies to experiments. As such, case-control studies are called retrospective because they focus on conditions in the past that might have caused subjects to become cases rather than controls. The differences in exposure (training vs. no training) are really cohort or prospective, even though the exposure data are gathered retrospectively at only one time point. Therefore, the technical name for these studies is historical cohort (Edwards, 1998).

Descriptive studies are also called observational because they observe the subjects without otherwise intervening. The simplest descriptive study is a case study which reports data on only one subject. Descriptive studies of a few cases are called case series. In cross-sectional studies variables of interest in a sample of subjects are tested once and the relationships between them are determined (Fong, 1992).

B- Experimental Studies. If the subjects are assigned randomly to experimental and control groups or treatments, the design is known as a randomized controlled trial. Random assignment minimizes the chance that either group is not typical of the population. If the subjects are blind (or masked) to the identity of the treatment, the design is a single-blind controlled trial. The control or reference treatment in such a study is called a placebo. Blinding of subjects eliminates the placebo effect whereby people react differently to a treatment if they think it is in some way special. In a

double-blind study, the experimenter also does not know which treatment the subjects receive until all measurements are taken. Blinding the experimenter is important to stop him or her treating subjects in one group differently from those in another. In the best studies even the data are analyzed blind, to prevent conscious or unconscious fudging or prejudiced interpretation (Hopkins, 2001a).

Experimental studies are also known as longitudinal or repeated-measures studies. They are also referred to as interventions because they do more than just observe the subjects. In the simplest experiment, a time series, one or more measurements are taken on all subjects before and after a treatment. A special case of the time series is the so-called single-subject design, in which measurements are taken repeatedly (e.g., 10 times) before and after an intervention on one or a few subjects (Hawley et al, 1999).

C- Pilot Study. The kind of study might not have enough resources or time to get a sample of optimum size. Therefore, this study can, nevertheless, be a pilot for a larger study. A pilot study can develop, adapt, or check the feasibility of techniques, to determine the reliability of measures, and/or to calculate how big the final sample needs to be. In any case, the pilot should have the same sampling procedure and techniques as the larger study (Edwards, 1998).

For experimental designs, a pilot study can consist of the first 10 or so observations of a larger study. To get respectable confidence limits, there may be no point in continuing to a larger sample. A statistician can also combine the finding with the findings of similar studies in something called a meta-analysis, which derives a confidence interval for the effect from several studies. If the study is not published, it cannot contribute to the meta-analysis. Many reviewers and editors do not appreciate this important point because they are locked into thinking that only statistically significant results are publishable (Stepto et al, 1999).

However, a pilot study for this thesis was carried out by using both worldwide tourists and nationwide stakeholders. The pilot study was used to test the content and format of the initial questionnaires. A total of 40 questionnaires were sent out by postal and electronic mail to the representatives of both intercontinental tourists and countrywide stakeholders to test the draft questionnaire. The mail out was followed by personal

contact with a number of would-be respondents to obtain feedback on the content and format. This resulted in the inclusion of a number of topics which would be appropriate when investigating the marketing of Jordan as the destination.

2- Quality of Designs

The research design is based on the objective of science that is to explain reality in developing the conclusions of researches (Eisenhardt, 1989; Mills & Huberan, 1994; McCullough, 1997; Hopkins, 2000, 2001; Rowlands, 2001; Yin, 2003). Therefore, the research design for quality of designs is based on quality of evidence that provides three phases: cause-and-effect, well-designed cross-sectional and case-control studies.

The various designs differ in the quality of evidence they provide for a cause-and-effect relationship between variables. A well-designed cross-sectional or case-control study can provide good evidence for the absence of a relationship (McCullough, 1997; Hopkins, 2000, 2001). However, if such a study does reveal a relationship, it generally represents only suggestive evidence of a causal connection. A cross-sectional or case-control study is, therefore, a good starting point to decide whether it is worth proceeding to better designs.

As such, prospective and experimental studies are good examples of designs quality. Prospective studies are more difficult and time-consuming to perform, but they produce more convincing conclusions about cause and effect. Experimental studies provide the best evidence about how something affects something else and double-blind randomized controlled trials are the best experiments (McCullough, 1997).

Yin (2003) adapts the research design for theory building that follows Eisenhardt's (1989) replication approach to multiple case studies. This design is divided into three phases: data collection, case analysis and cross-case analysis. However, both designs are part of the research design which is reliable upon evidence by providing relationship between variables. Also, the research design starts with quality of designs and ends up with theory building that is to result in developing the conclusions of the case studies.

5.4.2 Qualitative Research

Qualitative approaches to research are based on a "world view" which is holistic and has the following beliefs: there is not a single reality where reality based upon perceptions that are different for each person and change over time and what to know has meaning only within a given situation or context (Burrell and Morgan,1979; Howe, 1985; Kaplan and Maxwell,1994; Custer, 1996; Myers, 1997,1999; Strauss & Corbin, 1998; Hopkins, 1999, 2001,2003, 2004, 2005;Trauth, 2001; Myers & Avison, 2002). The reasoning process used in qualitative research involves perceptually putting pieces together to make wholes. From this process a meaning is produced.

Qualitative research is collecting, analysing and interpreting data by observing what people do and say that refers to the measure of things. Qualitative research refers to the meanings, concepts, definitions, characteristics, metaphors, symbols and descriptions of things (Myers, 1999).

Qualitative research involves the use of qualitative data, such as interviews, documents and participant observation data, to understand and explain social phenomena. Qualitative research can be found in many disciplines and fields, using a variety of approaches, methods and techniques (Myers and Avison, 2002).

1- Overview of Qualitative Research

As well as the qualitative/quantitative distinction, there are other distinctions which are commonly made. Research methods have variously been classified as objective versus subjective, aimed at prediction and control versus aimed at explanation and understanding. Considerable controversy continues to surround the use of these terms (Burrell and Morgan, 1979).

The motivation for doing qualitative research, as opposed to quantitative research, comes from the observation. Qualitative research methods are designed to help researchers understand people and the social and cultural contexts within which they live. Kaplan and Maxwell (1994) argue that the goal of understanding a phenomenon from the point of view of the participants and its particular social and institutional context is largely lost when textual data are quantified.

However, research methods can be classified in various ways. Quantitative research methods were originally developed in the natural sciences to study natural phenomena. Examples of quantitative methods now well accepted in the social sciences include survey methods, laboratory experiments, formal methods (e.g. econometrics) and numerical methods such as mathematical modelling, while qualitative research methods were developed in the social sciences to enable researchers to study social and cultural phenomena. Examples of qualitative methods are action research, case study research and ethnography. Qualitative data sources include observation and participant observation (fieldwork), interviews and questionnaires, documents and texts (Myers, 1997).

2-   Qualitative Research Methods

There are various philosophical perspectives which can inform qualitative research and various qualitative research methods. A research method is a strategy of inquiry which moves from the underlying philosophical assumptions to research design and data collection. The choice of research method influences the way in which the researcher collects data. Specific research methods also imply different skills, assumptions and research practices. There are four research methods that contain action research: action research, case study research, ethnography and grounded theory (Custer, 1996).

A-   Action Research. Action research distinguishes from applied social science, where the goal is simply to apply social scientific knowledge but not to add to the body of knowledge (Rapport, 1970; Clark, 1972; Eisenhart, 1989; Kaplan and Max, 1994; Hopkins, 1999, 2002c, 2003, 2005, 2006). Action research has been accepted as a valid research method in applied fields such as organization development and education. Therefore, it also makes clear that action research is concerned with enlarging the stock of knowledge of the social science community (Clark, 1972). According to Rapport (1970), "Action research aims to contribute both to the practical concerns of people in an immediate problematic situation and to the goals of social science by joint collaboration within a mutually acceptable ethical framework" (p.499). This definition draws attention to the collaborative aspect of action research and to possible ethical dilemmas which arise from its use.

B- Case Study Research. The case study research method is particularly well-suited to marketing information system research where interest has shifted to organisational rather than technical issues. The term "case study" can be used to describe a unit of analysis (e.g. a case study of a particular organisation) or to describe a research method (Lee, 1989; Orlikowski, 1993).

According to Yin (2000), a case study is an empirical inquiry that "investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident" (p.10). Clearly, case study research can be positivist, interpretive, or critical, depending upon the underlying philosophical assumptions of the researcher.

C- Ethnography. Ethnographic research comes from the discipline of social and cultural anthropology where an ethnographer is required to spend a significant amount of time in the field. Ethnographers immerse themselves in the lives of the people they study and seek to place the phenomena studied in their social and cultural context (Orlikowski, 1991).

Ethnography has now become more widely used in the study of marketing information systems in organisations, from the study of the development of marketing information systems to the study of aspects of marketing information technology management. Ethnography has also been discussed as a method whereby multiple perspectives can be incorporated in systems design and as a general approach to the wide range of possible studies relating to the investigation of marketing information systems (Davis et al, 1992).

D- Grounded Theory. Grounded theory is a research method that seeks to develop theory that is grounded in data systematically gathered and analyzed (Orlikowski, 1993; Urquhart, 1997, 2001; Strauss & Corbin, 1998; Galal, 2001; Allan, 2003; Fernandez, 2004; Rowlands, 2005). The major difference between grounded theory and other methods is its specific approach to theory development; grounded theory suggests that there should be a continuous interplay between data collection and analysis. Grounded theory approaches are becoming increasingly common in the marketing research literature because the method is extremely useful in developing

context-based, process-oriented descriptions and explanations of the phenomenon (Orlikowski, 1993).

5.4.3 Mixed Research

In general, mixed research methods are considered as one of the three paradigms in which quantitative and qualitative techniques or other paradigm characteristics are mixed in one overall study. The two major types of mixed research are distinguished as mixed method and mixed model research (Palmerino, 1999; Hopkins, 1999, 2001, 2002e, 2003).

1- Mixed Method Research

Mixed method research in which the researcher uses the qualitative research paradigm for one phase of a research study and the quantitative research paradigm for another phase of the study. As such, a researcher might conduct an experiment (quantitative) and then conduct an interview study with participants (qualitative) to see how they viewed the experiment and to see if they agreed with the results. Mixed method research is like conducting two mini-studies within one overall research study (Hopkins, 2001b, 2002d, 2003).

2- Mixed Model Research

Mixed model research is that in which the researcher mixes both qualitative and quantitative research approaches within a stage of the study or across two stages of the research process. As such, a researcher might conduct a survey and use a questionnaire that is composed of multiple closed-ended or quantitative type items as well as several open-ended or qualitative type items. Also, as an example, a researcher might collect qualitative data but then try to quantify the data (Palmerino, 1999).

Figure 5.2 shows that research typology contains experimental and non experimental as quantitative research, mixed method and model research, and phenomenology, ethnography, case study, historical and ground theory as qualitative research (Pamerino, 1999).

However, the new movement of educational research is excited and believes it will help quantitative and qualitative researchers to get the following advantages by using the mixed research (Hopkins, 2002e).

Figure 5.2   Research Typology
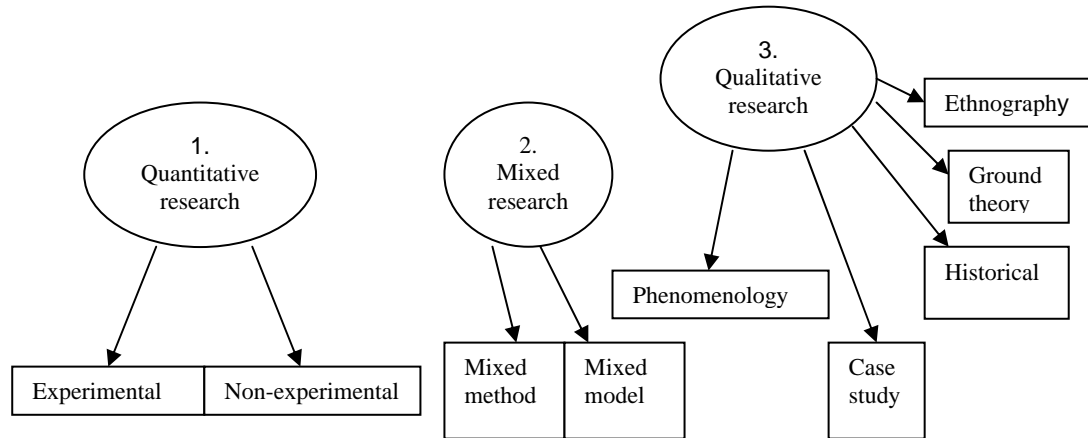
Palmerino (1999). Research Typology Diagram

- Perhaps the major aim for researchers who design and conduct mixed research is to follow the fundamental principle of mixed research. According to this principle, the researcher should mix qualitative and quantitative research procedures, methods and paradigm characteristics in a way that the resulting mixture or combination has complementary strength and no overlapping weaknesses.

- Metaphor for thinking about mixed research: Construct one fish net out of several fish nets by laying them on top of one another. The "new" net will not have any holes in it. Therefore, the use of multiple methods or approaches to research works the same way.

- When different approaches are used to focus on the same phenomenon and they provide the same result, they have "corroboration" which means they have superior evidence for the result. Other important reasons for doing mixed research are to complement one set of result with another, to expand a set of results, or to discover something that would have been missed if only a qualitative or a quantitative approach had been used.

- Some researchers like to conduct mixed research in a single study which is called mixed research. However, it is interesting to note that virtually all the research literature (Pal merino, 1999; Hopkins, 2001b, 2002d, 2003, 2004) would be mixed at the aggregate level, even if no single researcher uses mixed research. That is because there will usually be some quantitative and some qualitative research studies in research literature.

5.5 Methodological Approach

5.5.1 Formulation of the Research Hypotheses

In the formulation of the research hypotheses, the researcher is guided by a deductive method regarding the groups of tourist destination attitudes and practices of marketing with consistency of questionnaire responses in comparison with available literature on this subject. It is considered that there are eight hypotheses that derived from the objectives of Jordanian destination marketing: product, quality, accessibility, people, price, promotion, physical evidence and tourists' attractions. The questionnaire will be analysed using SPSS and the results will quantitatively analysed.

5.5.2 Research Design and Methods of Data Collection

The researcher may become a participant / observer in the culture and analysis involves identifying the meanings attributed to objects and events by members of the culture. These meanings are often validated by members of the culture before finalising the results. Thereby, research design classification and ways of collecting data will now be discussed (Hopkins, 2000).

1- Classification of Research Design

According to Huysamen (1997), research design can be defined as "a plan, blueprint, or guide for data collection and interpretation-sets of rules that enable the investigator to conceptualise and observe the problem under study" (p, 7). The research design is classified into three groups: exploratory, descriptive and analytical. There are a number of data collection methods which include experimental, survey and longitudinal research.

2- Effect of Research Design

The type of design to choose for the study has a major impact on the sample size. Descriptive studies need hundreds of subjects to give acceptable confidence intervals

(or to ensure statistical significance) for small effects. Experiments generally need a lot less than- often one - tenth as many - because it is easier to see changes within subjects than differences between groups of subjects. Crossovers need even less-one-quarter of the number for an equivalent trial with a control group - because every subject gets the experimental treatment (McGraw and Wong, 1992).

3-   Methods of Data Collection

The data are gathered using the context that the interpretation is value free. Each approach is based on a philosophical orientation that influences the interpretation of the data. Thus, it is critical to understand the philosophy on which the method is based. Consequently, each approach is discussed in relation to the philosophical orientation as well as the research methodology. The ways of choosing research subjects and collecting data is now outlined (Hopkins, 2001b).

A-   Ways of Choosing Research Subjects. An acceptable width for the confidence interval depends on the magnitude of the observed effect. If the observed effect is close to zero, the confidence interval has to be narrow to exclude the possibility that the true (population) value could be substantially positive or substantially negative. If the observed effect is large, the confidence interval can be wider because the true value of the effect is still large at either end of the confidence interval. Therefore, sample size (on the fly) is to start a study with a small sample size and then increase the number of subjects until getting a confidence interval that appropriates for the magnitude of the effect is obtained (Patton, 1990).

After developing the research question the researcher identifies the sources of the phenomenon being studied and from these sources seeks individuals who are willing to describe their experience(s) with the phenomenon in question. These individuals must understand and be willing to express their inner feelings and describe any physiological experiences that occur with the feelings. How many subjects should they study? They can approach this crucial issue via statistical significance, confidence intervals, or "on the fly" (Cohen, 1992).

Statistical significance is the standard but somewhat complicated approach. The sample size has to be big enough, then to detect the smallest worthwhile effect or relationship between the variables. Detect means getting a statistically significant

effect, which means that, more than 95% of the time, the researchers would expect to see a value for the effect numerically smaller than what they observed, if there was no effect at all in the population (in other words, the value for the effect has to be less than 0.05). Smallest worthwhile effect means that would make a difference to the lives of their subjects or to their interpretation of whatever they are studying. If the researchers have too few subjects in their study and they get a statistically significant effect, most people regard their finding as publishable, but, if the effect is not significant with a small sample size, most people regard it (erroneously) as unpublishable (Fong, 1992).

Using confidence intervals or confidence limits is a more accessible approach to sample-size estimation and interpretation of outcomes. Therefore, the researchers simply want enough subjects to give acceptable precision for the effect they are studying. Precision usually refers to a 95% confidence interval for the true value of the effect; the range within which the true (population) value for the effect is 95% likely to fail. Acceptable means it will not matter to their subjects (or to their interpretation of whatever they are studying) if the true value of the effect is as large as the upper limit or as small as the lower limit. A bonus of using confidence intervals to justify their choice of sample size is that the sample size is about half what they need if they use statistical significance (Day, 1995).

B- Techniques for Collecting Data. Each of the research methods discussed earlier uses one or more techniques for collecting empirical data. These techniques for collecting data range from interviews, observational techniques such as participant observation and fieldwork, through to archival research. Written data sources can include published and unpublished documents, company reports, memos, letters, reports, email messages, faxes, newspaper articles, and so forth (Costa, 1995).

In marketing, anthropology and sociology it is a common practice to distinguish between primary and secondary sources of data. Generally speaking, primary sources are those data which are unpublished and which the researcher has gathered directly from the people or organisations. For the purpose of the current study, secondary sources refer to any materials (books, articles etc.) which have been previously published (Johnson, 1995).

Typically, a case study researcher uses interviews and documentary materials first and foremost, without using participant observation. As such, the distinguishing feature of ethnography, however, is that the researcher spends a significant amount of time in the field. The fieldwork notes and the experience of living there become an important addition to any other data gathering techniques that may be used (Hoepfl, 1997).

5.5.3 Scope of Research

It is important to note that the scope of qualitative research is an exploratory research which aims to understand consumers' attitudes, values, behaviour and beliefs. The scope of quantitative research focuses on usage and attitude surveys, product and concept tests, advertising development and evaluation studies, corporate image surveys and customer satisfaction surveys (Hopkins, 2001b, 2002b, 2003, 2004).

According to Farrand research (http://www.farrandresearch.com,4/2004) numerous survey methods have been conducted.

1- Mail Studies

Experience with numerous mail studies has given the techniques necessary to ensure maximum return rates, such as telephone and postcard reminders, respondent incentives, concise and clear questionnaires, individually addressed envelopes with stamps hand applied and professionally printed questionnaires.

2- Mall Intercept Studies

Malls are chosen for each study to best represent the client's target market. They screen for, and interview, only those respondents desired for the study. They also pre-recruit respondents by mail, phone, or possibly mall-intercept to come to a central location at a specified time to test a product or idea. These studies may include food preparation, food served to respondents, or some other stimulus or product requiring hands-on evaluation. Tests conducted in malls or other central location facilities can be done using traditional paper and pencil interviews or using the latest Internet marketing research tools for faster turnaround.

3- Telephone Surveys

Computer assisted telephone interviewing has quicker turnaround time for data and allows for administered surveys. Interviewing on paper is also available for those projects that dictate a more hands-on approach.

4- Executive Interviewing

Research staff members have conducted interviews of executives at all levels of management including CEOs of major corporations.

5- Internet Marketing Research

Internet marketing research surveys offer fast data collection, convenience for respondents and less opportunity for human error. Studies are conducted when the subject problem is appropriate for interviewing consumers who have access to the Internet.

6- Interactive Voice Response Telephone Research

For those target groups where automated voice response and automated telephoning surveys are acceptable the voice response system can reduce time and costs to get information.

7- Focus Group Discussion

In-house moderation is experienced in conducting focus groups in a variety of industry types and on a wide range of issues from community perceptions to ad copy meaning.

5.5.4 Measurement of the Study

For experiments, the researchers can measure mechanism variables, which help to explain how the treatment works (Hopkins, 2000). For human subjects, variables such as sex, age, height, weight, socioeconomic status and ethnic origin are common, depending on the focus of the study. Therefore, the ability of athletic subjects shows current or personal-best performance, preferably expressed as a percent of world-record. For endurance athletes a direct or indirect estimate of maximum oxygen consumption helps characterise ability in a manner that is largely independent of the sport (Peck and Secker 1999).

1- Dependent and Independent Variables

From the research context, for enhancing tourist performance, the dependent variable (or outcome variable) is automatically some measure of tourist performance. The way to measure this dependent variable with as much precision as possible is to identify all the things that could affect the dependent variable. These things are the independent variables: product, service quality, the treatment in an experimental study (Fong, 1992).

For a descriptive study with a wide focus (a "fishing expedition"), its main interest is estimating the effect of everything that is likely to affect the dependent variable, so the researchers include as many independent variables as resources allow. For the large sample sizes that should be used in a descriptive study, including these variables does not lead to substantial loss of precision in the effect statistics. Nevertheless, the more effects they look for, the more likely the true value of at least one of them lies outside its confidence interval (a problem with a cumulative Type 0 error) (Creswell, 1994).

For a descriptive study with a narrower focus (e.g., the relationship between training and performance) the researchers still measure variables likely to be associated with the outcome variable (e.g., age-group, sex, competitive status) because, either they restrict the sample to a particular subgroup defined by these variables (e.g., veteran male elite athletes), or they include the variables in the analysis (Day, 1995).

For an experimental study, the main independent variable is the one indicating when the dependent variable is measured (e.g., before, during and after the treatment). If there is a control group (as in controlled trials) or control treatment (as in crossovers), the identity of the group or treatment is another essential independent variable (e.g., Drug A, Drug B, placebo in a controlled trial; drug-first and placebo-first in a crossover). These variables obviously have an affect on the dependent variable and then automatically include them in any analysis (McCullough, 1997).

Variables, such as sex, age, diet, training status and variables from blood or exercise tests, can also affect the outcome of an experiment. For example, the response of males to the treatment might be different from that of females. Such variables account for individual differences in the response to the treatment, so it is important to take them into account. As for descriptive studies, either to restrict the study to one sex, one age, and so on, or sample both sexes, various ages, and so on, and then analyse the data with these variables included as covariates. An additional problem with small sample sizes is loss of precision of the estimate of the effect, if the researchers include more than two or three of these variables in the analysis (Tema-Lyn, 1999).

2- Mechanism Variables

With experiments, the main challenge is to determine the magnitude and confidence intervals of the treatment effect, but sometimes researchers want to know the mechanism of the treatment; how the treatment does or does not work. To address this issue, find one or more variables that might connect the treatment to the outcome variable and measure these at the same times as the dependent variable. For example, researchers might want to determine whether a particular training method enhanced strength by increasing muscle mass, so the researchers might measure limb girths at the same time as the strength tests (Hopkins, 1999).

When the researchers analyse the data, they look for associations between change in limb girth and change in strength. Therefore, the errors of measurement will tend to obscure the true association. This kind of approach to mechanisms is effectively a descriptive study on the different scores of the variables, so it can provide only suggestive evidence for, or against, a particular mechanism (Palmerino, 1999).

Finally, a useful application for mechanism variables is to define the magnitude of placebo effects in unblended experiments. In such experiments, there is always a doubt that any treatment effect can be partly or wholly a placebo effect. However, if a correlation between the change in the dependent variable and the change in an objective mechanism variable, is that, cannot be affected by the psychological state of the subject-then the treatment effect is not all placebos and, the stronger the correlation, the smaller the placebo effect. The method works only if there are individual differences in the response to the treatment and, every subject has the same change in the dependent variable. Therefore, some apparent variability in the response between subjects is likely to be random error in the dependent variable, rather than true individual differences in the response to the treatment (Hopkins, 2000).

Surprisingly, the objective variable can be almost anything, provided the subject is unaware of any change in it. In fact, any noticeable changes could inspire a **concession** effect, so, any objective variables that correlate with the noticeable change will not be useful to exclude a placebo effect (Hopkins, 2001b).

3- Measurement Levels

According to Hopkins (2002c) there are four levels of measurement.

A- Nominal. Subjects of research are differentiated by possessing or not possessing a given characteristic, e.g., pass/fail, single/married, and are divided into a number of categories but the difference between the categories is not measurable in any real sense. This is the least sophisticated level of measurement.

B- Ordinal. Subjects are ranked in order from greatest to least or best to worst. Again there is no precisely measurable difference between the ranks.

C- Interval. Genuinely quantitative measurement, such as that of temperature, is measured at the interval level of measurement. Here, the difference between 10 and 11 degrees centigrade is the same as the difference between 11 and 12 degrees centigrade.

D- Ratio. In a scale of measurement where the difference between points on the scale is precise (as in the measurement of height and weight) and the scale starts at zero the level of measurement is referred to as ratio. As such, height and weight start at zero where it cannot weigh less than 0.00 kg and cannot be less than 0.00mm in length/height; these are ratio scales. However, they can record temperatures of the weather in terms of minus x degrees centigrade and this is why the scale is interval.

Nominal and ordinal are subjects of the research as barometric tools of measurement levels that used the correlation relationship between variables. However, they are no precisely measurable differences between the ranks of the variables, while interval and ratio are precise scales as non barometric devices.

4- Modes of Analysis

Although a clear distinction between data gathering and data analysis is commonly made in quantitative research, such a distinction is problematic for many qualitative researchers. For instance, from a hermeneutic perspective it is assumed that the researcher's presuppositions affect the gathering of the data; the questions posed to informants largely determine what they are going to find out. The analysis affects the data and the data affect the analysis in significant ways. Therefore, it is perhaps more

accurate to speak of "modes of analysis" rather than "data analysis" in qualitative research. These modes of analysis are different approaches to gathering, analysing and interpreting qualitative data. The common thread is that all qualitative modes of analysis are concerned primarily with textual analysis, whether verbal or written (Sutton, 1993).

Although there are some different modes of analysis in qualitative research, just three approaches or modes of analysis are discussed here: hermeneutics, semiotics and approaches, which focus on narrative and metaphor. It could be argued that grounded theory is also a mode of analysis but grounded theory has been discussed earlier (Orlikowski, 1993).

A- Hermeneutics. Ricoeur (1974) suggests that "interpretation is the work of thought which consists in deciphering the hidden meaning in the apparent meaning, in unfolding the levels of meaning implied in the literal meaning" (p.71).The hermeneutic refers to the dialectic between the understanding of the text as a whole and the interpretation of its parts, in which descriptions are guided by anticipated explanations.

Hermeneutics is primarily concerned with the meaning of a text or text-analogue (an example of a text-analogue is an organization, which the researcher comes to understand through oral or written text). The basic question in hermeneutics is: What is the meaning of this text? Taylor (1976) says that "interpretation, in the sense relevant to hermeneutics, is an attempt to make clear, to make sense of an object of study" (p.153). This object must, therefore, be a text, or a text-analogue, which in some way is confused, incomplete, cloudy, seemingly contradictory; in one way or another, unclear. The interpretation aims to bring to light an underlying coherence or sense.

The movement of understanding is constantly from the whole to the part and back to the whole. As Gadamer (1976) explains, "It is a circular relationship- the anticipation of meaning in which the whole is envisaged becomes explicit understanding in that the parts are determined by the whole, they also determine this whole" (p.97).

According to Bleicher (1980) hermeneutics can be treated as both an underlying philosophy and a specific mode of analysis. As a philosophical approach to human understanding, it provides the philosophical grounding for interpretivism. As a mode of analysis, it suggests a way of understanding textual data. There are different forms of hermeneutic analysis, from "pure" hermeneutics through to "critical" hermeneutics. As such, if hermeneutic analysis is used in an information systems study, the object of the interpretive effort becomes one of attempting to make sense of the organization as a text-analogue. In an organization, people (e.g. different stakeholders) can have confused, incomplete, cloudy and contradictory views on many issues. The aim of the hermeneutic analysis becomes one of trying to make sense of the whole and the relationship between people, the organisation and marketing information technology.

B- Semiotics. One form of semiotics is "conversation analysis." In conversation analysis, it is assumed that the meanings are shaped in the context of the exchange. The researcher immerses himself/herself in the situation to reveal the background of practices (Wynn, 1979).

According to Krippendorf (1980), another form of semiotics is "content analysis", where he defines content analysis as "a research technique for making replicable and valid references from data to their contexts"(p.17). The researcher searches for structures and patterned regularities in the text and makes inferences on the basis of these regularities.

Like hermeneutics, semiotics can be treated as both an underlying philosophy and a specific mode of analysis. Semiotics is primarily concerned with the meaning of signs and symbols in language. The essential idea is that words/signs can be assigned to primary conceptual categories, and these categories represent important aspects of the theory to be tested. The importance of an idea is revealed in the frequency with which it appears in the text (Patton, 1990).

A third form of semiotics is "discourse analysis." Discourse analysis builds on both content analysis and conversation analysis but focuses on "language games." A language game refers to a well-defined unit of interaction consisting of a sequence of verbal moves in which turns of phrases, the use of metaphor and allegory all play an

important part. A brief introduction to the use of semiotics in marketing systems is the book by Liebenau and Backhouse (1990).

C- **Narrative and Metaphor.** Narrative is defined by the Concise Oxford English Dictionary as a "tale, story, recital of facts, especially story told in the first person." There are many kinds of narrative, from oral narrative through to historical narrative. Metaphor is the application of a name or descriptive term or phrase to an object or action to which it is not literally applicable (e.g. a window in Windows 95).

Narrative and metaphor have long been key terms in literary discussion and analysis. In recent years there has been increasing recognition of the role they play in all types of thinking and social practice. Scholars in many disciplines have looked at areas such as metaphor and symbolism in indigenous cultures, oral narrative, narrative and metaphor in organizations, metaphor and medicine, metaphor and psychiatry (Herda, 1999).

5.6   The Empirical Research Process

The aim of this section is to document the process used during the empirical survey and the results of the survey representing the profile of the respondents to the questionnaire. The following key aspects will be addressed: firstly, the population and the sample size will be outlined; secondly, the empirical survey plan will be described, particularly the pilot study and focusing upon the questionnaire design and its layout and contents, testing procedure; thirdly, the methodology used to disseminate the questionnaires will be described; finally, the response to the final questionnaire dissemination will be evaluated, as well as the response rate.

5.6.1 The Research Approach

According to Allison et al (1996) and Welman and Kruger (1999), research is a systematic enquiry that is reported in a form which allows the research methods and outcomes to be accessible to others. Research involves the application of various methods and techniques to create knowledge through the use of scientific methods and procedures. Research also involves seeking solutions to problems or answer to questions. Therefore, there are two types of research: pure and applied research. Pure research has no obvious practical implications beyond contributing to a particular area of intellectual enquiry.

According to Welman and Kuger (1999), a research problem refers to some difficulty that the researcher experiences in the context of either a theoretical or practical situation. Applied research is problem-focused and is directed towards solving a particular intellectual question that has practical implications for a client outside the academic world.

5.6.2 Plan of the Empirical Study

The empirical survey was conducted by means of a postal and electronic mail survey by using a questionnaire (see Appendices; A, B and C) developed from the literature study. The results of the survey were tabulated and statically analysed. The process followed during the empirical survey is now described.

1- The Questionnaire

According to Leedy (1997), the questionnaire is a common instrument for observing data beyond the physical reach of the observer, while Riley et al (2000) state that in a questionnaire there may be open and closed questions. A closed question is one where responses are restricted to a small set of responses that generate precise answers. Open-ended questions are difficult to aggregate and computerise, but do not impose restrictions to the possible answers. Therefore, the response is often richer and more detailed. Thus, Jancowitz (2000) used the method in the questionnaire developed for the empirical study when he notes a structured questionnaire must provide questions that possess an element of "steering" information from the respondent without any prompting from the researcher. A five point Likert scale was used when designing the questionnaire.

Allison et al (1996) states that the Likert scale is the most widely used form of scaled items where the respondent chooses a point on a scale that best represents her/his view. Scoring for the scale was as follows: 1indicated totally disagree, 2 disagree, 3 neither agree nor disagree, 4 agree and 5 totally agree. The questionnaire instructions should ensure that all respondents are treated equally. There are two principles forms found for good instructions; clarity and courtesy. It was also insured that anonymity of the respondent was not required.

Riley et al (2000) name ten key issues pertaining to questionnaire design:
A- Ask about only one topic;
B- Use simple and concise language;
C- Use polite language;

D- Have no "escape route";

E- Do not make unrealistic demands on those who complete the questionnaire;

F- Give clear instructions;

G- Ensure that each question straight- forward and guard against ambiguity;

H- Order the questions correctly;

J- Make the layout easy to follow;

K- Test the questionnaire first.

All these principles were followed in designing the questionnaire. In addition, the draft questionnaire was tested in a pilot study. The questionnaire design focused on the key aspects of the empirical process:

A- The time taken to complete the questionnaire was measured (not exceed than 30 minute)

B- The level of comprehension regarding the wording of the questions

C- There was no specific difficulty of allocating a score to each question.

However, it is important to note that several improvements were incorporated in the revision of the layout and the contents of the questionnaire based upon the feedback received from the pilot study.

2- The Layout and the Contents of the Questionnaire

The questions in the survey were prefaced with detailed instructions to the respondents on the actions required from her or him to complete the questionnaire properly; these instructions were then followed by the questions themselves, which were grouped into the following sections.

A- **Section A.** This section represented a survey to identify and promote Jordanian tourism products in marketing them regionally and internationally as a destination area. The Department of Management and Marketing at the University of Huddersfield currently is conducting a study with the following objectives (see Appendix A):

(1) To develop a model of destination marketing

(2) To use this model in identifying the external and internal environmental factors of destination marketing in Jordan that will determine the Jordanian tourism as a destination area

(3) To provide guidelines and develop a framework for identification a destination marketing in Jordan.

B-   Section B. This section represented the tourist perceptions and consisted of eight parts. In part one (P1) respondents were requested to identify satisfactory tourist areas that would attract the visitors from all over the world. In part two (P2) respondents stated the service quality and quality of experience of the tourism that could lead to optimum tourist satisfaction, while in part three (P3) they identified the tourism products. In part four (P4) respondents defined accessibility of tourism, while in part five (P5) they stated that people of tourism destination would affect upon tourist attractions. In part six (P6) respondents classified the tourism price that affected visitors coming to Jordanian destination areas , while in part seven (P7) they identified promotion of tourism destination. Finally, in part eight (P8) respondents identified physical evidences of Jordanian tourism destinations that help in promoting Jordan regionally and internationally as a destination area (see Appendix B).

C-   Section C. This section described the demographic data of the respondents of tourists and stakeholders concerned with some of their activities and required general detail about the respondents' occupation and amount of experiences (see Appendix B).

D-   Section D. This section represented stakeholders of Jordanian tourism who focused on the destination management processes that could have the greatest impact on tourist satisfaction and the accomplishment of research objectives. This section also consisted of the same eight parts as in section B. Therefore, the respondents were requested to identify the most important key factors for success in each of the identified processes (see Appendix B).

E-   Section E. This section represented the response rate of the respondents of both tourists' and stakeholders (see Appendix B).

3-   The Population and the Sample Size

A- Population. A research population refers to the whole group to which the research results apply. It literally means "all the people" and, in a research context, population refers to all the members or objects of any defined group which might be taken or to about which information might be given. Population can be defined as the entire group under study as specified by the research objectives (Burns, 1998; Yoon, 2002). The objective of this research was to investigate tourists' perceptions regarding the identification for marketing Jordan regionally

and internationally as a tourism destination. Therefore, the population in this study has two types: the tourists that visit Jordan and the stakeholders of Jordanian tourism.

B- Sample Size. To generalize from the sample of the population, the sample has to be representative of the population. The safest way to ensure that it is representative is to use a random selection procedure. The researchers can also use a stratified random sampling procedure, to make sure that they have proportional representation of population subgroups (e.g., sex, race, and region) (Hopkins, 2000).

When the sample is not representative of the population, selection bias is a possibility. A statistic is biased if the value of the statistic tends to be wrong (or more precisely, if the expected value - the average value from many samples drawn using the same sampling method - is not the same as the population value). A typical source of bias in population studies is age or socioeconomic status; people with extreme values for these variables tend not to take part in the studies. Thus, a high compliance (the proportion of people contacted who end up as subjects) is important in avoiding bias. Journal editors are usually happy with compliance rates of at least 70% (Hopkins and Hewson, 2001; Braakhuis et al, 2003).

Sampling is a procedure that uses a small number of units of a given population as a basis for drawing conclusions about the whole population. The sample size involved in this study was 1120 questionnaires of both tourists and stakeholders in the year of 2006. Yoon (2000) argues that, in general, there is no correct sample size although larger sample sizes are always preferable. A low response rate for the survey was anticipated, partly due to the electronic mail out method and length of the questionnaire. In recent similar studies on tourism development in Virginia, USA the response rate was less than 15% (Yoon, 2002).

A total of 1120 questionnaires were sent out by postal and electronic mail to the representatives (tourists and stakeholders) to achieve the largest possible response. Seventy questionnaires were returned uncompleted. Thus, of the remaining 1050 questionnaires, 168 usable questionnaires were completed and returned, representing a 16% response rate overall where the sample size involved in this study is split: 56 stakeholders, 11.4% and 112 tourists, 20.6 %.

The population size of stakeholder was shown in Table 5.1with a total number of 520 questionnaires.

Table 5.1
Sample Size of Stakeholders

Category	No of Representatives
1. Managers of Restaurants and Accommodation	40
2. Travel Agents and Tour Operators	60
3. Managers of Tourism Attractions	40
4. Transport Managers	7
5. Sales Managers	60
6. Marketing Managers	40
7. Managers of Hotels	60
8. Employees of Tourism Associations	120
9. Managers of Provincial Tourism	13
10. Local Publicity Employees	80
Total	**520**

The population size of tourists is shown in Table 5.2 with a total number of 550 questionnaires distributing on international tourists that visiting Jordan. This is considered satisfactory, given the nature of the mail-out collection method and length of the questionnaire.

Table 5.2

Country of Origin of Tourists

Nationalities	No of Representatives
1. American	94
2. Australian & New Zealand	26
3. Arabic	92
4. Europe East	50
5. Europe West	184
6. Far East	124
7. Others	30
Total	**600**

247

4- Distribution of the Questionnaire

The questionnaires were distributed and collected in Jordan. The outcome of the original request as well as the follow-up requests is shown in Table 5.3.

Table 5.3

Responses to Postal and Electronic Mail Survey

Responses on first due date	76
Responses after first follow up	58
Responses after second follow up	34
Total	**168**

5.6.3 The Response

1- The Response Rate. The response rate as per classification of stakeholders for the questionnaires is shown in Table 5.4.

Table 5.4

Total Responses of Stakeholder from the Mail Survey

Stakeholder Classification	Questionnaires Distributed	Final Sample After Adjustment	Response Frequency	Response Rate
1. Managers of Restaurants and Accommodation	40	38	4	10.21%
2. Travel Agents and Tour Operators	60	58	7	12.1%
3. Managers of Tourism Attractions	40	38	4	10.21%
4. Transport Managers	7	7	1	14.3%
5. Sales Managers	60	58	6	10.35%
6. Marketing Managers	40	38	3	16%
7. Managers of Hotels	60	58	7	12.1%
8. Employees of Tourism Associations	120	116	12	10.21%
9. Managers of Provincial Tourism	13	13	2	15.4%
10. Local Publicity Employees	80	76	10	13.15 %
Total	**520**	**500**	**56**	**11.4%**

The total of respondents in each of the different categories was more than 10.21% which correlates well with the overall response rate of 16 %. The classification of stakeholders with a small segment like the restaurant, sales and marketing mangers had a high response rate that could be the result of the small size in these categories. Taking the big sample size for tourists

into consideration, the response rate of 20.6% is acceptable. In a similar study that was done on a sample size of 1096 a response rate of 17% was considered satisfactory (Jonsons and Scholes, 2002). Also, another similar study done on a sample size of 920 had a response rate of 15.4% which was considered satisfactory (Jonker, 2004).

Table 5.5

Total Responses of Tourist from the Mail Survey

Nationalities	Questionnaires Distributed	Final Sample After Adjustment	Response Frequency	Response Rate
1. American	94	87	17	19.2%
2. Arabic	26	24	4	16.7%
3. Australian& New Zealand	92	85	15	17.6%
4. Europe East	50	45	10	22.2%
5. Europe West	184	170	35	20.6%
6. Far East	124	112	25	22.4%
7. Others	30	27	6	22.2%
Total	**600**	**550**	**112**	**20.6%**

The response rate as per nationality of tourists for the questionnaire is shown in Table of 5.5. The total of respondents in each of the different categories was more than 15% which correlates well with the overall response rate of 16%.

2- The Response Data Process

The data had been collected and was processed by the research support team using the software package and SPSS programme.

3- Analysis of the Respondents

Section (D) was concerned with the tourist respondents and their educational level that was identified in Table 5.6, while the stockholder respondents were shown in table 5.7. Both sections of the questionnaire required respondents to complete general information about the respondents' educational level and her/his position. It indicated the locality of the stakeholders as well as the percentage split between domestic and international tourists.

Table 5.6 shows that more than 60% (61.5%) of the tourist respondents who completed the questionnaire were at the level of highly educated.. However, this percentage value is acceptable.

Table 5.6

Educational Level of Tourists

	Educational Level	Response Frequency	Percentage
1.	High School	15	13.4
2.	College Degree	18	16.1
3.	Bachelor's Degree	37	33.0
4.	Master's Degree	23	20.5
5.	Doctoral Degree	9	8.0
6.	Unanswered	10	9.0
	Total	**112**	**100.00**

Table 5.7 shows that more than 65% (67.9%) of the stakeholder respondents who completed the questionnaire were at management level, while nearly half (44.7%) were at senior management level. Taking into account that the feedback reflects the strategic perceptions of respondents, the conceptual insight represented by the percentage of management responses was encouraging.

Table 5.7

Position of the Stakeholder Completing the Questionnaire

	Category	Response Frequency	Percentage
1.	Senior Management e.g. Owner, Managing Director	14	25.0
2.	Middle Management e.g. Marketing Manager, General Manager, Sales Manager	24	42.9
3.	Public Relations Officer; Marketing Official; Administrative Personnel	12	21.4
4.	Unanswered	6	10.7
	Total	**56**	**100.00**

Table 5.8 shows that 25% of stakeholder respondents had been in operation longer that 10 years, while 69.7% of the stakeholder respondents had been in operation for more than 6years. More than two-thirds of the respondents, therefore, have 6 years and more experience in the tourism industry.

Table 5.8

The Amount of Experience of the Stakeholder Respondents

	Category	Response Frequency	Percentage
1.	Longer than 10 Years	14	25.0
2.	6 – 10 Years	25	44.7
3.	1 – 5 Years	11	19.6
4.	Unanswered	6	10.7
	Total	**56**	**100.00**

5.6.4   Reliability and Validity of the Measuring Instrument

The precision of measuring things has a major impact on sample size; the worse the measurements, the more subjects they need to lift the signal (the effect) out of the noise (the errors in measurement). Precision is expressed as validity and reliability. Validity represents how well a variable measures what it is supposed to. Validity is important in descriptive studies; if the validity of the main variables is poor, it may need thousands rather than hundreds of subjects. Reliability tells them how reproducible their measures are on a retest, so it impacts experimental studies; the more reliable a measure, the fewer subjects they need to see a small change in the measure. As such, a controlled trial with 20 subjects in each group, or a crossover with 10 subjects, may be sufficient to characterise even a small effect, if the measure is highly reliable (McCullough, 1997).

According to Leedy (1997), reliability and validity are terms that are encountered repeatedly in research methodology. They are primarily concerned with the measuring instrument and contribute to the integrity of the research. Each term is now discussed.

1- Reliability. This is the consistency with which the measuring instrument performs. This means that, apart from delivering accurate results, the measuring instrument must deliver similar results, consistently (Leedy, 1997).

Riley et al (2000) feel that reliability refers to whether the measuring instrument, in this case the questionnaire, measures what it was intended to measure. Therefore, it may be improved through conducting exploratory studies in the area of interest, or by conducting pre-tests on a small sample of persons similar in characteristics to the target study. In this study, both of these activities were conducted by the researcher, in the form of a comprehensive literature study and a pilot survey conducted with senior managers and academics in the tourism industry. The goal of the pilot study was to ensure that all questions were understandable and relevant.

Therefore, the questionnaire designed for both tourists and stakeholders consisted of dependent and independent variables. Dependent variable represented tourist satisfactions while independent variables represented the critical factors of destination marketing, which included quality, product, accessibility, people, price, promotion and physical evidence. These variables were carried out to measure the reliability for tourists and stakeholders.

The measurement of reliability was derived from the objectives of destination marketing in Jordan that had been developed in the following equation:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + b_6X_6 + b_7X_7 + e$$

Where:

Y = Tourist Satisfaction (Dependent Variable).

a = Other Independent Variables.

b_1 = Coefficient of Service Quality of Jordanian destination marketing (Coefficient of First Independent Variable).

X_1 = Service Quality of Jordanian destination marketing (First Independent Variable).

b_2 = Coefficient of products of Jordanian Destination Marketing (Coefficient of 2nd Independent Variable).

X_2 = Products of Jordanian Destination Marketing (2nd Independent Variable).

b 3 = Coefficient of accessibility of Jordanian Destination Marketing (3rd Independent Variable).

X3 = Accessibility of Jordanian Destination Marketing (Coefficient of 3rd Independent Variable).

b 4 = Coefficient of people of Jordanian Destination Marketing (Coefficient of 4th independent Variable).

X4 = people of Jordanian Destination Marketing (4th Independent Variable).

b 5 = Coefficient of Price of Jordanian Destination Marketing (Coefficient of 5th Independent Variable).

X5 = Price of Jordanian Destination Marketing (5th Independent Variable).

b 6 = Coefficient of Promotion of Jordanian Destination Marketing (Coefficient of 6th Independent Variable).

X6 = Promotion of Jordanian Destination Marketing (6th Independent Variable).

b 7 = Coefficient of Physical Evidence of Jordanian Destination Marketing (Coefficient of 7th Independent Variable).

X7 = Physical Evidence of Jordanian Destination Marketing (7th Independent Variable).

The results of reliability analysis were measured by using the alpha scale for international tourists, as illustrated in Table 5.9.

The reliability for the international tourists was measured that led to the following results:

1- Tourist satisfaction has impacted upon safety, security and quality of Jordanian tourism by 80.2%.

2- Service quality of Jordanian tourism has managed to increase tourist's satisfactions by 27.5%.

3- Products of Jordanian tourism do not seem to be consistent and dependable by 10.6%.

4- Accessibility and credibility of Jordanian tourism influence the level of tourist attractions by 47%.

5- Service stakeholders of Jordanian tourism possess the required skill and knowledge in marketing Jordan's tourism by 47.7%.

6- The price value of Jordanian tourism (products) does not have the competence in the competitive tourism market 12.1%.

7- Promotion of Jordanian tourism lacks the ability and skills in publicity and advertising by 35.6%.

8- Infrastructure and accommodation of Jordanian tourism have not provided comfort and wide selection area to tourists at convenient locations and times as the tangible evidence by 5.3%.

Table 5.9

Reliability for Worldwide Tourists

	Variables	R	R Square	Adjust R Square	St. Error of the Estimate
1.	Tourist Satisfaction	.802	.643	.384	.21399
2.	Quality	.275	.076	.024	.26931
3.	Product	.106	.011	-.044	.27854
4.	Accessibility	.470	.220	.177	.24730
5.	People	.477	.228	.185	.24615
6.	Price	.121	.015	-.040	.27804
7.	Promotion	.356	.127	.078	.26177
8.	Physical Evidence	.053	.002	-.056	.28010

The reliability for the international tourists was successfully measured by 83.71% of 82 cases and 78 items. Nevertheless, the measurements of international tourists' reliability were undertaken for the factors of tourist destination marketing in Jordan.

The results of reliability analysis were measured by using an alpha scale for national stakeholders as shown in Table 5.10. However, the reliability for the national stakeholders was measured that led to the following results.

1- Tourist satisfaction has been positively affected by safety, security and quality of Jordanian tourism by 84.5%.

2- Service quality of Jordanian tourism is well managed in increasing tourist satisfaction by 72.4%.

3- Products of Jordanian tourism seem to be consistent and dependable by 40.2 %.

4- Accessibility and credibility of Jordanian tourism have impact on the level of tourists attractions by 58.4%.

5- Service stakeholders of Jordanian tourism possess the high standards of skill and knowledge in marketing Jordan's tourism by 73.5%.

6- The price value of Jordanian tourism (products) has the competence in the competitive tourism market by 41.2 %.

7- Promotion of Jordanian tourism has the ability and skills in publicity and advertising by 49.8%.

8- Infrastructure and accommodation of Jordanian tourism have provided comfort and wide selection area to tourists at convenient locations and times as the tangible evidence by 36.8%.

Table 5.10

Reliability for Nationwide Stakeholders

	Variables	R	R Square	Adjust R Square	St. Error of the Estimate
1.	Tourist Satisfaction	.845	.714	.434	.20357
2.	Quality	.724	.524	.497	.30049
3.	Product	.402	.162	.115	.39859
4.	Accessibility	.584	.341	.304	.22745
5.	People	.735	.540	.514	.29530
6.	Price	.412	.170	.124	.39663
7.	Promotion	.498	.248	.206	.37763
8.	Physical Evidence	.368	.135	.087	.40484

The reliability for the national stakeholders was successfully measured by 93% of 80 cases and 76 items. However, the measurements of nationwide stakeholders were carried out for the factors of destination marketing.

2- Validity. This is concerned with the soundness and effectiveness of the measuring instrument. It must be asked what the measuring instrument was intended to measure or not, and the degree of accuracy of that measurement (Leedy, 1997). Therefore, the following questions were asked regarding this study, namely: Does the questionnaire measure what it is intended to measure? Does the questionnaire comply with the following validity criteria?

(a) Face Validity: This refers to whether or not the questions seem appropriate in the context of the study.

(b) Criterion Validity: This is where validity is determined by relating a performance measure to another measure that may be used as a standard against which results are measured.

(c)   **Content Validity**: This is related to face validity. Content validity is whether the accuracy of the instrument in measuring the factors of concern to the study is scrutinised.

(d)   **Construct Validity**: This is the degree to which the content of the study is measured by the questionnaire. In the case of this study, "How can external and internal environmental factors of Jordanian destination marketing be identified and promoted to market Jordan's tourism regionally and internationally as a tourism destination area?

(e)   **Internal Validity**: This is concerned with the information of conclusions based upon the actual results obtained from the study and not based on any opinion that influenced by research bias.

(f)   **External Validity**: This is the degree to which the conclusions reached in the study may be applied to the broader population and not merely the sample study.

In this study, face validity, content validity, construct validity and external validity were applied. These criteria were chosen after consulting experienced senior managers in the tourism industry as well as academics in the pilot study described earlier in this chapter. The external validity is based on the extensive literature study that was undertaken in order to develop a model of destination marketing.

3- The Relationship between Critical Factors of Destination Marketing and Worldwide Tourists and Nationwide Stakeholders.

Table 5.11 shows the results of the significance test using ANOVA analysis test along with factors of destination marketing which influence worldwide tourists and nationwide stakeholders. The results in this table indicate that promotion, people and price and have a positive and significant influence on tourists, where the p-value is 0.038, 0.018, and 0.032 respectively. However, the other factors have not a significant impact on tourists, where the p- value is 0.892, 0.273, .755 and 0.093 for the factors of product, people, price and physical evidence respectively.

The results of nationwide stakeholders indicate that quality, accessibility and promotion have a positive and significant influence on stakeholders, where the p-value is 0.05, 0.000, and 0.013 respectively. Nevertheless, the rest of factors of destination marketing have not a positive and significant influence on tourist satisfaction.

Table 5.11
ANOVA
Tourists

		Sum of Squares	df	Mean Square	F	Sig.
Quality	Between Groups Within Groups Total	2.973 44.305 47.278	6 105 111	3.200 6.500	0.492	0.892
Product	Between Groups Within Groups Total	2.576 50.923 53.499	6 105 111	2.256 0.098	13.23	0.005
Accessibility	Between Groups Within Groups Total	2.930 126.132 129.062	6 105 111	0.690 1.000	0.690	0.755
People	Between Groups Within Groups Total	3.323 59.236 62.559	6 105 111	1.504 0.028	54.77	0.018
Price	Between Groups Within Groups Total	1.524 39.313 40.907	6 105 111	1.856 0.060	31.14	0.032
Promotion	Between Groups Within Groups Total	2.548 55.853 58.401	6 105 111	1.810 0.342	5.294	0.038
Physical evidence	Between Groups Within Groups Total	0.315 44.120 44.435	6 105 111	1.884 1.062	1.780	0.273

Table 5.11 shows the results of the significance test using ANOVA analysis test along with factors of destination marketing which influence worldwide tourists and nationwide stakeholders. The results in this table indicate that promotion, people and price and have a positive and significant influence on tourists, where the p-value is 0.038, 0.018, and 0.032 respectively. However, the other factors have not a significant impact on tourists, where the p- value is 0.892, 0.273, .755 and 0.093 for the factors of product, people, price and physical evidence respectively.

Table 5.12 illustrates the results of nationwide stakeholders indicate that quality, accessibility and promotion have a positive and significant influence on stakeholders, where the p-value is 0.05, 0.000, and 0.013 respectively. Nevertheless, the rest of factors of destination marketing have not a positive and significant influence on tourist satisfaction.

Table 5.12

ANOVA
Stakeholders

		Sum of Squares	df	Mean Square	F	Sig.
Quality	Between Groups	2.675	9	2.356	13.236	0.005
	Within Groups	9.702	46	0.198		
	Total	12.377	55			
Product	Between Groups	4.713	9	5.446	0.250	0.047
	Within Groups	11.573	46	0.158		
	Total	16.286	55			
Accessibility	Between Groups	4.752	9	2.908	0.000	0.000
	Within Groups	17.509	46	0.000		
	Total	22.262	55			
People	Between Groups	6.529	9	0.600	6.245	0.147
	Within Groups	23.793	46	0.096		
	Total	30.321	55			
Price	Between Groups	3.516	9	0.824	10.176	0.093
	Within Groups	12.748	46	0.080		
	Total	16.264	55			
Promotion	Between Groups	10.680	9	0.814	8.590	0.013
	Within Groups	43.632	46	0.094		
	Total	54.311	55			
Physical evidence	Between Groups	12.232	9	0.914	3.341	0.095
	Within Groups	46.241	46	0.274		
	Total	55.473	55			

5.7   Summary

This chapter has detailed the means of research methodology that were carried out through a quantitative postal and electronic mail survey by means of a questionnaire. This questionnaire was composed of a mixture of closed and open questions by using a Likert Scale that had been designed to serve this aim. This choice of research method conforms to previous research undertaken in similar areas and sectors.

This research is considered to be an analytical approach to marketing the destinations in Jordan, utilizing data and designing a field questionnaire to elicit further data and information. Reliance is also made on previous research, both empirical and field, with a view to supporting and validating results. Alternative methods of research were used, such as quantitative, qualitative and mixed, that applied the use of constructed questions. The data was collected and analysed on part of the case study. This research uses these alternative methods in Jordanian destination marketing as a case study.

The formulation of the hypotheses were defined and tested in the context of tourism. A survey was used as the empirical research process for the research design and collecting the data. This survey was carried out by means of a questionnaire which was distributed and the data collected was analysed to accomplish the research objectives. Therefore, the population in this study was two types: the worldwide tourists that visit Jordan and the nationwide stakeholders of the Jordanian tourism.

Sampling is a procedure that uses a small number of units of a given population as a basis for drawing conclusions about the whole population. The sample size involved in this study is 1120 questionnaires which were sent out by postal and electronic mail to the representatives to accomplish the largest possible response. Seventy questionnaires were returned uncompleted. Thus, of the remaining 1050 questionnaires, 168 usable questionnaires were completed and returned, representing a 16% response rate overall where the sample size involved in this study is split between 56 stakeholders (11.4%) and 112 tourists (20.6 %).

Reliability and validity measurements are the criteria for assessing the accuracy and precision of quantitative research. Accuracy is the degree to which bias is absent from the sample, while precision reflects the extent the sample characteristics are similar to that of population. Therefore, it is important to examine the precision and accuracy of the instrument used to measure the research variables by establishing both reliability and validity measurements. They are primarily concerned with measuring the instrument and contributing to the integrity of the research. Reliability refers to how well the instrument of interest is measured, whereas validity refers to the degree to which the instrument measures what it is supposed or intended to measure.

In this study, both reliability and validity were conducted by the researcher in the form of a comprehensive literature study and a pilot survey conducted on senior managers and academics in the tourism industry. The aim of the pilot study was to ensure that all questions were understandable and relevant. Also, in this study, the external validity is based on the extensive literature study that was undertaken in order to develop a model for critical factors of destination marketing success.

CHAPTER SIX

DISCUSSIONS AND RESULTS

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CHAPTER SIX

DISCUSSIONS AND RESULTS

(The race is not always to the swift, nor the battle to the strong, but that is the way to bet, Damon Runyon)
(Change is the only constant, A. Toffler)
(You can be through with the past, but the past is not through with you, P. T. Anderson)

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6.1   Introduction

The aim of this study was to determine the critical factors of destination marketing success for marketing and promoting Jordan, regionally and internationally, as a preferred tourism destination.

This chapter discusses the results obtained from the identification of the critical factors of destination marketing success. It also includes a discussion of the destination marketing factors for worldwide tourists and nationwide stakeholders to measure customer satisfaction of the tourist destination which, in this case, is Jordan.

However, the results of the critical factors of destination marketing success were analysed using three perspectives, the customer, learning and growth and destination marketing management. The last part of this chapter analyses the results of the integration of these factors based on the correlation between them.

6.2   Customer Satisfaction Perspective

Tourist satisfaction can be measured by means of tourist and stakeholder indicators. The tourists were presented with twelve factors and the stakeholders with ten factors, and they were asked to indicate the importance of these critical factors of success for tourist satisfaction in Jordan.

6.2.1 Indicators of Performance

1- Tourists

Table 6.1 shows the response percentages as well as the overall mean of the responses to each factor for intercontinental tourists. It is evident from the table 6.1 that the responses considered all the tourist factors listed to measure the tourist satisfaction.

The tourist factors all had a mean score of 4.1 or above which contributed to increase the tourist satisfaction. The factor with the highest mean score was *the sites of Jordanian tourism are well known in the World Tourism Organization (WTO)* which helps Jordan in promoting its tourism products regionally and globally as a tourism destination.

Table 6.1   Tourists: Indicators for Jordan

Indicators of Performance %	1 Totally disagree	2 Disagree	3 Neither agree nor disagree	4 Agree	5 Totally agree	Mean	Rank
Jordan is a safe and secure country for tourists	3.1	8.66	17.24	29.	42	4.25	9
Jordan is a land of ancient civilizations dense with ruins	3.5	5.7	20.8	27.	43	4.31	6
Knowledge about Jordan's tourism derived through several means	6.7	9.0	11.3	20.	53.	4.5	2
The most effective reason for visiting Jordan is tourism sites	4.7	10.4	22.9	25.	37.	4.3	7
The infrastructure of Jordanian tourism influences the level of tourist attractions	2.3	5.7	17.0	28.	47.	4.34	5
Jordanian people are friendly and hospitable	3.3	11.5	20.2	27.	38.	4.25	9
The sites of Jordanian tourism are well known in the World Tourism Organization (WTO)	6.3	10.5	14.2	26.	43.	4.55	1
Understanding the needs and demands of tourists increases the number of visitors to the tourism sites	4.7	9. 2	20.1	23.	43.	4.1	11
The improved Jordanian tourism image builds a good relationship with tourists	7.6	10.3	16.1	22.	44.	4.5	2
Tourist satisfaction is a prime objective in designing the working atmosphere of Jordanian tourism	3.6	7.2	16.2	25.	48.	4.4	4
All comfortable physical environment is an important factor to tourists	2.4	13.6	17.0	22.	45.	4.3	7
Accessibility of Jordanian tourism has an impact on tourist satisfactions	4.8	9.5	15.7	29.	41.	4.1	11

In a previous research study regarding worldwide tourists visiting Jordan (MoTA, 2005; JTB, 2005) *tourism sites (Petra, Madaba and Jerash), hospitality, accessibility, the land of Jordan and Jordanian people* were listed as the most important features attracting intercontinental tourists, which is also confirmed by the results of this research.

The following factors were listed by the respondents: *the most effective reason for visiting Jordan, all comfortable physical environment, Jordan is a safe and secure country, Jordanian people, understanding the needs and demands of tourists and accessibility of Jordanian tourism* as critical success factors that have the same mean score and rank. However, these factors were considered by the respondents to have an impact on tourist satisfaction and increase the number of visitors to the tourism sites.

American tourists considered that *Jordan is a safe and secure country for tourists* and *Jordanian people are friendly and hospitable* are the most important factors in visiting Jordan. Also, with the existing safety and security problems that Jordan is experiencing, tourist respondents considered that the safety of tourists is a critical factor of success to manage and control in the future.

West European tourists listed *Jordan is a land of ancient civilizations dense with ruins* and *tourism sites*, as the most important factors for the visitation to Jordan. Consequently, this accomplished the purposes of visitation by increasing the number of tourists to Jordan and providing an understanding of civilizations among mankind.

Tourists from the Far East and East European considered that *the most effective reason for visiting Jordan is tourism sites* as the most important factor to interact with tourists. Therefore, this factor is the most critical success factor in affecting their tourist satisfaction and enhancing the tourist destination marketing.

Arab tourists and others considered that *understanding the needs and demands of tourists* is the most important factor for visiting the destination of Jordan. However, *understanding the needs and demands of tourists* increases the number of visitors to the Jordanian tourism sites.

2- Stakeholders

Table 6.2 shows the response percentages and mean of the stakeholder factors destination marketing success. The most critical factor identified by the respondents is that *tourist satisfaction is a prime objective in designing the working atmosphere of Jordanian tourism.* The mean score ranges between 4.8 and 4.

According to the stakeholders' view, *Jordan is a land of ancient civilizations* and *understanding the needs and demands of tourists* have the same mean score and rank 4, while *Jordan is a safe and secure country for tourists* and *knowing Jordan tourism* have the same mean score and rank 7. However, these factors show the importance of seeing Jordan as one of the old civilizations that ruled the Middle East region and increasing the number of worldwide tourists to the tourism sites, which means enhancing the tourist satisfaction.

Three additional critical success factors listed by the respondents that added important value to the tourist satisfactions included culture, eco and adventure tourism experiences. Lubbe (2003) points out that eco-tourism and adventure tourism are some of the fastest growing trends in tourism worldwide.

Table 6.2   Stakeholder: Indicators for Jordan

Indicators of Performance%	1	2	3	4	5		
	Totally disagree	Disagree	Neither agree nor disagree	Agree	Totally agree	Mean	Rank
Jordan is a safe and secure country for tourists	4.8	9.2	17.	25.	44.	4.5	7
Jordan is a land of ancient civilizations dense with ruins	8.	11.	16.	23.	42.	4..55	4
Knowledge about Jordan's tourism derived through several means	6.7	10.3	14.	24.	45.	4.5	7
The most effective reason for visiting Jordan is tourism sites	5.5	12.5	18.	21.	43.	4.3	9
The infrastructure of Jordanian tourism influences the level of tourist attractions	6.6	11.4	15.	22.	46.	4.65	3
Jordanian people are friendly and hospitable	4.3	12	15.4	21.6	46.7	4.75	2
The sites of Jordanian tourism are well known in the World Tourism Organization (WTO)	5.6	11.7	14.5	26.1	42.1	4.54	6
Understanding the needs and demands of tourists increases the number of visitors to the tourism sites	7.4	11.6	14.3	23.5	43.2	4.55	4
The improved Jordanian tourism image builds a good relationship with tourists	6.5	10.2	13.3	22.4	47.6	4.8	1
Tourist satisfaction is a prime objective in designing the working atmosphere of Jordanian tourism	4.2	8.8	19.	27.3	40.7	4.0	10

Managers of hotels, travel agents and tour operators considered that *Jordanian people are friendly and hospitable* is ranked 2 in the order of importance. Therefore, this means that

Jordan has the necessary experience in hospitality, safety and security for tourists, while managers of restaurants, accommodation and tourism attractions ranked infrastructure of Jordanian tourism as 3 in the order of importance. Thus, the infrastructure of Jordanian tourism affected the level of tourists' attractions.

Sales managers listed *Accessibility of Jordanian tourism* as more important of the Jordanian tourism products than marketing managers. Thus, accessibility of Jordanian tourism has an impact on increasing tourist satisfactions.

3- Comparison of Tourists and Stakeholders

Table 6.3 shows the differences in factors of performance for both international tourists and national stakeholders in Jordan. However, tourist respondents agreed that all the twelve factors were critical, while respondents for stakeholders considered that their ten factors of performance were critical.

Worldwide tourists and nationwide stakeholders considered the indicators of performance as critical success factors in enhancing the tourism destinations. They listed Jordan's tourism products as important success factors in selling and promoting them regionally and globally.

The responses of tourist respondents considered that *the sites of Jordanian tourism are well known in the World Tourism Organization (WTO)* as the most critical factor, while respondents for stakeholders considered that *tourist satisfaction is a prime objective in designing the working atmosphere of Jordanian tourism* is the most critical factor.

Tourist respondents considered the three most critical success factors in order of importance.

1- *The Sites of Jordanian tourism are well known in the World Tourism Organization (WTO)* for tourists with a value of 89.3% while, for stakeholders, it was ranked 6 by a value of 27.7%.

2- *Improved Jordanian tourism image builds a good relationship with tourists,* and *known about Jordanian tourism through several means* are important factors for tourists by a value of 79.5%, but, for stakeholders, they ranked 4 and 7, by a value of 47.3% and 20.6%, respectively.

3- *Tourist satisfaction is a prime objective in designing the working atmosphere of Jordan's tourism* ranked number 4 for tourists with a value of 62.6% while, for stakeholders, it ranked 1 with a value of 82.1%.

According to the tourists' view, respondents considered that *knowing Jordanian tourism products* comes first in priority, followed by *improvement of Jordanian image* and then *tourist satisfactions*. However, according to the stakeholders' view, the respondents considered that *tourist satisfaction* always comes first, followed by the *Jordanian friendship* and *infrastructure of its tourism*, then *improvement of Jordanian image*. Therefore, tourists dealt with tourists' needs and wants while stakeholders dealt practically with customers' needs and wants.

Table 6.3 Comparison of Tourists and Stakeholders

Indicators of Performance	Tourists		Stakeholders	
Sites of Jordanian tourism are well known in the World Tourism Organization (WTO)	1	89.3%	6	27.7 %
Knowledge about Jordan's tourism derived through several means	2	79.5%	7	20.6 %
The improved Jordanian tourism image builds a good relationship with tourists	2	79.5%	4	47.3 %
Tourist satisfaction is a prime objective in designing the working atmosphere of Jordanian tourism	4	62.6%	1	82.1%
The infrastructure of Jordanian tourism influences the level of tourist attractions	5	55.5%	3	59.8 %
Jordan is a land of ancient civilization dense with ruins	6	48.2 %	4	47.3 %
All comfortable physical environment is an important factor to tourists	7	42.8 %	-	-
The most effective reason for visiting Jordan is tourism sites	7	42.8 %	9	11.6 %
Jordan is a safe and secure country for tourists	9	34.7 %	7	20.6 %
Jordanian people are friendly and hospitable	9	34.7 %	2	74.1 %
Accessibility of Jordanian tourism has an impact on tourist satisfactions	11	30.2 %	10	9.8 %
Understanding the needs and demands of tourists increases the number of visitors to the tourism sites	11	30.2 %	-	-

Respondents considered that the following factors for stakeholders are the most critical success factors and ranked them in order of importance.

1- *Tourist satisfaction is a prime objective in designing the working atmosphere of Jordanian tourism* ranked 1 for stakeholders with 82.1% and ranked 4 for tourists with 62.6%.

2- *Jordanian people are friendly and hospitable* ranked 2 with 74.1% for stakeholders and ranked 9 with 34.7% for tourists.

3- *Infrastructure of Jordanian tourism influences the level of tourist attractions* ranked 3 for stakeholders with 59.8% while, for tourists, it came number 5 with 55.5%.

From the stakeholders' perspective, the respondents viewed *tourist satisfaction always comes first*, followed by *friendship of Jordanian people* and then *infrastructure of Jordanian tourism*. However, the tourist respondents agreed with the stakeholders' opinion that, for the first time, *tourist satisfaction* comes first, followed by *infrastructure of Jordanian tourism* and then *Jordanian friendship*.

From the tourists' perspective, the respondents also considered that the factors of *Jordanian tourism sites (Petra, Madaba and Jerash), hospitality, accessibility* and *the land of Jordan* were listed as the most critical factors in attracting international tourists and correspondents, which is confirmed by the results of this research. Therefore, in the stakeholders' perceptions, the additional critical factors listed by the respondents include culture, eco-tourism and adventure tourism experiences.

American tourists considered that *Jordan is a safe and secure country* and *Jordanian people are friendly and hospitable* are the most critical success factors for tourists in visiting Jordan. However, they disagreed with West European tourists that identified *Jordan's land of ancient civilizations* and *sites of Jordanian tourism* as the most critical success factors for their visit to Jordan. Also, Arab tourists considered that *understanding the needs and demands of tourists* is the most important factor for visiting the destination of Jordan. They agreed with other tourists which means that this factor plays a vital role in increasing the number of international tourists to the Jordanian tourism sites.

Managers of restaurants and accommodation considered that *infrastructure of Jordanian tourism* ranked as the most critical success indicator. Thus, they totally

agreed with managers of tourism attractions that *infrastructure of Jordanian tourism* affected the level of tourists' attractions. Sales managers identified that *accessibility of Jordanian tourism* is the most important factor, but marketing managers considered that *the Jordanian tourism products* was most important. Therefore, they disagreed with managers of marketing that *accessibility of Jordanian tourism* has an impact on increasing tourist satisfactions. Nevertheless, all national stakeholder respondents identified their indicators of performance as critical factors of success in promoting Jordan's tourism regionally and internationally. As a result, these stakeholders' indicators are crucial success factors in measuring customer satisfaction.

In the light of similar areas of research, a study on destination marketing strategy was undertaken (Wang and Fesenmaier, 2006), the aim of this study was to identify the success factors of Web-based marketing strategy. The key critical factor of destination marketing efforts of success depends upon the representation and provision of timely and accurate information relevant to consumers' needs. The literature is related to digital marketing and destination marketing which indicates that a number of organizational characteristics determine the success of these strategies. The methodology used was discussed, a framework was proposed, the results of the analysis were summarized and their implications for Internet marketing were discussed.

Another research study in a similar area of stakeholder analysis was carried out (Evans et al, 2003) by analysing the power and interest of stakeholders in the development, implementation and success of an organisation's strategy. For analysing stakeholder power and influence, an insight into the analysis, application of concepts and an initial overview into the difference between internal and external stakeholders are provided.

In comparison with this thesis, the study of Wang and Fesenmaier (2006) examined the factors impacting the success of Web-based marketing strategies while, for the research of this thesis, respondents considered that factors of tourists and stakeholders were critical factors of success in measuring tourist satisfaction with the tourism destination. However, with the emergence of security and safety hazards, it is apparent that the management of the security and safety of tourists will be a critical success factor. Taking into account the research in these similar areas, the infrastructure and accessibility of the destination can become the most critical success factor in the future. Also, in comparison with this thesis, the

research study of Evans et al analysed the stakeholders' perspective in the development and success of an organisations' strategy, while this thesis carried out a comparison of perspectives between international tourists and national stakeholders to measure the tourist satisfaction in the Jordanian tourism destination context.

6.2.2 Service Quality and Quality of Experience

Respondents were asked to identify the factors of service quality and quality of experience for the international tourists and national stakeholders. These factors of service and experience quality are important factors in measuring customer / tourist satisfaction.

1- Tourists

Tourist respondents considered that all the eleven factors of service quality and quality of experience were critical success factors. These critical factors of service quality and quality of experience success are shown in Table 6.4.

Improving product quality has the highest mean score and ranks 1 of the critical success factors of service quality and quality of experience. Therefore, tourist respondents considered it the most critical success factor as a key competitor in the tourism market.

American and Arab tourists considered that *improving product quality, divided the tourist site into factions and simplifying procedures* are important factors to be competitive in the tourism market. However, West European and Far Eastern tourists listed *management and competence of quality* as having the ability to attract visitors to the country.

Australian and New Zealand and East European tourists totally agreed that *service quality of tourism in Jordan* are consistent and dependable and can be guaranteed in advancing in the Jordanian tourism market are important. Also, other tourists considered that *range and speed of services impact on tourist's satisfactions* encourages the tourists to come and repeat their visit to Jordan.

Two important additional factors were added by the respondents: tourism experience is enjoyable, memorable and safe; infrastructures of Jordanian tourism comfort and wide selection to tourists.

Table 6.4 Tourists: Service Quality for Jordanian Tourism

Service Quality and Quality of Experience%	1	2	3	4	5		
	Totally disagree	Disagree	Neither agree nor disagree	Agree	Totally agree	Mean	Rank
Improving (product quality) is to be competitive in increasing the availability of the tourist services in the tourism market	7	8.3	14.7	24.6	45.4	4.8	1
Range of services influences tourists' satisfactions	3	12	19	23.8	42.2	4.0	10
Speed of service increases tourists' satisfaction to come and repeat their visit to Jordan	4	8.7	18.4	27.6	41.3	4.65	2
Service quality of Jordanian tourism has an impact on tourists' attractions	2	13.3	17	24.2	43.5	4.1	9
Service quality of tourism in Jordan is consistent and dependable	3	7.5	18.7	25.6	45.2	4.6	3
Capability in quality of Jordan tourism has the ability to attract visitors to the country	4	6.7	17.2	26.8	45.3	4.55	4
The quality of the Jordanian tourism service can be guaranteed	5	9.4	16.9	25.7	43	4.45	6
Management of quality has a relation with tourism that can be treated as a service	6	11	19.5	22	41.5	3.9	11
Service quality of tourism is a key influence on the speed of information interchange between the supplier and the tourist	5	12.2	18.3	22.5	42	4.15	8
Simplifying procedures are to be competitive in increasing the availability of the tourist services in the tourism market	2	13.4	19.	23.1 .	42.5	4.2	7
Divided the tourist site into factions helps in simplifying tourist procedures	2	85	19.6	25.4	44.5	4.5	5

2- Stakeholders

Table 6.5 shows the service and experience factors for stakeholders that were considered by respondents. All these factors were considered by the respondents as critical. This could lead to optimum customer satisfaction for the international tourist to Jordan.

The following stakeholder factors have the same mean score and rank.

3- *Service quality of tourism in Jordan is consistent and dependable.*

3- *Simplifying procedures are to be competitive in increasing the availability of the tourist services in the tourism market.*

5- *Improving (product quality) is to be competitive in increasing the availability of the tourist services in the tourism market.*

5- *The quality of the Jordanian tourism service can be guaranteed*

8- *Range of services influence on tourist's satisfactions.*

8- *Capability of quality in Jordan tourism has the ability to attract visitors to the country.*

Table 6.5 Stakeholders: Service Quality for Jordanian Tourism

Service Quality and Quality of Experience%	1 Totally disagree	2 Disagree	3 Neither agree nor disagree	4 Agree	5 Totally agree	Mean	Rank
Improving (product quality) is to be competitive in increasing the availability of the tourist services in the tourism market	5	11.7	16.3	25	42.	4.5	5
Range of services influences tourists' satisfactions	6	12	15.8	26.2	40.	4.3	8
Speed of service increases tourists' satisfaction to come and repeat their visit to Jordan	4	13.8	19.0	24.2	39.	4.15	10
Service quality of the Jordanian tourism has an impact on tourists' attractions	3	8.5	12.6	26.9	49.	4.1	11
Service quality of tourism in Jordan is consistent and dependable	7	9.3	14.3	24.4	45.	4.55	3
Capability of quality in Jordan tourism has the ability to attract visitors to the country	2	13.2	17.3	23.5	44.	4.3	8
The quality of the Jordanian tourism service can be guaranteed	8	10.1	14.9	24	43.	4.5	5
Management of quality has a relation with tourism that can be treated as a service	4	9.5	17.5	23	46	4.6	2
Service quality of tourism is a key influence on the speed of information interchange between the supplier and the tourist	6	10.3	13.5	23.2	47.	4.7	1
Simplifying procedures are to be competitive in increasing the availability of the tourist services in the tourism market	7	8.6	11.3	25.1	48	4.55	3
Divided the tourist site into factions helps in simplifying tourist procedures	1	9.9	11.1	28	49	4.4	7

However, these stakeholder factors were listed by the respondents in the same order of importance as improving Jordan's tourism products. This meant that these stakeholder factors have the ability and competitive advantage in attracting visitors to Jordan and increasing the availability of the tourist services in the tourism market.

Managers of restaurant, accommodation and travel agents and tour operators agreed that service and management quality of the Jordanian tourism have good relationship with tourism stakeholders. However, they are key influences on the speed of information interchange between the supplier and the tourist that have an impact on tourists' attractions.

Managers of tourism associations and transport listed *service quality of tourism in Jordan* and *simplifying procedures* are consistent and dependable. Thus, these are the challenger factors in increasing the availability of the tourist services in the tourism market.

Sales and marketing managers totally agreed with *the quality of the Jordanian tourism service* and *improving product quality can be guaranteed* are to be competitive in the tourism market. However mangers of hotels and provincial tourism considered that *speed of service* and *divided the tourist site into factions* increased tourists' satisfaction to come and repeat their visit to Jordan.

Employees of tourism associations and local publicity considered that *the range of services* and *quality competence of the Jordanian tourism* are the most critical factors that have the ability to attract visitors to the country.

3- Comparison of Service Quality between Tourists and Stakeholders

Table 6.6 shows the differences of service and experience factors between tourists and stakeholders in Jordan. Tourist respondents agreed that all the eleven elements of experience and service quality for tourists are important factors by a percentage ranging from 90.2% to 40.5%, while experience and service quality for stakeholders are important factors by a percentage ranging from 80.4% to 5.3 %.

Tourist respondents considered that *improving service quality of tourism product* is a key tool in increasing the availability of the tourist services in the tourism market,

while stakeholder respondents considered that *simplifying procedures are to be competitive in increasing the availability of the tourist services in the tourism market*. In addition, tourist respondents considered that *speed of service increases tourists' satisfaction to come and repeat their visit to Jordan*, while stakeholders considered that *service quality of tourism is a key influence on the speed of information interchange between the supplier and the tourists.*

Table 6.6   Comparison of Experience and Service Quality between Tourists and Stakeholders

Service Quality and Quality of Experience	Tourists		Stakeholders	
Improving (product quality) is to be competitive in increasing the availability of the tourist services in the tourism market	1	90.2 %	5	19.9%
Speed of service increases tourist's satisfaction to come and repeat their visit to Jordan	2	81.3 %	10	6.8 %
Service quality of tourism in Jordan is consistent and dependable	3	73.3 %	3	46.6 %
Capability of quality in Jordan tourism has the ability to attract visitors to the country	4	66.2%	7	8.9%
Divided the tourist site into factions helps in simplifying tourist procedures	5	60.0 %	7	8.9 %
The quality of the Jordanian tourism service can be guaranteed	6	54.6 %	5	19.9 %
Simplifying procedures are to be competitive in increasing the availability of the tourist services in the tourism market	7	50.2 %	3	46.6 %
Service quality of tourism is a key influencer on the speed of information interchange between the supplier and the tourist	8	46.8 %	1	80.4 %
Service quality of the Jordanian tourism has an impact on tourist's attractions	9	44.1 %	11	5.3 %
Range of services influence on tourist's satisfactions	10	41.4 %	9	7.1 %
Management of quality has a relation with tourism that can be treated as a service	11	40.5 %	2	62.6 %

Tourist respondents considered that the factor of *capability in quality of Jordan tourism has the ability to attract visitors to the country* is important. Therefore, this is an important success factor in advertising and encouraging Jordanian tourism as a destination area with 66.2%, while stakeholders considered it so with 8.6%.

From the stakeholders' point of view, respondents ranked the following factors of service quality for stakeholders in order of importance and the same factors for tourists in a different order of importance.

1- *Service quality of tourism is a key influence on the speed of information interchange between the supplier and the tourists* with 80.4%, but for tourists it came number 8 with 46.8%.

2- *Management of quality has a relation with tourism that can be treated as a service* with 62.6%, while for tourists it came number 11 with 40.5%.

The stakeholders considered *service quality of tourism* as a key influence with a ranking of 1, followed by the *management of quality*. This is true in the marketing context, but tourist respondents considered them less important factors since their rankings were 8 and 11, respectively.

However, in a marketing context, respondents and marketers considered management *of service quality* has a strong impact upon increasing tourist's satisfaction to come and repeat their visit to the destination, which in this case is Jordan.

Respondents for tourists gave *management of service quality* a mean score of 3.9 and ranking of 11 as critical factor and, for stakeholders, 4.65 and rank 2. Therefore, decision-makers always need management quality to have influence on increasing tourist's satisfaction.

Tourist respondents considered that *improving service quality of tourism product* is a key tool in increasing the availability of the tourist services in the competitive tourism market, while stakeholder respondents considered *simplifying procedures are to be competitive in increasing the availability of the tourist services in the tourism market*.

In addition, tourists considered *speed of service* increases customer's satisfaction and attracting visitors to Jordan, while stakeholders considered *service quality of tourism is a key influence on speeding the services to tourists* as most important factors.

The tourist respondents considered the factor of *capability in quality of Jordan tourism has the ability to attract visitors to the country* as an important success factor

in selling and promoting Jordanian tourism as a destination area with 66.2%, while stakeholders considered it important with 8.6%.

Tourists from Australian and New Zealand totally agreed with East European tourists that *service quality of tourism in Jordan* are consistent and dependable and *can be guaranteed* are important factors in advancing in the Jordanian tourism market. Also, other tourists considered *range and speed of services* as important factors in improving the Jordanian tourism market. Consequently, they disagree with American and Arab tourists who considered that *improving product quality, divided the tourist site into factions* and *simplifying procedures* are important factors to be aggressive in the tourism market.

Sales managers totally agreed with marketing managers that *the quality of the Jordanian tourism service* and *improving product quality can be guaranteed* are important factors for aiming to be ready for action in the tourism market. Managers of hotels and provincial tourism considered that *speed of service* and *divided the tourist site into factions* increased tourists' satisfaction to come and repeat their visit to Jordan. Nevertheless, they disagree with travel agents and tour operators who listed *service and management quality of the Jordanian tourism* as critical factors of service and experience quality success in measuring the tourist satisfaction and pleasing to the eye of the tourism destinations.

A similar study by Bosetti et al (2006) on tourism contexts considered economic factors and service quality indicators as being of key importance when they have been useful to tourism. The key feature in tourism destination comparison is the environmental donation of a site. Therefore, tourism destinations should be appraised and compared, not only in terms of tourism services supply, but in terms of economic and environmental performances of tourism management. The proposed efficiency appraisal is based upon Data Envelopment Analysis (DEA). The methodology used for evaluating the relative efficiency when facing multiple input and output was applied to the valuation of sustainable tourism management of the twenty destinations.

Also, in similar areas of research(Lozano et al,2005), a study was undertaken on the evolution of tourism destinations where the prototype of evolution depends upon the average quality of private tourism services supplied in the tourism destination. However, the length of the

growth period very much depends on the quality of tourism services. The methodology used was based on the building of dynamic general equilibrium models. The data analysis gives way results to compare with actual prototypes of evolution of tourism destinations.

Nevertheless, this part of the study for this thesis considered the factors of service quality and quality of experience as critical success factors in measuring the customer satisfaction of the tourism destination in Jordan, while a study of Lozano et al (2005) was based upon the average quality of tourism services supplied in the tourism destination. However, a study by Bosetti et al (2006) based on tourism contexts considered economic factors and service quality indicators as being of crucial importance when they have been applied to tourism.

6.3   Learning and Growth Perspective

The results of the factors of learning and growth are now identified and discussed in three broad categories: product, accessibility systems and people development. The factors of these three categories were considered by worldwide tourists and nationwide stakeholder respondents as critical factors of success.

6.3.1 Product of Destination Marketing Development

The results of critical elements of product of destination marketing development success for global tourists and countrywide stakeholders are identified by the respondents.

1-   Tourists

The product for tourists reveals future development critical factors. Tourists' responses to product of destination marketing development are shown in Table 6.7. Tourist respondents identified all nine factors of product as critical success factors.

 These are the factors of product which have the same mean score and rank.

4- *The most important factor in Jordanian tourism is satisfying tourists' needs and wants.*

4-   *Products are crucial in effecting the tourists' perception of service quality.*

6- *Products of the Jordanian tourism are key in attracting tourists.*

6- *Demand fluctuation of tourism requires service provider to formulate flexible strategies.*

Therefore, *products and the most important factor in Jordanian tourism* are important success factors in satisfying tourists' needs and wants. Those two factors are crucial in effecting the tourist's perception of service quality and increasing the tourist satisfaction.

Table 6.7 Tourists: Product for Jordanian Tourism

Product of Destination Marketing Development%	1 Totally disagree	2 Disagree	3 Neither agree nor disagree	4 Agree	5 Totally agree	Mean	Rank
Products of the Jordanian tourism are key in attracting tourists	2	8.7	19.3	27.	41.8	4.3	6
The time period of Jordanian destination marketing plan covers all the seasons	3	10.4	18.5	29.	39.1	4.15	8
Jordanian goals of tourism destination are set to attract tourists from all over the world	4	10.2	19.7	28	38.1	4.05	9
The components of Jordanian tourism are integrated parts of the tourism plan	7	9.3	13.4	25	45.3	4.55	3
The most important factor in Jordanian tourism is satisfying tourists' needs and wants	5	6.1	19.5	26.	43.4	4.5	4
Demand fluctuation of tourism requires service provider to formulate flexible strategies	6	9.2	18.6	24.	42.2	4.3	6
Products are crucial in effecting the tourists' perception of service quality	8	9.4	17.1	23.	42.5	4.5	4
Physical products accompany the tourism service that can be used as a basis for differential	5	11.1	15.3	22.	46.6	4.65	2
Variety of services influences on tourists' satisfactions	7	10.8	14.5	21.	46.7	4.75	1

Most of the respondents regarded *demand fluctuation* and *the time period of destination marketing plan of Jordan's tourism* as less critical than the other factors of product. This is interesting as those are the critical factors of innovative development to assert competitive future product and attractions. Also, tourist respondents considered that *products of the Jordanian tourism are key in attracting tourists* in marketing Jordan as a whole for the international tourism destination area.

West European, Arab and American tourists totally agreed that *variety of services and physical products* are the most critical success factors in accompanying the tourism service that can be used as a basis for differential. Thus, those two critical success factors impact on tourist's satisfactions for attracting international tourists to the Jordanian destination area.

Australian and New Zealand, East European and Far Eastern tourists listed *the components of Jordanian tourism* and *the time period of Jordanian destination marketing plan* as critical success factors in covering all the seasons. Consequently, these critical success factors of product development are integrated parts of the tourism plan for promoting Jordan as an international tourism destination area.

Other tourists considered that the most critical success factor is Jordanian goals of tourism destination. However, Jordanian goals of tourism destination are set to attract tourists from all over the world and increase the availability of the tourist services in the tourism market.

An important factor of product of destination marketing development was added by the respondents who market Jordan's tourism products regionally and internationally. In fact, tourist respondents considered that this factor is the most critical success factor as number one in the Jordanian destination marketing strategy in marketing Jordan as a tourism destination area.

2- Stakeholders

Respondent's feedback in terms of products for stakeholders is shown in Table 6.8. Stakeholder respondents listed all the factors of product development as critical success factors that have different mean scores and ranks. However, the differences in views of Jordanian stakeholders considered that the factors of product are important.

The most important factor of product success identified by the respondents is that Jordanian goals of tourism destination are set to attract tourists from all over the world. This critical factor of product success is identified and listed by the respondents that led to optimum for tourist satisfaction and retention for their visiting. It is also apparent that the majority of respondents consider Jordanian goals of tourism destination as critical towards the future success of Jordan as a tourism destination area.

Managers of hotels, provincial tourism, restaurant and accommodation considered that *Jordanian goals of tourism destination* and *products of the Jordanian tourism* are the most important factors in Jordanian tourism and the most critical success factors in satisfying tourists' needs and wants. Nevertheless, these critical success factors of product were considered key tools in attracting tourists from all over the world.

Table 6.8 Stakeholders: Product for Jordanian Tourism

Product of Destination Marketing Development%	1	2	3	4	5		
	Totally disagree	Disagree	Neither agree nor disagree	Agree	Totally agree	Mean	Rank
Products of the Jordanian tourism are keys of attracting tourists	4.7	11.	18.1	23.	43.2	4.65	2
The time period of Jordanian destination marketing plan covers all the seasons	3.3	8.2	15.4	24.	49.1	4.55	4
Jordanian goals of tourism destination are set to attract tourists from all over the world	2	10	16.7	22	49.3	4.8	1
The components of Jordanian tourism are integrated parts of the tourism plan	6.6	9.7	17.2	25.	41.5	4.0	8
The most important factor in Jordanian tourism is satisfying tourist's needs and wants	5.4	6.3	13.3	26	49	4.6	3
Demand fluctuation of tourism requires service provider to formulate flexible strategies	1.1	9.3	19.6	29.	41.	3.95	9
Products are crucial in effecting the tourist's perception of service quality	7.2	7.9	19.8	21.	44.1	4.15	6
Physical products accompany the tourism service that can be used as a basis for differential	4.1	8.6	14.3	27.	46	4.5	5
Variety of services influences on tourist's satisfactions	2.1	12	15.5	28	42.4	4.1	7

Managers of tourism attractions, sales and marketing totally agreed that *the time period of Jordanian destination marketing plan* and *physical products* are critical success factors. However, these factors cover their plans through all seasons by utilizing tourism services as a basis for differentiation.

Travel agents and tour operators and employees of tourism associations considered that *products* and *variety of services* are the most critical success factors. Therefore, those two are

the most critical success factors and are crucial in effecting the tourists' perception of service quality.

Transport managers and local publicity employees considered that *the components* and *demand fluctuation of Jordanian tourism* are the most critical success factors. Consequently, those critical success factors require the service provider to formulate flexible strategies in integrating and identifying all the nine factors of product development towards the future success of Jordan as a tourism destination area. In addition, stakeholder respondents considered that these factors of product development of destination marketing success for creating motives in encouraging tourists to repeat their visit to Jordan by providing holiday's packages.

3- Comparison of Product between Tourists and Stakeholders

Table 6.9 illustrates the comparison of product between tourists and stakeholders that were identified by the respondents. These differences were derived from the results of the future success factors of product for Jordanian tourism that listed by the respondents.

According to Table 6.9, tourist respondents considered that the product factors for tourists are important factors by a percentage between 92 % and 59 % while, for stakeholders, between 84 % and 22 %.Therefore, tourists considered that *variety of services influences tourists' satisfaction* with 92 %, while stakeholders considered *Jordanian goals of tourism destination are set to attract tourists from all over the world* with 84 %. Also, tourists considered the components of Jordanian tourism are integrated parts of the tourism plan with 78.6 %, whilst stakeholders considered it so with 23.8 %.

Respondents ranked the following critical success factors of products for international tourists in order of importance that compared with the same critical factors of products for stakeholders in a different order of importance.

1- Rank 1 for tourist with 92% came 7 for stakeholders with 27.3% that *variety of services influence on tourist's satisfactions.*

2- Rank 2 for tourists with 84.9 % came 5 for stakeholders with 39.7% where *physical products accompany the tourism service that can be used as a basis for differential.*

3- Rank 3 for tourists with 78.6% came 8 for stakeholders with 23.8% that *the components of Jordanian tourism are integrated parts of the tourism plan.*

4-   Rank 4 for tourist with 73.2% came 3 for stakeholders with 59.3% where *the most important factor in Jordanian tourism is satisfying tourist's needs and wants.*

Table 6.9   Comparison of Product between Tourists and Stakeholders

Product of Destination Marketing Development		Tourists		Stakeholders
Variety of services influences on tourists' satisfaction	**1**	92.0 %	**7**	27.3%
Physical products accompany the tourism service that can be used as a basis for differential	**2**	84.9 %	**5**	39.7 %
The components of Jordanian tourism are integrated parts of the tourism plan	**3**	78.6 %	**8**	23.8 %
The most important factor in Jordanian tourism is satisfying tourists' needs and wants	**4**	73.2%	**3**	59.3 %
Products are crucial in effecting the tourists' perception of service quality	**4**	73.2 %	**6**	32.6 %
Products of the Jordanian tourism are key in attracting tourists	**6**	65.4 %	**2**	71.8 %
Demand fluctuation of tourism requires service providers to formulate flexible strategies	**6**	65.4 %	**9**	22.0 %
The time period of Jordanian destination marketing plan covers all the seasons	**8**	59.9 %	**4**	48.6 %
Jordanian goals of tourism destination are set to attract tourists from all over the world	**9**	59.0 %	**1**	84.0 %

Thus, tourist respondents considered *variety of services* ranked 1, followed by *physical products*, and then *products are crucial*, are critical success factors of product in impacting on tourist's satisfaction. Therefore, the critical success factors of product for stakeholders were considered *Jordanian goals of tourism destination* were ranked 1, followed by *products of the Jordanian tourism* and then *the most important factor in Jordanian tourism is satisfying tourist's needs and wants.*

Respondents ranked the following critical factors of product for stakeholders in order of importance and the same for tourists in a different order of importance.

1- *Jordanian goals of tourism destination are set to attract tourists from all over the world* with 84% and for tourists came 9 with 59 %.

2- *Products of the Jordanian tourism are key in attracting tourists* with 71.8% and for tourists came 6 with 65.4%.

Consequently, respondents identified the two aspects of product as critical success factors: *Jordanian goals of tourism destination are set to attract tourists from all over the world* to Jordan, followed by *products of the Jordanian tourism are key in attracting tourists*. Since tourist respondents considered *products of the Jordanian tourism* followed by *Jordanian goals of tourism destination* as tools in attracting tourists to Jordan.

In the marketing context, tourists considered products are crucial in effecting the tourists' perception of service quality that are critical success factors with 73.2%, while stakeholders considered them with 32.6%. Also, tourists considered *demand fluctuation of tourism* as a critical success factor with 65.4% and stakeholders considered it so with 22%.

Since tourists concentrated on the tourists' perception of service quality, the service provider should apply a flexible policy in overcoming demand fluctuation of tourism, but stakeholders focused upon attracting tourists to the destination area of Jordan.

West European tourists totally agreed with Arab and American tourists that *variety of services* and *physical products* are the most critical factors of success in associated the tourism service that can be used as a base for discrepancy. Thus, those two critical success factors impact on tourist satisfaction for attracting worldwide tourists to the Jordanian destination area.

Australian and New Zealand, East European and Far Eastern tourists listed *the components of Jordanian tourism* and *the time period of Jordanian destination marketing plan* as critical factors of success in casing all the seasons and are included parts of the tourism plan for promoting Jordan as an intercontinental tourism destination area. Consequently, they disagree with other tourists who considered that the most critical success factor is *Jordanian goals of tourism destination* that are set to attract tourists from all over the world and enlarge the accessibility of the tourist services in the tourism market.

Managers of hotels, provincial tourism, restaurant and accommodation considered that *Jordanian goals of tourism destination* and *products of the Jordanian tourism* are the most important factors in Jordanian tourism and the most critical success factors in satisfying tourists' needs and wants. Nevertheless, they disagree with transport managers and local

publicity employees who considered that *the components and demand fluctuation of Jordanian tourism* are the most critical success factors in creating flexible policies for incorporating and identifying all the nine factors of product development towards the future success of Jordan as a preferred tourism destination area.

In recent similar studies on tourism products (Carmelo et al, 2006), the tourism industry depends upon the natural environment for the production of tourist services that impacts on the rank of ecological resources. Empirical studies have considered the role of the deterioration of the environmental attributes of the tourist product in the product lifecycle. Thus, the tourist product cycle appears as a direct result of the complex interactions between the tourism industry and the natural capital. The analysis conducted for tourism policy should be the focus of further research in an empirical context. The results of Carmelo et al's study (2006) have suggestions for the optimal management of the number of tourists and the environmental features of tourist destinations, while the study of product developments for this thesis considered the products of Jordanian tourism as crucial key factors in effecting tourists and stakeholders' perceptions and attracting tourists to the destination area.

6.3.2 Accessibility System of Development

Accessibility for tourists and stakeholders focuses on development and management processes that have the greatest impact on tourist satisfaction and the accomplishment of the system of development objectives. Tourist and stakeholder respondents considered all factors of accessibility systems development as critical factors of success.

1- Tourists

The results of accessibility for tourists were agreed and identified by the respondents are shown in Table 6.10. The most critical factor agreed and identified by respondents is *Petra is considered to be one of the World Tourism Heritages (WTHs)*.

These two critical factors of accessibility success have the same mean score and rank.

4- *The climate of Jordan is suitable for visitors to come all year round.*

4- *Physical distribution system in Jordan reaches its tourism products to the consumer at the right time and place without damage.*

Tourist respondents considered that *the climate of Jordan* and *physical distribution system in Jordan* are the two most important factors convenient for the visitors to come all year round. However, since those two factors of accessibility systems development have the same mean score and rank 4, they have the ability to deliver their tourism products to the consumer at the right time and place without damage and thus increasing the number of tourists that travel to Jordan.

Table 6.10   Tourists: Accessibility for Jordanian Tourism

Accessibility System of Development%	1	2	3	4	5		
	Totally disagree	Disagree	Neither agree nor disagree	Agree	Totally agree	Mean	Rank
Visiting hours of tourism sites are important for encouraging prospective tourists to come	6.8	13.7	17.9	20.6	41	4.15	10
Location of Jordan is in a position for attracting tourists	3.5	7.1	15.4	28	47	4.4	6
Accommodation of Jordanian tourism sites have provided comfortable place to tourists	4.2	10.2	19.6	27.8	38.2	4.55	3
The Internet as information channel serves Jordanian tourism products	24	121	18.5	29	38	4.1	11
The climate of Jordan is suitable for visitors to come all year round	73	11.5	14.8	26.0	40.4	4.5	4
Transportations of Jordanian tourism afford cheap price to tourists	1.0	9.6	16.7	28.8	43.9	4.25	9
The location of Amman and other places like Madaba and Jeresh are attraction factors for tourist customer choice of destination	5.6	10.1	13.3	28.4	42.6	4.35	7
The choice of most effective channel of accessibility is an important aspect for tourism	3.1	10.7	14.2	27	45	4.3	8
Location of Jordan links the routes between Asia, Africa and Europe to match their civilizations	5.0	8.8	15.5	29.7	41	4.75	2
Petra is considered to be one of the world's tourism heritage	3.4	95	17.2	27.9	42	4.85	1
Physical distribution system in Jordan has the ability to reach its tourism products to the consumer at the right time and place without damage	7.1	123	19.3	20	42.3	4.5	4

Respondents regarded *the location of Amman and other places like Madaba and Jeresh, location of Jordan* and *accommodation of Jordanian tourism sites* as most important attraction factors for tourist customer choice of destination. However, these factors were

listed as critical success factors of accessibility systems development that help in marketing and promoting Jordan's tourism, locally, regionally and internationally as a whole.

The following additional factors of importance were identified by the tourist respondents: *work as one to sell Jordan not as prefectures*; *flow of communication to be* timeless; provide *effective visitor information*. These factors were considered in order to support the key players of Jordanian tourism in selling Jordan as an international tourism destination.

It is evident from the critical factors listed as well as the additional factors identified by the respondents that the tourist respondents wanted a well- organized and integrated destination marketing organization that would concentrate on marketing Jordan as a preferred tourism destination area.

Australian, New Zealand and Arab tourists listed *Petra, location of Jordan links the routes between Asia, Africa and Europe* and *accommodations of Jordanian tourism sites*, as the most critical success factors in marketing and promoting Jordan as an international destination area. Therefore, these critical success factors of accessibility systems development match the civilizations of the three main continents of Asia, Africa and Europe and well known in Jordan as one of the world's tourism heritages.

West European and American tourists considered that *the climate and location of Jordan* and *physical distribution system in Jordan* are critical success factors in attracting tourists to Jordan. On the other hand, these factors represent the characteristics that Jordanian accessibility systems developments are appealing to many tourists.

East European and other tourists totally agreed that *the location of Amman and other places like Madaba and Jaresh, the choice of most effective channel of accessibility* and *transportations of Jordanian tourism*, are critical success factors as important aspects for Jordanian destination marketing. Consequently, these are attraction factors for tourist customer choice of Jordan as a destination area.

Far Eastern tourists considered that *Internet* and *visiting hours of tourism sites* are the most critical success factors in satisfying prospective tourists to travel to the Jordanian tourism destination. Nevertheless, these factors are the main critical factors of destination marketing success to increase and enhance Jordanian tourism marketing productivity.

2- Stakeholders

The results of the accessibility factors for stakeholders identified by respondents are listed in Table 6.11. It is clear that most respondents regarded the accessibility factors of the destination as critical success factors. All the factors listed have an average mean above four, with *Petra* having the highest mean of 4.8. The high importance rating given to *Petra* as an accessibility factor meets the literature study that was described in Chapter 2 (Petra considered as one of the World Tourism Heritages by UNISCO, 2002) and confirmed by the findings of this research.

The following factors of accessibility for stakeholders have the same mean score and rank.
3- *The location of Amman and other places like Madaba and Jeresh are attraction factors for tourist customer choice of destination.*
3- *Physical distribution system in Jordan has the ability to reach its tourism products to the consumer at the right time and place without damage.*
6- *Internet as information channel serves Jordanian tourism products.*
6- *Transportations of Jordanian tourism afford cheap price to tourists.*

Therefore, *the location of Amman and other places like Madaba and Jeresh* and *physical distribution system in Jordan* have the same importance for choosing the destination that its products reach the consumer at the right time and place without damage. *The Internet* and *transportations of Jordanian tourism* afford information channel with cheap prices to tourists.

Marketing managers and managers of hotels considered that *Petra* and *the location of Amman and other places like Madaba and Jeresh* are attraction factors for tourist customer choice of destination because they represent history, religious, heritage and culture of the Jordanian tourism products. However, sales managers listed *the choice of most effective channel of accessibility* as an important aspect for Jordanian tourism products.

Managers of restaurants and accommodation listed *physical distribution system in Jordan* have the ability to reach its tourism products to the consumer at the right time and place without damage. Therefore, travel agents and tour operators considered that *Internet as information channel* serves Jordanian tourism products, while transport managers totally agreed that *transportations of Jordanian tourism* afford cheap price to tourists.

Managers of tourism attractions and managers of provincial tourism considered that the *location of Jordan is in a position* and *the climate* and *location of Jordan* are suitable for visitors to attract and come all year round by linking the routes between Asia, Africa and Europe to match their civilizations. Hence, employees of tourism associations and local publicity employees identified that *accommodation of Jordanian tourism sites* and *visiting hours of tourism sites* are important factors for encouraging prospective tourists to travel to the destination area of Jordan because they provided comfortable places with modern facilities of latest technology means for tourists.

Table 6.11 Stakeholder: Accessibility for Jordanian Tourism

Accessibility system of Development%	1	2	3	4	5		
	Totally disagree	Disagree	Neither agree nor disagree	Agree	Totally agree	Mean	Rank
Visiting hours of tourism sites are important for encouraging prospective tourists to come	2.6	8.0	18.8	28.4	42.2	4.15	10
Location of Jordan is in a position for attracting tourists	1.4	8.1	15.5	28	47	4.05	11
Accommodation of Jordanian tourism sites have provided comfortable place to tourists	2.1	10.4	14.3	25.2	485	4.55	5
The Internet as information channel serves Jordanian tourism products	6.5	11.1	13.5	27.4	41.5	4.51	6
The climate of Jordan is suitable for visitors to come all year round	3.2	9.2	16.6	25	45	4.3	9
Transportations of Jordanian tourism afford cheap price to tourists	4.1	9.3	14.4	47.6	44.6	4.5	7
The location of Amman and other places like Madaba and Jeresh are attraction factors for tourist customer choice of destination	5.4	7.0	19.2	22	46.4	4.7	3
The choice of most effective channel of accessibility is an important aspect for tourism	4.3	7.1	13.3	28.2	47.1	4.75	2
Location of Jordan links the routes between Asia,Africa and Europe to match their civilizations	6.1	10.7	12.9	29.2	41.1	4.45	8
Petra is considered to be one of the world's tourism heritage	4.0	8.1	17.4	22.5	48.0	4.8	1
Physical distribution system in Jordan has the ability to reach its tourism products to the consumer at the right time and place without damage	3.0	7.0	17.0	23.3	49.7	4.65	4

3- Comparison of Accessibility between Tourists and Stakeholders

Table 6.12 shows the differences in tourists' and stakeholders' views about the accessibility of Jordanian tourism. Levels of importance for tourists range from 90.2 % to 40.5 %, whilst stakeholders have a range of 80.4% to 3.5 %.

Respondents considered that all factors of accessibility systems development for international tourists and national stakeholders are the critical success factors. The following critical success factors of accessibility for tourists are ranked in order of importance, but the same factors of accessibility systems for stakeholders are in a different order.

1- Rank 1 for tourists as the same rank for stakeholders that *Petra is considered to be one of the world's tourism heritages.*

2- Rank 2 for tourists with 81.3% came rank 8 for stakeholders with 7.1% that *location of Jordan links the routes between Asia, Africa and Europe to match their civilizations.*

3- Rank 3 for tourists with 73.3% came rank 5 for stakeholders with 19.9% where *accommodation of Jordanian tourism sites has provided comfortable place to tourists.*

4- Rank 4 for tourists with 66.2% came rank 9 for stakeholders with 6.8% that *the climate of Jordan is suitable for visitors to come all year round.*

It is interesting to note that both tourists and stakeholders considered *Petra* as the largest factor of Jordan's tourism products that can market and promote Jordan as an important tourism destination area, since, *Petra* was listed as one of the world's tourism heritages and an International Wisdom House as well as given a high importance rating in this research study by different institutions and respondents. However, *Petra* plays a vital role in the marketing and promoting of Jordan's tourism regionally and internationally as a preferred tourism destination area (UNISCO, 2002; Hasbun, 2004; Taji, 2005; Nobel Rewards Establishment, 2005; JTB, 2006; MoTA, 2006).

Both tourists and stakeholders agreed that *accommodation of Jordanian tourism sites* and *physical distribution systems in Jordan* are critical success factors. Therefore, these

factors have provided comfortable places and served tourism products to the tourists at the right time and place.

Tourist respondents regarded the *location of Jordan that links the routes between the three main continents, Asia, Africa and Europe,* to match their civilizations and attract more visitors to the region. Nevertheless, stakeholder respondents regarded *the location of Amman and other places like Madaba and Jerash* as attraction factors to choose Jordan as a tourism destination area.

Table 6.12 Comparison of Accessibility between Tourists and Stakeholders

Accessibility system of Development	Tourists		Stakeholders	
Petra is considered to be one of the world's tourism heritages	1	90.2 %	1	80.4 %
Location of Jordan links the routes between Asia, Africa and Europe to match their civilizations	2	81.3 %	8	7.1 %
Accommodation of Jordanian tourism sites has provided comfortable place to tourists	3	73.3 %	5	19.9%
The climate of Jordan is suitable for visitors to come all year round	4	66.2%	9	5.3 %
Physical distribution system in Jordan has the ability to reach its tourism products to the consumer at the right time and place without damage	4	66.2 %	3	46.6 %
Location of Jordan is in a position to attract tourists	6	54.6 %	11	3.5 %
The location of Amman and other places like Madaba and Jeresh are attraction factors for tourist customer choice of destination	7	50.2 %	3	46.6 %
The choice of most effective channel of accessibility is an important aspect for tourism	8	46.8 %	2	62.6 %
Transportations of Jordanian tourism afford cheap price to tourists	9	44.1 %	6	9.2 %
Visiting hours of tourism sites are important for encouraging prospective tourists to come	10	41.4 %	10	5.3 %
Internet as information channel serves Jordanian tourism products	11	40.5 %	6	9.2 %

From the tourists' opinion, *the climate of Jordan* is one of the most critical success factors that are suitable for visitors to come all year round with 66.2 %, while stakeholders considered it with 5.3 %. Also, tourists considered *transportations of Jordanian tourism afford speed service and cheap price to tourists* with 44.1% while stakeholders considered them with 8.9 %.

From the stakeholders' view, respondents considered that *the Internet* is one of the most critical success factors as an information channel that serves Jordanian tourism products while tourists considered it like other services. Also, respondents ranked *the choice of most effective channel of accessibility* as an important aspect for tourism, 2 for stakeholders with 62.6% and 8 for tourists with 46.8%.

According to stakeholders' and tourists' opinion, respondents considered *the channel of accessibility systems* for stakeholders as one the most effective factors on tourism worldwide but respondents for tourists listed *the location of Jordan* in an important position for attracting tourists to the Jordanian destination.

From the tourists' view, West European and American tourists totally agreed with Arab tourists that *Petra, location of Jordan links the routes between Asia, Africa and Europe* and *accommodations of Jordanian tourism sites* are the most critical factors of success in marketing and promoting Jordan as a preferred international destination area. Therefore, these critical success factors of accessibility systems development match the civilizations of the three main continents of Asia, Africa and Europe and well known in Jordan as one of the world's tourism heritages, while they disagree with Australian and New Zealand tourists that *the climate and location of Jordan* and *physical distribution system in Jordan* are critical success factors in attracting tourists to Jordan and representing the characteristics of Jordanian accessibility systems developments for appealing to many tourists.

East European tourists totally agreed with other tourists that *the location of Amman and other places like Madaba and Jaresh, the choice of most effective channel of accessibility* and *transportations of Jordanian tourism* are critical factors of success as important aspects for Jordanian destination marketing. Consequently, they disagree with Far Eastern tourists who considered that *Internet* and *visiting hours of tourism sites* are the most and main critical factors of destination marketing success in encouraging prospective tourists to travel to the Jordanian tourism destination and increasing and enhancing the Jordanian tourism marketing productivity.

From the stakeholders' point of view, marketing managers totally agreed with managers of hotels that *Petra* and *the location of Amman and other places like Madaba and Jeresh* are attraction factors for tourist customer choice of destination because they represent history, religious, heritage and culture of the Jordanian tourism products. However, they disagree with sales managers that *the choice of most effective channel of accessibility* is an important aspect for Jordanian tourism products.

Managers of restaurants and accommodation listed *physical distribution system in Jordan* as the most successful factor in reaching its tourism products to the consumer at the right time and place without damage. Therefore, they disagree with travel agents and tour operators who considered that *Internet as information channel* serves Jordanian tourism products, while they also totally disagreed with transport managers that *transportations of Jordanian tourism* afford cheap prices to tourists.

Managers of tourism attractions totally agreed with managers of provincial tourism who considered that the *location of Jordan is in a position* and *the climate* and *location of Jordan* are suitable to attract visitors to come all year round by linking the routes between Asia, Africa and Europe to match their civilizations. Hence, both managers of tourism attractions and respondents for provincial tourism disagreed with employees of tourism associations and local publicity employees who identified that *accommodation of Jordanian tourism sites* and *visiting hours of tourism sites* are important factors for cheering potential tourists to travel to the destination area of Jordan because they offered relaxed places and low-priced charges for tourists.

In similar areas of research study which have been done by Jamal et al (2004), systems modelling tools were used in economic and ecosystem management applied to the tourism industry at the local destination level. However, systems–based modelling for participatory tourism planning and destination management was developed to be applied as a model and process–based tool. Also, this model is utilized to facilitate joint learning of the nature of tourism impacts at the destination level and to collaborate decision making with issues related to destination planning and management. While, the accessibility systems development of this thesis considered its factors as one of the learning and growth perspective in selling and marketing Jordan as a preferred tourism destination area.

6.3.3 People Development

The results of the factors of people for both tourists and stakeholders were identified by the respondents as critical success factors. The respondents considered that *well trained and qualified people* are the most critical factors in terms of human resources management. Also, the respondents considered *culture of people* as a good means of promoting tourism in the international market.

1- Tourists

The people development factors of destination marketing success for tourists identified by the respondents are shown in Table 6.13. The mean score of people for tourists varied between 4.5 and 3.75. Consequently, tourist respondents considered all factors of people as critical success factors.

The following critical factors for people of destination marketing success have the same mean score and rank.

3- *Culture of Jordanian people considered as a good means of promoting Jordan's tourism.*

3- *Extending hours to tourist sites by employees increases the availability of the tourist services.*

6- *Service staff in Jordanian destination responds to tourist's problems, requests and questions in a speedy way.*

6- *Jordanian tourism players could encourage local markets to contribute to the gross domestic product (GDP).*

Therefore, tourist respondents considered that *culture of Jordanian people* and *extending hours to tourist sites by employees* are good means of advancing Jordan's tourism. This means that those two factors of people development raise the availability of the tourist services. Also, they listed *Jordanian tourism players* and *service staff of Jordanian destinations* as the most important factors for responding to tourists' problems, requests and questions in a speedy way of service. Thus, those are the most important factors which improve tourist satisfaction and give confidence the local market to contribute to the gross domestic product (GDP).

Far Eastern and American tourists totally agreed that *well trained and qualified people, courtesy* and *competence of Jordanian tourism staff* are critical factors of

people development success for interacting with tourists to assist in marketing of Jordan's tourism. Nevertheless, these are important factors to attract visitors to the destination area of Jordan.

Table 6.13 Tourists: People for Jordanian Tourism

People Development%	1	2	3	4	5		
	Totally disagree	Disagree	Neither agree nor disagree	Agree	Totally agree	Mean	Rank
Jordanian tourism players could encourage the local market to contribute to the gross domestic product (GDP)	5.8	9.7	13.4	27.5	43.6	4.25	6
Identified new opportunities to improve service employees	2.9	12.4	16.7	26.6	41.4	3.75	9
Courtesy and competence of Jordanian tourism staff are important factors to attract visitors	6.7	10.7	17.2	25.3	42.1	4.4	2
Service staff of Jordanian tourism act in a friendly way and polite manner to tourists	3.0	8.0	12	28	49	4.3	5
Service staff in Jordanian destinations respond to tourists' problems, requests and questions in a speedy way	3.6	9.0	19	23.4	45.0	4.25	6
Culture of Jordanian people considered as a good means of promoting Jordan's tourism	4.5	10.0	12.5	28.5	44.5	4.35	3
Extending hours to tourist sites by employees increases the availability of the tourist services	6.0	8.7	15.5	27.2	42.6	4.35	3
Well trained and qualified people interact with tourists to assist in marketing Jordan's tourism	7.6	9.3	12.8	24.1	46.2	4.5	1
Jordanian tourism employees are well trained to treat tourists in a generous way	0	11	19.5	28.3	41.2	3.9	8

Others and Australian and New Zealand tourists listed *Jordanian tourism employees* and *identified new opportunities* as critical success factors in improving service employees. Thus, those two are important factors of people development to treat tourists in a generous way and to repeat their visit to the destination area.

Arab tourists considered that *culture of Jordanian people* and *Jordanian tourism players*, are good means in marketing and promoting Jordan's tourism products as a whole. However, these factors are key tools in aiming to increase numbers of tourists by developing marketing strategies through contributing to the tourism sector in the gross domestic product (GDP).

East and West European tourists listed *well trained and qualified people* and *service staff of Jordanian tourism* as tools of interacting with tourists in assisting to market Jordan's tourism products because those factors act in a welcoming way and respectful style to tourists.

2- Stakeholders

The results of the factors of people for stakeholders identified by respondents as critical success factors are shown in Table 6.14. The mean score of people for stakeholders lies between 4.6 and 3.7. The respondents identified the most critical success factor as *well trained and qualified people interact with tourists* in marketing Jordan's tourism.

Service staff of Jordanian destinations and *extending hours to tourist sites by employees* are identified by the stakeholder respondents as critical success factors that have the same mean score and rank. Therefore, these factors overcome tourists' problems, requests and questions in a speedy way that augment the ease of use of the tourist services.

According to the stakeholders' perspective, managers of provincial tourism, travel agents and tour operators and managers of tourism attractions listed *well trained and qualified people, courtesy, competence of Jordanian tourism staff* and *service staff of Jordanian tourism* as the most important factors of people that acted in a friendly way and polite manner to tourists. Consequently, these are important factors to attract visitors and interact with tourists in marketing Jordan's tourism products.

Managers of hotels, managers of restaurants and accommodation, marketing and sales managers considered that *Jordanian tourism players, culture of Jordanian people* and *identified new opportunities* are the most important success factors in improving service employees by means of promoting Jordan's tourism. Therefore, these factors could encourage the local market to contribute to the gross domestic product (GDP).

The respondents classified factors of people for stakeholders into critical and other factors that were listed by the respondents: *selecting the best person for the job* and *having public sector tourism training programmes*. Therefore, both tourists and

stakeholders identified that the critical factor of well trained and qualified people success was again highlighted in contributing to advertising and sponsoring Jordanian tourism regionally and globally.

Table 6.14 Stakeholders: People for Jordanian Tourism

People Development%	1	2	3	4	5		
	Totally disagree	Disagree	Neither agree nor disagree	Agree	Totally agree	Mean	Rank
Jordanian tourism players could encourage the local market to contribute to the gross domestic product (GDP)	5.8	9.7	13.4	27.5	43.6	4.3	4
Identified new opportunities to improve service employees	2.9	12.4	16.7	26.6	41.4	3.85	6
Courtesy and competence of Jordanian tourism staff are important factors to attract visitors	6.7	10.7	17.2	25.3	42.1	4.55	2
Service staff of Jordanian tourism act in a friendly way and polite manner to tourists	3.0	8.0	12	28	49	4.5	3
Service staff in Jordanian destinations respond to Tourists' problems, requests and questions in a speedy way	3.6	9.0	19	23.4	45.0	3.8	7
Culture of Jordanian people considered as a good means of promoting Jordan's tourism	4.5	10.0	12.5	28.5	44.5	4.15	5
Extending hours to tourist sites by employees increases the availability of the tourist services	6.0	8.7	15.5	27.2	42.6	3.8	7
Well trained and qualified people interact with tourists to assist in marketing Jordan's tourism	7.6	9.3	12.8	24.1	46.2	4.6	1
Jordanian tourism employees are well trained to treat tourists in a generous way	0	11	19.5	28.3	41.2	3.7	9

3- Comparison of People between Tourists and Stakeholders

It is apparent that Table 6.15 shows the differences in opinion of international tourists and national stakeholders for people development factors. These differences related to the critical success factors of people identified by the respondents, which ranges between 92 % and 59% for tourists and between 84 % and 22 % for stakeholders.

Tourist respondents considered that *culture of Jordanian people* is identified as a good means of encouraging Jordan's tourism with 78.6%, while stakeholders considered it

with 39.7%. Therefore, intercontinental tourists considered that the culture of Jordanian tourism plays a vital role in enhancing tourism products and escalating tourists' satisfaction.

Respondents identified and totally agreed that *Jordanian tourism employees are well trained in treating the tourists generously* and *serving them in a speedy way* were considered as important factors for people for international tourists with 59.9% and for stakeholders with 22 %. However, MoTA should identify new opportunities and set well training programmes for Jordanian tourism employees.

According to Table 6.15, respondents ranked the critical factors of people development for tourists in order of importance and the same critical factors of people development for stakeholders in a different order of importance.
1- Ranked 1 for tourists ranked the same for stakeholders that *well trained and qualified people interact with tourists in assisting to marketing of Jordan's tourism.*
2- Ranked 2 for tourists ranked the same for stakeholders where *courtesy and competence of Jordanian tourism staff are important factors to attract visitors.*
3- Ranked 3 for tourists with 78.6% ranked 5 for stakeholders with 39.7% that *culture of Jordanian people considered as a good means of promoting Jordan's tourism.*
3- Ranked 3 for tourists with 78.6% ranked 7 for stakeholders with 23.8% where *extending hours to tourist sites by employees increases the availability of the tourist services.*

Stakeholder respondents considered the critical factors of people development in order of importance and the same critical factors of people development for tourists in a different order of importance.
1- Ranked 1, 2 for stakeholders, ranked the same for tourists that *well trained and qualified people* and *courtesy and competence of Jordanian tourism staff.*
2- Ranked 3 for stakeholders ranked 5 for tourists where *service staff of Jordanian tourism acts in a friendly way and polite manner to tourists.*

It is worth mentioning that both tourists and stakeholders totally agreed and identified that *well trained and qualified people* interact with tourists to assist in marketing Jordan's tourism. Also, *courtesy and competence of Jordanian tourism staff* are

important factors to attract visitors and *the service staff of Jordanian tourism act in a friendly way and polite manner to tourists.*

Table 6.15 Comparison of People between Tourists and Stakeholders

People Development		Tourists		Stakeholders
Well trained and qualified people interact with tourists to assist in marketing Jordan's tourism	1	92.0 %	1	84.0 %
Courtesy and competence of Jordanian tourism staff are important factors to attract visitors	2	84.9 %	2	71.8 %
Culture of Jordanian people considered as a good means of promoting Jordan's tourism	3	78.6 %	5	39.7 %
Extending hours to tourist sites by employees increases the availability of the tourist services	3	73.2%	7	27.3 %
Service staff of Jordanian tourism act in a friendly way and polite manner to tourists	5	68.8 %	3	59.3 %
Jordanian tourism players could encourage the local market to contribute to the gross domestic product (GDP)	6	65.4 %	4	48.6 %
Service staff in Jordanian destinations respond to tourists' problems, requests and questions in a speedy way	6	65.4 %	7	27.3 %
Jordanian tourism employees are well trained to treat tourists in a generous way	8	59.9 %	9	22.0 %
Identified new opportunities to improve service employees	9	59.0 %	6	32.6 %

However, worldwide tourists and nationwide stakeholders totally agreed and identified that *well trained and educated people, courtesy* and *competence of tourism staff* and *friendly employees of Jordanian tourism* are considered the most critical success factors in attracting tourists, repeating their visits and selling Jordan's tourism regionally and globally as a destination area.

Tourist respondents listed the *culture of Jordanian people* and *extending hours to tourist sites* as good means of encouraging Jordan's tourism and boost the accessibility of the tourist services. Stakeholders considered that *Jordanian tourism players* could encourage both the local market to contribute to the gross domestic product (GDP) and *service staff of Jordanian tourism act in a friendly way and polite manner to tourists* for drawing global tourists to travel to the destination area.

Tourists from Far Eastern countries totally agreed with American tourists that *well trained and qualified people* and *courtesy* and *competence of Jordanian tourism staff* are critical factors of people development success for interacting with tourists to assist in selling of Jordan's tourism. Nevertheless, they disagreed with others and Australian and New Zealand tourists who considered *Jordanian tourism employees* and *identified new opportunities* as critical factors of success in improving service employees and treating tourists in a generous way.

East European agreed with West European tourists who that listed *well trained and qualified people* and *service staff of Jordanian tourism*, as tools of interacting with tourists in assisting to market Jordan's tourism products because those factors act in a friendly way and polite manner to tourists. Therefore, they disagree with Arab tourists considered that *culture of Jordanian people* and *Jordanian tourism players* are good means in marketing and promoting Jordan's tourism products as a whole and causative to the tourism sector to the gross domestic product (GDP).

From the stakeholders' point of view, managers of provincial tourism agreed with travel agents and tour operators, and managers of tourism attractions who listed *well trained and qualified people, courtesy* and *competence of Jordanian tourism staff* and *service staff of Jordanian tourism* as the most important factors of people that worked in a pleasant way and civil mode to tourists. Consequently, they disagreed with managers of hotels, managers of restaurants and accommodation, marketing and sales managers who considered that *Jordanian tourism players, culture of Jordanian people* and *identified new opportunities* are the most important success factors in humanizing service employees by means of heartening Jordan's tourism. Therefore, these factors could encourage the local market to donate to the gross domestic product (GDP) and boost the tourists' satisfaction.

In the context of similar research (Yoon, 2002) in areas of tourism developments and from the tourism stakeholders` perspective, the study was carried out theoretically to develop and empirically test a structural equation model (SEM). The SEM was based on the relationships between the five constructs in the model: tourism development impact, tourism stakeholders, tourism destination competitiveness, place attachment and environmental attitude. The study was carried out by tourism stakeholder

resources to support destination competitive strategy and destination management organisations' role. However, the implications of the findings of Yoon's study can be applied to the enhancement of tourism destination, while the factors of people development were considered as the critical factors of success in the learning and growth perspective of this thesis that revealed tourists' and stakeholders' preferences about Jordanian tourism attractions.

6.4   Destination Marketing Management Components

Respondents identified all factors of the following three different destination marketing management categories to be critical: destination marketing management of pricing strategy; destination marketing management of promotional mix; destination marketing environmental management. These categories are briefly discussed.

6.4.1 Destination Marketing Management of Pricing Strategy

Destination marketing strategy of pricing has affected tourist satisfaction and achievement of its objectives. Tourist and stakeholder respondents considered that all factors of price are critical success factors.

1-   Tourists

The results of the critical factors of price for tourists identified by respondents are given in Table 6.16. The following factors of price are the most critical success factors identified by respondents in order of importance.

1- *Accomplishing lowest possible charge is competitive in attracting tourists to the tourism sites.*

2- *The value of Jordanian air travel is dependent on the length of stay at the destination area.*

2- *Price setting can be marketing-oriented based upon its considerations.*

4- *Competition is one of the driving forces towards lower prices.*

The critical factors of price for tourists identified by respondents that have the same mean score and rank are *price setting* and *the value of Jordanian air travel*. Therefore, those two critical success factors can be marketing- oriented and the same importance of order in choosing the destination of stay.

From the tourists' perspective, Far Eastern tourists identified that *accomplishing lowest possible charge is competitive in attracting tourists to the tourism sites.* However, Arab tourists totally agreed that *pricing of Jordanian tourism dynamics examines the important issues affecting the reactions to competitors' price moves*, while West European tourists considered *charges and fees have an impact on tourists' attractions.*

Table 6.16 Tourists: Price for Jordanian Tourism

Destination Marketing Management of Pricing Strategy%	1	2	3	4	5		
	Totally disagree	Disagree	Neither agree nor disagree	Agree	Totally agree	Mean	Rank
The price of stay in Jordan is competitive	0	10.0	19.4	25.3	45.2	3.85	8
Price is a value to the tourist customer and a factor in the competitive tourism market	0	10.0	19.5	25.0	45.5	3.75	9
Price setting can be marketing-oriented based upon its considerations	2.0	8.9	18.6	26.1	44.4	4.5	2
Pricing of Jordanian tourism dynamics examines the important issues affecting the reactions to competitors' price moves	4.0	11	17.1	27.6	40.3	4.3	5
Competition is one of the driving forces towards lower prices	3.1	9.5	16.3	28.4	42.7	4.35	4
Charges and fees have impact on tourists' attractions	1.4	8.1	15.5	28	47	4.25	6
Accomplishing lowest possible charge is competitive in attracting tourists to the tourism sites	2.1	10.4	14.3	25.2	48	4.55	1
Increasing numbers of visitors to Jordan are to be competitive in the tourism market	6.5	11.1	13.5	27.4	41.5	4.1	7
The value of Jordanian air travel is dependent on the length of stay at the destination area	3.2	9.2	16.6	25	45	4.5	2

Price factors were considered to be tools of weapon in the tourism market for the following reasons: firstly, they are challengers' success factors of pricing tourism products; secondly, they are motivators in moblising the tourism market movements; finally, they are sudden impacts on tourist satisfaction for increasing numbers of visitors to the destinations

In the context of tourism, Australia and New Zealand tourists listed price is a value to the tourist customer and a factor in the competitive tourism market. However, others tourists

identified that increasing visitors to Jordan are to be competitive in the tourism market, while East European tourists totally agreed that the price of stay in Jordan is competitive, and American tourists considered that competition is one of the driving forces towards lower prices.

The following factors were added by the respondents: work as one to sell Jordan as a whole; budget for destination marketing research; obtain government assistance with funding; platforms and simplifying and reducing the cost of training. Nevertheless, these factors added value to be all critical success in selling Jordan as a whole with government help that have budget for destination marketing research and training cost reduction.

2- Stakeholders

The results of the factors of price for stakeholders identified by respondents are shown in Table 6.17 as critical success factors. The mean score of these critical success factors of price for stakeholders varied between 4.75 and 4.05.

From the stakeholders' perspective, these are the critical success factors of price, in order of importance.

1- *The value of Jordanian air travel is dependent on the length of stay at the destinations area.*

2- *Increasing numbers of visitors to Jordan are to be competitive in the tourism market.*

3- *Competition is one of the driving forces towards lower prices.*

4- *Charges and fees have impact on tourist's attractions.*

5- *The price of stay in Jordan is competitive.*

6- *Accomplishing lowest possible charge is competitive in attracting tourists to the tourism sites.*

6- *Price is a value to the tourist customer and a factor in the competitive tourism market.*

8- *Price setting can be marketing-oriented based upon its considerations.*

9- *Pricing of Jordanian tourism dynamics examines the important issues affecting the reactions to competitors' price moves.*

Stakeholder respondents gave the same mean score and rank for the two critical success factors of price: *accomplishing lowest possible charge* and *price is a value to the tourist*

customer. Consequently, those two critical success factors have a common factor that impacts on the competitive tourism market.

Table 6.17 Stakeholders: Price for Jordanian Tourism

Destination Marketing Management of Pricing Strategy%	1	2	3	4	5		
	Totally disagree	Disagree	Neither agree nor disagree	Agree	Totally agree	Mean	Rank
The price of stay in Jordan is competitive	3.1	9.5	16.3	28.4	42.7	4.4	5
Price is a value to the tourist customer and a factor in the competitive tourism market	1.4	8.1	15.5	28	47	4.3	6
Price setting can be marketing-oriented based upon its considerations	2.1	10.4	14.3	25.2	48	4.15	8
Pricing of Jordanian tourism dynamics examines the important issues affecting the reactions to competitors' price moves	6.7	10.7	17.2	25.3	42.1	4.05	9
Competition is one of the driving forces toward lower prices	3.0	8.0	12	28	49	4.55	3
Charges and fees have an impact on tourists' attractions	3.6	9.0	19	23.4	45.0	4.5	4
Accomplishing lowest possible charge is competitive in attracting tourists to the tourism sites	4.5	10.0	12.5	28.5	44.5	4.3	6
Increasing numbers of visitors to Jordan are to be competitive the tourism market	6.0	8.7	15.5	27.2	42.6	4.65	2
The value of Jordanian air travel is dependent on the length of stay at the destination area	7.6	9.3	12.8	24.1	46.2	4.75	1

Managers of hotels and local publicity employees considered that *the value of Jordanian air travel is dependent on the length of stay at the destination area*, while managers of tourism attractions and employees of tourism associations identified *increasing numbers of visitors to Jordan are to be competitive in the tourism market*, but marketing and sales managers totally agreed with *competition is one of the driving forces towards lower prices.*

In the marketing context, managers of provincial tourism listed *charges and fees have an impact on tourists' attractions*, while transport managers considered that *pricing of Jordanian tourism dynamics examines the important issues affecting the reactions to competitors' price*

*move*s. Thus, travel agents and tour operators identified that *price setting can be marketing-oriented based upon its considerations* and managers of restaurants and accommodation totally agreed that *the price of stay in Jordan is competitive.*

3- Comparison of Price between Tourists and Stakeholders

According to Table 6.18, respondents identified the critical success factors of price for international tourists from 92% to 59%, and national stakeholders from 84% to 22%. Respondents considered the critical success factors of price for stakeholders in order of importance and the same critical success factors for international tourists in a different order of importance.

1- Rank 1 for stakeholders came 2 for tourists that *the value of Jordanian air travel is dependent on the length of stay at the destination area.*

2- Rank 2 for stakeholders came 7 for tourists where *increasing numbers of visitors to Jordan are to be competitive in the tourism market.*

3- Rank 3 for stakeholders came 4 for tourists that *competition is one of the driving forces towards lower prices.*

4- Rank 4 for stakeholders came 6 for tourists where *charges and fees have an impact on tourist's attractions.*

According to the stakeholders' opinion, respondents considered that *the value of Jordanian air travel, increasing numbers of visitors to Jordan, competition and charges and fees* that play a vital role in attracting tourists and competing of Jordanian tourism in the intercontinental tourism market are the most critical success factors of pricing strategy for stakeholders. Hence, the most critical success factors of pricing strategy considered by the respondents for tourists are *accomplishing lowest possible charge, the value of Jordanian air travel, price setting and competition that is to be competitive in the tourism market.*

Tourist respondents considered that *pricing of Jordanian tourism* is one of the most critical factors of price by 68.8%, but stakeholder respondents considered it by 22%. Thus, this factor is the most critical success factor in growing the availability of the pricing strategy of Jordanian tourism in the tourism market and creating greater return visitation to the destination area.

Table 6.18 Comparison of Price between Tourists and Stakeholders

Destination Marketing Management of Pricing Strategy		Tourists		Stakeholders
Accomplishing lowest possible charge is competitive in attracting tourists to the tourism sites	1	92.0 %	7	27.3%
The value of Jordanian air travel is dependent on the length of stay at the destination area	2	84.9 %	1	84.0 %
Price setting can be marketing-oriented based upon its considerations	3	78.6 %	8	23.8 %
Competition is one of the driving forces towards lower prices	4	73.2%	3	59.3 %
Pricing of Jordanian tourism dynamics examines the important issues affecting the reactions to competitors' price moves	5	68.8 %	9	22.0 %
Charges and fees have an impact on tourists' attractions	6	65.4 %	4	48.6 %
Increasing numbers of visitors to Jordan are to be competitive in the tourism market	7	62.7 %	2	71.8 %
The price of stay in Jordan is competitive	8	59.9 %	5	39.7 %
Price is a value to the tourist customer and a factor in the competitive tourism market	9	59.0 %	6	32.6 %

Stakeholder respondents considered that *the price of stay in Jordan is competitive* with 59.9 % while tourists considered it with 39.7 %. Stakeholder respondents considered *price is a value to the tourist customer and a factor in the competitive tourism market* with 59 % while, tourists considered it with 32.6 %.

From the stakeholders' point of view, respondents listed the *price of stay in Jordan* and *price is a value to the tourist customer* as the most common factors in the competitive tourism market. Consequently, in the tourists' view, respondents considered *accomplishing lowest possible charge* and *price setting can be marketing-oriented based upon their considerations to be competitive* in attracting tourists to the tourism sites by encouraging new tourists to visit the destination area.

From the tourists' view, Far Eastern tourists totally agreed with Arab tourists who identified *accomplishing lowest possible charge* and *pricing of Jordanian tourism* as competitive factors in attracting tourists to the tourism sites. However, they totally disagreed with West European tourists who considered that *charges and fees* have an impact on tourists' attractions.

In the context of tourism, Australia and New Zealand tourists totally agreed with American tourists that *competition* and *price* are the driving forces towards lower

prices, adding a value to the tourist customer and an important factor in the competitive tourism market. As a result, they totally disagreed with others and East European tourists that the low *price of stay* and *increased numbers of visitors to Jordan* are competitive factors of price in the tourism market.

From the stakeholders' point of view, managers of hotels and local publicity employees totally agreed with marketing and sales managers who considered that *the value of Jordanian air travel* is dependent on the length of stay at the destination area, while they totally disagreed with managers of tourism attractions and employees of tourism associations who identified that *increasing numbers of visitors to Jordan* are competitive in the tourism market.

In the marketing context, managers of provincial tourism listed *charges and fees have an impact on tourists' attractions*, while they totally agreed with transport managers who considered that *pricing of Jordanian tourism dynamics* examines the important issues affecting the reactions to competitors' price moves. Thus, they also disagreed with travel agents and tour operators and managers of restaurants and accommodation who identified that price *setting* and *the price of stay in Jordan* can be competitive in the tourism market and marketing-oriented based upon its considerations.

According to Martin et al (2004), a study in similar areas considered that tourism development contributes to the economic growth of the country provided it is below the GDP per capita threshold. Therefore, when foreign tourist arrivals are analysed, it shows that they are positively related to GDP per capita.

In this sense, the study estimated the relationship between economic growth and growth in tourists per capita conditional on main macroeconomic variables. A current finding relates to the variable price defined in terms of exchange rate and purchasing power parity. The analysis proposed is based upon a panel data approach. The results provided evidence that low-income countries need adequate levels of infrastructures, education and development to attract tourists, while medium-income countries need a high level of social development. Also, the results of the study suggested by other variables such as per capita GDP, level of education, infrastructure and the host country are more relevant for the choice of tourists' destinations than the relative price of goods and services, while destination marketing

management factors of pricing strategy of this thesis were identified as critical factors in playing a vital role for the choice of tourist destinations and encouraging the local market to contribute to the GDP.

6.4.2 Destination Marketing Management of Promotional Mix

Tourist and stakeholder respondents considered that all factors of promotion are critical success factors. However, a promotional mix helps destination marketing to accomplish the achievement of its competitive advantage. In addition, promotion tools, such as sponsorship, courtesy, publicity, advertising and word of mouth, are the most effective factors for promoting tourism products.

1- Tourists

The results of the factors identified by respondents of promotion for tourists are given in Table 6.19. Tourist respondents considered that all nine elements of promotion are critical success factors. Table 6.19 shows that the following factors of promotion are the most critical in order of importance.

1- *Publicity and country's image which are important factors to enhance Jordanian image of its tourist destinations.*

2- *Courtesy of personnel is the most effective factor in tourism market to attract more tourists.*

3- *Courtesy of employees plays an effective role in increasing the availability of the tourist services in the tourism market.*

4- *Personal selling can affect tourism services.*

5- *Sponsorship of special events such as sports, charities, competitions, seminars and exhibitions have an affect on promoting Jordan's tourism.*

6- *Obtaining new advertising and brochures of tourism introduces a variety of products of tourism in Jordan.*

7- *Word of mouth is critical for success of services of tourism.*

The most critical factor of promotion is *publicity and country's image* which is important factor to enhance the Jordanian image of its tourist destinations. This could help in endorsing Jordan, regionally and globally, as a tourist destination area.

Table 6.19 Tourists: Promotion for Jordanian Tourism

Destination Marketing Management of Promotional Mix%	1 Totally disagree	2 Disagree	3 Neither agree nor disagree	4 Agree	5 Totally agree	Mean	Rank
Sponsorship of special events such as sports, charities, competitions, seminars, meetings and exhibitions have an affect in promoting Jordan's tourism	4.5	10.0	12.5	28.5	44.5	4.05	5
Courtesy of personnel is the most effective factor in tourism market to attract more tourists	6.0	8.7	15.5	27.2	42.6	4.6	2
Publicity and country's image are important factorsto enhance Jordanian image of its tourist destinations	7.6	9.3	12.8	24.1	46.2	4.8	1
Courtesy of employees plays an effective role in increasing the availability of the tourist services in the tourism market	2.0	8.9	18.6	26.1	44.4	4.55	3
Obtaining new advertising and brochures of tourism introduces a variety of products of tourism in Jordan	4.0	11	17.1	27.6	40.3	3.85	6
Advertising can be used to communicate and reinforce the image of tourism service	3.1	9.5	16.3	28.4	42.7	3.6	8
Word of mouth is critical for success of services of tourism	2.0	8.9	18.6	26.1	44.4	3.7	7
Qualified staff of tourism increases the number of tourists to the tourism sites	4.0	11	17.1	27.6	40.3	3.55	9
Personal selling can affect tourism services	3.1	9.5	16.3	28.4	42.7	4.3	4

Tourist respondents listed *advertising* and *word of mouth* as of lesser importance comparing to other critical success factors of promotion. In fact, the following factors were added by the tourist respondents include *market Jordan as a tourism destination area, integrated systems of information technology* and *computerized reservation system.*

East European and Australia and New Zealand tourists identified *advertising* and *word of mouth* as the most new important factors that can be used to communicate and reinforce the image of tourism service. Therefore, those two factors of promotion are critical key of success for services of tourism in pleasing the tourist satisfaction.

In the sense of tourists' opinion, Arab and Far Eastern tourists considered that courtesy of personal and employees and qualified staff of tourism are the most effecting factors on tourism market to attract more tourists. However, these factors of promotional mix play an effective role in improving the availability of the tourist services in the tourism market by increasing the number of tourists to the tourism sites of the destination.

West European and other tourists totally agreed that *obtaining new advertising and brochures of tourism and personal selling* is the most important tourism key player that can effect tourism services. Hence, they introduce variety products of tourism in Jordan, while American tourists identified *sponsorship of special events such as sports, charities, competitions, seminars and exhibitions* as the most crucial factors that have an effect in encouraging Jordan's tourism products.

2- Stakeholders

Table 6.20 shows the following promotion factors considered by the respondents as important factors in promoting Jordan's tourism products in the international tourism market:

1- *Sponsorship of special events such as sports, charities, competitions, seminars and exhibitions have an affect on promoting Jordan's tourism.*

2- *Obtaining new advertising and brochures of tourism introduces a variety of products of tourism in Jordan.*

3- *Qualified staff in tourism increases the number of tourists to the tourism sites.*

4- *Courtesy of employees plays an effective role in increasing the availability of the tourist services in the tourism market.*

4- *Personal selling can affect tourism services.*

6- *Advertising can be used to communicate and reinforce the image of tourism service.*

7- *Word of mouth is critical to the success of services of tourism.*

Stakeholder respondents gave publicity and country's image and personal selling the same mean score and rank as critical success factors because they can effect in tourism services that are important factors to enhance Jordanian image of its tourist destinations.

Table 6.20   Stakeholders: Promotion for Jordanian Tourism

Destination Marketing Management of Promotional Mix %	1 Totally disagree	2 Disagree	3 Neither agree nor disagree	4 Agree	5 Totally agree	Mean	Rank
Sponsorship of special events such as sports, charities, competitions, seminars, meetings and exhibitions have affected in promoting Jordan's tourism	3.2	9.2	16.6	25	45	4.7	1
Courtesy of personal is the most effecting factor on tourism market to attract more tourists	4.1	9.3	14.4	47.6	44.6	4	7
Publicity and country's image are important factors to enhance Jordanian image of its tourist destination	5.4	7.0	19.2	22	46.4	4.4	3
Courtesy of employees plays an effective role in increasing the availability of the tourist services in the tourism market	4.3	7.1	13.3	28.2	47.1	4.05	6
Obtain new advertising and brochures of tourism introduce variety products of tourism in Jordan	6.1	10.7	12.9	29.2	41.1	4.65	2
Advertising can be used to communicate and reinforce the image of tourism service	3.1	9.5	16.3	28.4	42.7	3.75	9
Word of mouth is critical to success for services of tourism	1.4	8.1	15.5	28	47	3.95	8
Qualified staff of tourism increases the number of tourists to the tourism sites	2.1	10.4	14.3	25.2	48	4.15	5
Personal selling can affect in tourism services	6.7	10.7	17.2	25.3	42.1	4.4	3

It is interesting to note that advertising and word of mouth are considered as largely important, but respondents considered them of lesser importance than the other promotion factors. Hence, according to tourism and marketing contexts, advertising and word of mouth are critical to the success of services of tourism that can be used to communicate and reinforce the image of the tourism service.

Marketing managers identified *sponsorship of special events* as key tools have an effect on promoting Jordan's tourism, while sales managers listed *Obtaining new advertising and brochures of tourism* as an important factor of promotion for introducing a variety of products of tourism in Jordan. However, managers of restaurants and accommodation considered that *word of mouth is critical factor to the success of services of tourism*.

Travel agents and tour operators totally agreed that *qualified staff in tourism* have the ability to increase the number of tourists to the tourism sites, while hotels managers considered that advertising as one of the most critical factors can be used to communicate and reinforce the image of tourism service. Therefore, local publicity of employees identified that *publicity and country's image which is important factors to enhance Jordanian image of its tourist destinations.*

Transport managers listed *personnel selling* as an important success factor that can affect tourism services, while managers of provincial tourism considered that *courtesy of personnel* is the most effecting factor on tourism market to attract more tourists to the destinations.

3- Comparison of Promotion between Tourists and Stakeholders

According to Table 6.21, respondents ranked the following critical success factors of promotional mix for tourists in order of importance was the same for stakeholders in a different order.

1- Rank 1 for tourists with 92% came 3 for stakeholders with 59.3% where *publicity and country's image are important factors to enhance Jordanian image of its tourist destinations.*

2- Rank 2 for tourists with 84.9% came 7 for stakeholders with 27.3% where *courtesy of personnel is the most affecting factor on tourism market to attract more tourists.*

3- Rank 3 for tourists by 78.6% came 6 for stakeholders by 32.6% that *courtesy of employees plays an effective role in increasing the availability of the tourist services in the tourism market.*

Respondents ranked the two following critical success factors of promotional mix for stakeholders in order of importance was the same for tourists in a different order.

1- Rank 1 for stakeholders with 84% came 5 for tourists with 59.3% that *sponsorship of special events such as sports, charities, competitions, seminars and exhibitions has an affect on promoting Jordan's tourism.*

2- Rank 2 for stakeholders with 71.8% came 6 for tourists with 65.4% that *obtaining new advertising and brochures of tourism introduces a variety of products of tourism in Jordan.*

According to this tourist's survey, respondents considered that the most critical success factors of promotional mix for tourists were *publicity and country's image, courtesy of personnel and employees, personal selling and sponsorship of special events*. However,

stakeholders considered the most critical success factors of promotional mix for stakeholders were *sponsorship of special events, obtaining new advertising and brochures* and *qualified staff of tourism.*

Table 6.21 Comparison of Promotion between Tourists and Stakeholders

Destination Marketing Management of Promotional Mix		Tourists		Stakeholders
Publicity and country's image are important factors to enhance Jordanian image of its tourist destination	1	92.0 %	3	59.3 %
Courtesy of personal is the most effecting factor on tourism market to attract more tourists	2	84.9 %	7	27.3 %
Courtesy of employees plays an effective role in increasing the availability of the tourist services in the tourism market	3	78.6 %	6	32.6 %
Personal selling can affect in tourism services	4	73.2%	3	59.3 %
Sponsorship of special events such as sports, charities, competitions, seminars and exhibitions have affected in promoting Jordan's tourism	5	68.8 %	1	84.0 %
Obtain new advertising and brochures of tourism introduces variety products of tourism in Jordan	6	65.4 %	2	71.8 %
Word of mouth is critical to success for services of tourism	7	62.7 %	8	23.8 %
Advertising can be used to communicate and reinforce the image of tourism service	8	59.9 %	9	22.0 %
Qualified staff of tourism increases the number of tourists to the tourism sites	9	59.0 %	5	39.7 %

Table 6.21 illustrated that tourists considered that *publicity and the country's image* are important factors to enhance Jordanian image of its tourist destinations. Consequently, the most critical success factor of promotion for international tourist was by 92%, whereas the stakeholders' percentage value was 59.3%. They also added and listed three important factors for international tourists: market Jordan as a tourism destination area; integrated systems of information technology; computerised reservation system. However, respondents considered that these critical factors of success are the tools of promotion in increasing the tourist's satisfactions by utilizing the latest modern technology such as Internet and computerised reservation system for marketing Jordan as an international tourism destination.

Marketing managers totally agreed with managers of restaurants and accommodation that *word of mouth* and *sponsorship of special events* are critical factors for the success of

services of tourism and as key tools have an affect on promoting Jordan's tourism, while they totally disagreed with sales managers who listed *obtaining new advertising* and *brochures of tourism* as important factors of promotion for introducing a variety of products of tourism in Jordan.

Travel agents and tour operators totally agreed with hotels managers that *qualified staff in tourism* and *advertising* have the ability to increase the number of tourists to the tourism sites, while they disagreed with local publicity of employees who considered that *publicity and country's image* is an important factor to enhance the image of Jordan as a tourist destination. Nevertheless, transport managers listed personnel selling as an important success factor that can affect tourism services, while they disagreed with managers of provincial tourism who considered that *courtesy of personnel* and *employees* are the most effecting factors on tourism market to attract more tourists to the destinations.

From the tourists' view, East Europeans agreed with Australia and New Zealand tourists who identified *advertising* and *word of mouth* as the most new important factors that can be used to communicate and reinforce the image of tourism service. Therefore, those two factors of promotion are critical keys of success for services of tourism in enhancing the tourist satisfaction.

In the tourists' opinion, Arab and Far Eastern tourists considered that *courtesy of personal* and *employees* and *qualified staff of tourism* are the factors with the most effect on tourism market to attract more tourists. However, these factors of promotional mix play an effective role in improving the availability of the tourist services in the tourism market by increasing the number of tourists to the tourism sites of the destination.

West European and other tourists totally agreed that *obtaining new advertising and brochures of tourism* and *personal selling* are the most important tourism key players that can affect tourism services. Hence, they *introduce variety products of tourism in Jordan*, while American tourists identified *sponsorship of special events such as sports, charities, competitions, seminars and exhibitions* as the most crucial factors that have an affect in promoting Jordan's tourism products.

In the light of similar areas of study by Taji (2005), a research study on tourism destination recovery was undertaken. The aim of the study is to show the impact of factors on tourism recovery that applies to marketing strategies with an emphasis on niche markets for tourism recovery and can enhance the appeal of the destination and have an influence on customer attainment and satisfaction. Therefore, the data analysed shows that all factors of tourism recovery have a strong correlation with customer satisfaction and add maximum value for the customer.

Also, the results of the study examined the conceptual framework implementation and its impact for increasing expenditure and attracting more target groups by differentiation, while with a comparison of this thesis considered that the factors of promotional mix process which refers to the destination management processes as success factors in enhancing the appeal of the destination and affecting tourist satisfaction by increasing the target market's awareness of destination and informing about changes in the tourism product at the destination.

6.4.3 Destination Marketing Environmental Management

Destination marketing of physical evidence has two important factors that will have impact on the tourist satisfaction. Therefore, those two factors are tourists and stakeholders that identified by the respondents as critical success factors.

1- Tourists

Table 6.22 shows tourist respondents considered all the factors of physical evidence as critical success factors. The most critical factor of physical evidence success chosen by respondents is *the environmental factors of Jordanian tourism* that impact on the tourism sector and create an environmental atmosphere in the tourism market. These environmental factors have both external and internal factors determine the Jordanian tourism image in the eyes of tourists.

The following factors of physical evidence identified by the respondents have the same mean score and rank.

3- *Overall facilities layout, décor and lighting are useful for creating a friendly atmosphere for tourists.*

3- *The use of standard procedures is a good means of delivering the working atmosphere of Jordanian tourism.*

Table 6.22 Tourists: Physical Evidence for Jordanian Tourism

Destination Marketing Environmental Management%	1 Totally disagree	2 Disagree	3 Neither agree nor disagree	4 Agree	5 Totally agree	Mean	Rank
The design of Jordanian tourism achieves the tourists' objectives	5.4	7.0	19.2	22	46.4	4.3	6
The employee's appearance in a certain way has to accomplish Jordanian tourism image in the eyes of tourists	4.3	7.1	13.3	28.2	47.1	4.6	2
The environmental factors of Jordanian tourism impact on the tourism sector	6.1	10.7	12.9	29.2	41.1	4.8	1
The use of standard procedures is a good means of delivering a working atmosphere in Jordanian tourism	3.1	9.5	16.3	28.4	42.7	4.55	3
Tourist satisfaction is the prime objective in designing the working atmosphere of Jordanian tourism	2.0	8.9	18.6	26.1	44.4	4.25	7
Overall facilities layout, décor and lighting are useful for creating a friendly atmosphere for tourists	4.0	11	17.1	27.6	40.3	4.55	3
A comfortable physical environment is an important factor to interact with tourists in promoting tourism products	3.0	8.0	12	28	49	4.15	8
Using symbols such as blankets and umbrellas creates tangible clues for tourists	3.6	9.0	19	23.4	45.0	4.0	9
Tangible clues help tourists to understand and judge their service	4.5	10.0	12.5	28.5	44.5	4.35	5

Overall facilities, layout and *the use of standard procedures* are critical success factors of physical evidence for tourists have the same mean score and rank. As a result, those critical success factors are useful for creating a friendly atmosphere for tourists and a good means in delivering a working atmosphere of Jordanian tourism. However, the following additional factors were listed by the respondents: best utilization of the Internet and other technology tools; develop effective destination marketing tools.

Tourist respondents totally agreed that the factors of physical evidence and the additional factors are good and crucial evidences in marketing and promoting Jordan's tourism products

in the international tourism market. Consequently, the aims of these factors in an original area are: to improve the destination's image; to remind previous tourists to return to the area; to inform about changes in the tourism product at the destination.

West European and Arab tourists identified that *the use of standard procedures and overall facilities layout* are helpful factors for building good relationships with tourists. Thus, since those two factors of physical evidence have the same mean score and rank, they are good means of sending the effective impression in Jordanian tourism.

East European tourists listed *the design of Jordanian tourism* and *tangible clues* are important factors of physical evidence in helping tourists to understand and judge their service. Nevertheless, those two factors please the tourist objectives, while Far Eastern tourists considered that *using symbols such as blankets and umbrellas* as the most critical success factor of physical evidence. Hence, it creates tangible clues for tourists and therefore it increases the number of tourists to the tourism destination area.

Other tourists considered *tourist satisfaction* as the most success factor of physical evidence. Nevertheless, it is the prime objective in scheming the functioning atmosphere of Jordanian tourism, while American tourists totally agreed that *a comfortable physical environment* is a critical success factor of physical evidence, because it is an important factor to cooperate with tourists in promoting tourism products.

Australia and New Zealand tourists considered that *the employee's appearance in a certain way* is a critical factor of physical evidence. Therefore, this factor of physical evidence has the ability to establish the Jordanian tourism in the eyes of tourists and to encourage new tourists to visit the destination area.

2- Stakeholders

The results of physical evidence factors identified by the stakeholder respondents are shown in Table 6.23. The most critical physical evidence factor for success identified by the

stockholder respondents is that *a comfortable physical environment* is an important factor to correlate with tourists in advancing tourism products.

Table 6.23 Stakeholders: Physical Evidence for Jordanian Tourism

Destination Marketing Environmental Management %	1 Totally disagree	2 Disagree	3 Neither agree nor disagree	4 Agree	5 Totally agree	Mean	Rank
The design of Jordanian tourism achieves the tourists' objectives	2.1	10.4	14.3	25.2	48	4.15	9
The employee's appearance in a certain way has to accomplish Jordanian tourism image in the eyes of tourists	6.5	11.1	13.5	27.4	41.5	4.25	7
The environmental factors of Jordanian tourism impact on the tourism sector	3.2	9.2	16.6	25	45	4.3	6
The use of standard procedures is a good means of delivering a working atmosphere in Jordanian tourism	4.1	9.3	14.4	47.6	44.6	4.55	2
Tourist satisfaction is the prime objective in designing the working atmosphere of Jordanian tourism	5.4	7.0	19.2	22	46.4	4.4	4
Overall facilities layout, décor and lighting are useful for creating a friendly atmosphere for tourists	2.9	12.4	16.7	26.6	41.4	4.25	7
A comfortable physical environment is an important factor to interact with tourists in promoting tourism products	6.6	13.3	19.8	26.2	46.2	4.6	1
Using symbols such as blankets and umbrellas creates tangible clues for tourists	7.1	14.3	21.3	28.4	49.7	4.5	3
Tangible clues help tourists to understand and judge their service	5.4	10.9	16.2	21.6	37	4.4	4

Stakeholder respondents identified the following critical factors of physical evidence in importance have the same mean score and rank.

4- *Tangible clues help tourists to understand and judge their service.*

4- *Tourist satisfaction is the prime objective in designing the working atmosphere of Jordanian tourism.*

7- *Overall facilities layout, décor and lighting are useful for creating a friendly atmosphere for tourists.*

7- *The employee's appearance in a certain way has to accomplish Jordanian tourism image in the eyes of tourists.*

Employees of tourism associations, marketing and sales managers and managers of restaurants & accommodation listed *tangible clues, tourist satisfaction, overall facilities layout and the employee's appearance* as having the same mean score and rank. Hence, these factors help tourists to understand and judge their service, to determine Jordanian tourism image in the eyes of tourists, to increase bookings and recommendations of travelers to the destination area and to create greater return visitation.

Managers of tourism attractions identified *the environmental factors of Jordanian tourism* as an important factor of physical evidence. However, it is the most effective critical success factor in impacting on the Jordanian tourism industry, while managers of hotels totally agreed with *the design of Jordanian tourism achieves the tourist objectives* and managers of tourism attractions listed *overall facilities layout, décor and lighting are useful for creating a friendly atmosphere for tourists.*

Local publicity employees considered that *using symbols such as blankets and umbrellas create tangible clues for tourists*, while travel agent and tour operators identified that *the design of Jordanian tourism achieves the tourist objectives*. Hence, managers of hotels totally agreed that the *use of standard procedures* is a good means in delivering the working atmosphere of Jordanian tourism and directs attention to the availability of the travel information packet in offering the programmes on random dates and monitor the changes in attraction visitation.

3- Comparison of Physical Evidence between Tourists and Stakeholders

Table 6.24 shows that the following factors of physical evidence for international tourists were critical by the respondents in order of importance, while the same factors for stakeholders were in a different order.

1- Rank 1 for tourists came 6 for stakeholders where *the environmental factors of Jordanian tourism impact on the tourism sector.*

2- Rank 2 for tourists came 7 for stakeholders that *the employee's appearance in a certain way has to accomplish Jordanian tourism image in the eyes of tourists.*

3- Rank 3 for tourists came 8 for stakeholders where *overall facilities layout, décor and lighting are useful for creating a friendly atmosphere for tourists.*

Table 6.24 Comparison of Physical Evidence between Tourists and Stakeholders

Destination Marketing Environmental Management	Tourists		Stakeholders	
The environmental factors of Jordanian tourism impact on the tourism sector	**1**	92.0 %	**6**	32.6 %
The employee's appearance in a certain way has to accomplish Jordanian tourism image in the eyes of tourists	**2**	84.9 %	**7**	27.3 %
Overall facilities layout, décor and lighting are useful for creating friendly atmosphere with tourists	**3**	78.6 %	**7**	27.3 %
The use of standard procedures is a good means of delivering the working atmosphere of Jordanian tourism	**3**	73.2%	**2**	71.8 %
Tangible clues help tourists to understand and judge its service	**5**	68.8 %	**4**	48.6%
The design of Jordanian tourism achieves the tourist objectives	**6**	65.4 %	**9**	22.0 %
Tourist satisfaction is a prime objective in designing the working atmosphere of Jordanian tourism	**7**	62.7 %	**4**	48.6%
Comfortable physical environment is an important factor to interact with tourists in promoting tourism products	**8**	59.9 %	**1**	84.0 %
Using symbols such as; blankets and umbrellas create tangible clues for tourists	**9**	59.0 %	**3**	59.3 %

Also, Table 6.24 shows that the following factors of physical evidence for stakeholders were critical in order of importance, while the same factors for international tourists were critical in a different order.

1- Rank1 for stakeholders ranked 8 for tourists that *a comfortable physical environment is an important factor to interact with tourists in promoting tourism products.*

2- Rank 2 for stakeholders ranked 4 for tourists that *the use of standard procedures is a good means of delivering the working atmosphere for Jordanian tourism.*

3- Rank 3 for stakeholders ranked 9 for tourists where *using symbols such as blankets and umbrellas creates tangible clues for tourists.*

The stakeholder respondents considered that the most critical success factors of physical evidence for them are *a comfortable physical environment, the use of*

standard procedures, using symbols and tourist satisfaction. However, tourist respondents considered that the most critical success factors of physical evidence are *the environmental factors of Jordanian tourism, the employee's appearance* and *overall facilities layout.* As a result, the aims of these factors are: to enhance the target market's awareness of destination; to improve the destination's image in increasing bookings and recommendations of travellers to the destination; to create greater return visitation by encouraging new tourists to visit the destination area.

The tourist respondents considered that the most critical success factor of physical evidence is *the environmental factors of Jordanian tourism impact on the tourism sector* with 92%, whilst stakeholders considered it with 32.6%.

From the stakeholders' view, employees of tourism associations, marketing and sales managers and managers of restaurants and accommodation totally agreed with managers of tourism attractions and managers of hotels who listed *tangible clues, tourist satisfaction, overall facilities layout*, *the employee's appearance, the environmental factors of Jordanian tourism* and *the design of Jordanian tourism* as the most critical factors of physical evidence success. Hence, these factors assist tourists to comprehend and judge their service, to determine Jordanian tourism picture in the eyes of tourists, to increase bookings and recommendations of travellers to the destination area and to generate greater return visitation.

Local publicity employees agreed with managers of tourism attractions that *using symbols* and *overall facilities layout* are useful for producing a welcoming feeling for tourists. Consequently, they disagreed with travel agent and tour operators and managers of hotels that *the design of Jordanian tourism* and *the use of standard procedures* are a high-quality means of carrying the running atmosphere of Jordanian tourism and offering the programmes of the travel information packet on random dates for tourists.

West Europeans agreed with Arab tourists who identified *the use of standard procedures* and *overall facilities layout* are useful factors for making first-class dealings with tourists. Thus, they disagreed with East European and Far Eastern tourists that *the design of Jordanian tourism and tangible clues* are important factors of physical

evidence in serving tourists to know and reviewer their service and distributing the working tone in Jordanian tourism.

Other tourists totally agreed with American tourists that *tourist satisfaction* and *a comfortable physical environment* are the most successful factors of physical evidence in designing the operational mood of Jordanian tourism and cooperating with tourists for upholding tourism products. However, they disagreed with Australian and New Zealand tourists that *the employee's appearance in a certain way* is a critical factor of physical evidence to conclude the Jordanian tourism picture in the eyes of tourists and to give confidence new tourists to visit the destination area.

In the context of similar areas of research, a study of strategic management for tourism was undertaken (Harrison and Enz, 2004). In the field of strategic management and tourism, the strategic management theory was applied to a tourism context. An analysis of the macro strategic environment is crucial in shaping the factors which have a direct effect on the strategic direction of the firm. A number of different concepts can be utilized to analyse the external macro environment in an attempt to identify those factors. A comparison of the destination marketing environmental management factors of this thesis research study identified that the environmental factors of Jordanian tourism impact upon the tourism industry and was used as a basis for differential. In addition, the study serves a very valuable role in pleasing to the eye of tourist satisfaction.

6.5 The Integration of Critical Factors of Destination Marketing Success

Figure 6.1 shows the critical factors of destination marketing success perspectives. The correlations between the critical factor categories of success are given in Table 6.25.The correlations above 0.05 are considered to be important. These correlations were used to construct a success factor integration diagram in figure 6.4. All the critical factors of destination marketing success correlate totally with each other. Consequentally, ANOVA analysis was used in showing the relationship between tourists and stakeholders with critical factors of destination marketing (chapter 5). The correlation relationships of the destination marketing policy, reflecting the responses received are discussed, starting with the customer satisfaction, learning and growth and destination marketing management perspectives.

6.5.1 Critical Factors of Customer Perspective

The aim of the customer perspective, through the exploitation of tourist and stakeholder factors is, firstly, to attract worldwide tourists successfully and, secondly, to add best value to the tourist experience at the destination. The critical success areas agreed and identified for tourist satisfaction are service quality and quality of experience.

Figure 6.1   Critical Factors of Destination Marketing Success Perspectives
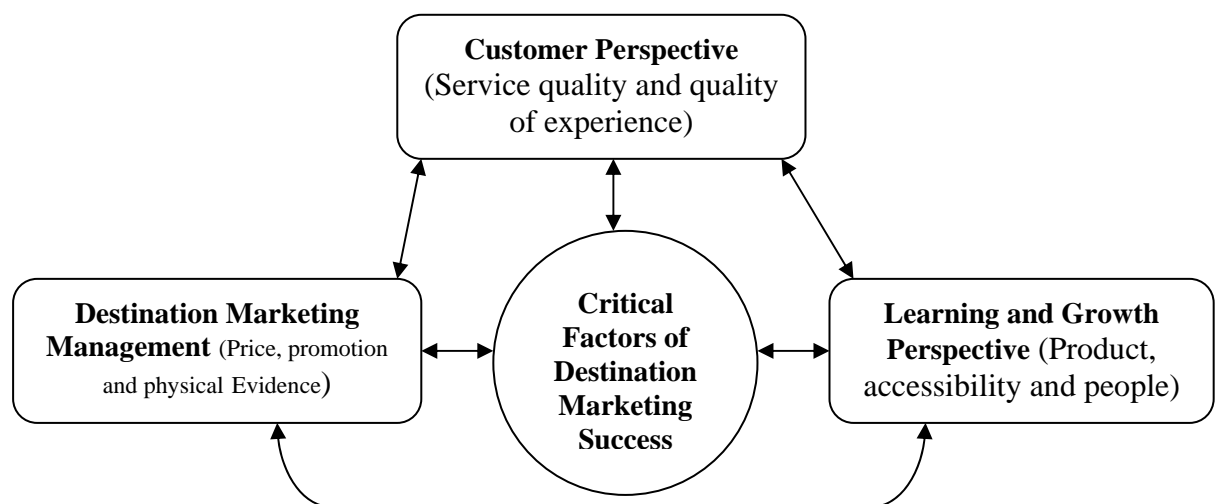
Source: Researcher's Own Construction

However, the correlation relationship between service quality for tourists and service quality for stakeholders is large and positive relationship; in other words, it shows that the service quality and quality of experience are the most critical factors in measuring tourist satisfaction.

6.5.2 Critical Factors of Learning and Growth Perspective

This reflects the developmental actions of destination marketing that must be undertaken to create long-term growth and improvement. The learning and growth perspective includes the following critical factor categories of success: product of destination market development, accessibility system of development and people development.

Table 6.25 Correlation between Critical Factors of Success

Variables	B2 to	D2 to	B3 to	D3 to	B4 to	D4 to	B5 to	D5 to	B6 to	D6 to	B7 to	D7 to	B8 to	D8 to
					The value is 0.10 small, 0.3 medium, 0.5 or more large correlations									
B2 to	**1.000** N=82	.893 N=82	.255 N=80	.764 N=82	.816 N=80	.836 N=82	.825 N=82	.667 N=82	.825 N=82	.816 N=80	.764 N=82	.816 N=80	.710 N=80	.893 N=82
D2 to	.893 N=82	**1.000** N=80	.710 N=80	.740 N=80	.764 N=82	.816 N=80	.667 N=82	.893 N=82	.667 N=82	.893 N=82	.816 N=80	.740 N=80	.255 N=80	.740 N=80
B3 to	.255 N=80	.710 N=80	**1.000** N=80	.836 N=82	.816 N=80	.667 N=82	.764 N=82	.893 N=82	.710 N=80	.764 N=82	.710 N=80	.667 N=82	.816 N=80	.836 N=82
D3 to	.764 N=82	.740 N=80	.836 N=82	**1.000** N=80	.255 N=80	.816 N=80	.667 N=82	.764 N=82	.825 N=82	.816 N=80	.764 N=82	.836 N=82	.667 N=82	.893 N=82
B4 to	.816 N=80	.764 N=82	.816 N=80	.255 N=80	**1.000** N=80	.764 N=80	.764 N=82	.667 N=82	.667 N=82	.764 N=82	.816 N=80	.830 N=82	.255 N=80	.764 N=82
D4 to	.836 N=82	.816 N=80	.667 N=82	.816 N=80	.764 N=82	**1.000** N=80	.816 N=80	.893 N=82	.893 N=82	.764 N=82	.764 N=82	.758 N=80	.816 N=80	.758 N=80
B5 to	.825 N=82	.667 N=82	.764 N=82	.667 N=82	.764 N=80	.816 N=80	**1.000** N=82	.836 N=82	.710 N=80	.836 N=82	.710 N=80	.825 N=82	.667 N=82	.816 N=80
D5 to	.667 N=82	.893 N=82	.893 N=82	.764 N=82	.667 N=82	.893 N=82	.836 N=82	**1.000** N=82	.825 N=82	.764 N=82	.255 N=80	.740 N=80	.816 N=80	.667 N=82
B6 to	.825 N=82	.667 N=82	.710 N=80	.825 N=82	.667 N=82	.893 N=82	.710 N=80	.825 N=82	**1.000** N=82	.893 N=82	.899 N=71	.758 N=80	.255 N=80	.816 N=80
D6 to	.816 N=80	.893 N=82	.764 N=82	.816 N=80	.764 N=82	.764 N=82	.836 N=82	.764 N=82	.893 N=82	**1.000** N=82	.764 N=82	.667 N=82	.816 N=80	.893 N=82
B7 to	.764 N=82	.816 N=80	.710 N=80	.764 N=82	.816 N=80	.764 N=82	.710 N=80	.255 N=80	.667 N=82	.764 N=82	**1.000** N=82	.764 N=82	.667 N=82	.740 N=80
D7 to	.816 N=80	.740 N=80	.667 N=82	.836 N=82	.830 N=82	.758 N=80	.740 N=80	.836 N=82	.758 N=80	.667 N=82	.764 N=82	**1.000** N=82	.710 N=80	.816 N=80
B8 to	.710 N=80	.255 N=80	.816 N=80	.667 N=82	.255 N=80	.816 N=80	.667 N=82	.816 N=80	.255 N=80	.816 N=80	.710 N=80	.667 N=82	**1.000** N=82	.667 N=82
D8 to	.893 N=82	.740 N=80	.836 N=82	.893 N=82	.764 N=82	.758 N=80	.816 N=80	.667 N=82	.816 N=80	.893 N=82	.740 N=80	.816 N=80	.667 N=82	**1.000** N=82

Figure 6.25 shows that all the learning and growth components correlate positively with each other. The product of destination marketing development for tourists correlates with accessibility and price for stakeholders. Therefore, it indicates that availability of the unique product with accessibility services and reasonable price will increase tourists' satisfaction and encourage the visitor to return to the destination.

People development for global tourists correlates with services quality and quality of experience and physical evidence for stakeholders. In other words, this means that the well trained and qualified people with high quality of services and stable internal and external factors will determine Jordanian tourism image in the eyes of tourists.

In additional, accessibility systems of development for intercontinental tourists correlate with services quality and quality of experience and people for stakeholders. Conversely, this means that the availability of accessibility services with high quality of services and professionalism of the people who are working in tourism sector will enhance tourists' satisfaction.

Figure 6.2   Critical Factors of Learning and Growth Perspective

B3 Product for tourists   Positive→   D4 Accessibility for stakeholders

B3 Product for tourists   →   D6 Price for stakeholders

B4 Accessibility for tourists   →   D2 Service quality for stakeholders

B4 Accessibility for tourists   →   D5 People for stakeholders

B5 People for tourists   →   D2 Service quality for stakeholders

B5 People for tourists   →   D8 Physical evidence for stakeholders
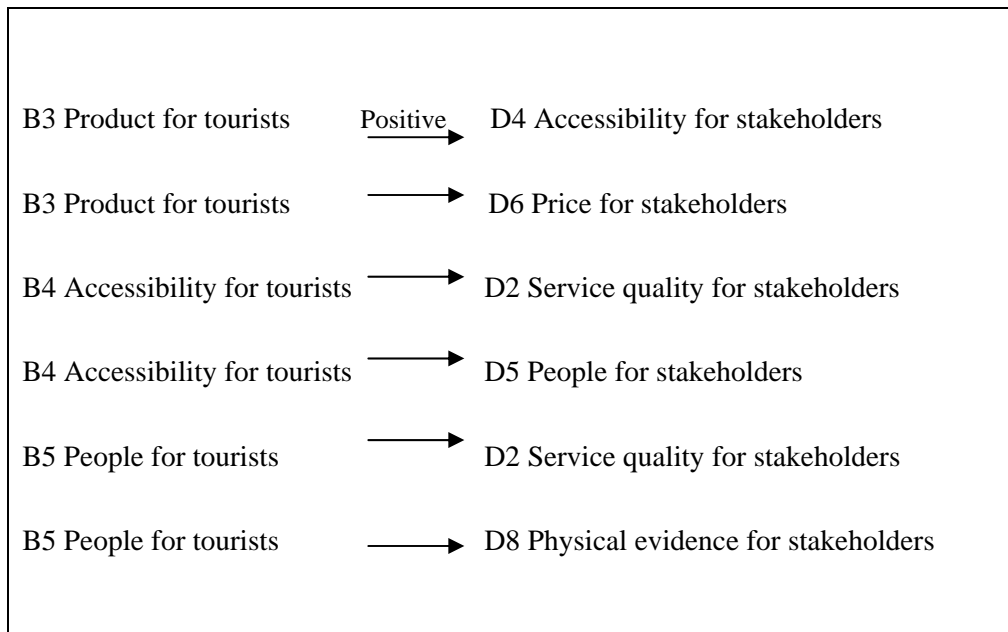
6.5.3   Critical Factors of Destination Marketing Management

This refers to the components that can boost the appeal of the destination, has an impact on tourist satisfaction and can directly contribute to the sustainable growth of the destination.

The respondents agreed and identified the following critical factors of success: price, promotion and physical evidence for worldwide tourists. The price of destination marketing management for global tourists correlate with services quality and quality of experience and physical evidence for stakeholders. Therefore, this means that a sensible price with high quality of service with tangible evidence will attract global tourists to the destination area.

Figure 6.3 Factors of Destination Marketing Management

B6 Price for tourists	——Positive▶	D2 Service quality for stakeholders
B6 Price for l tourists	——————▶	D8 Physical evidence of stakeholders
B7 Promotional for tourists	——————▶	D2 Service quality for stakeholders
B7 Promotional for tourists	——————▶	D5 Product for stakeholders
B8 Physical evidence for tourists	——▶	D5 Product for stakeholders
B8 Physical evidence for tourists	——▶	D4 Accessibility for stakeholders
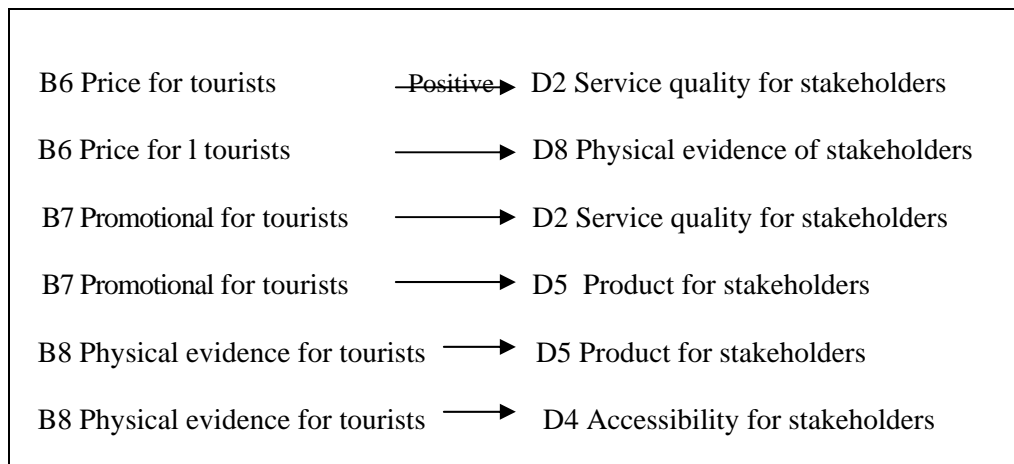
Figure 6.3 shows the correlation relationships between the critical factors of destination marketing management components of price, promotion and physical evidence. Therefore, they have positive correlation between them for tourists and stakeholders.

Promotion of destination marketing management for international tourists correlates with services quality and quality of experience and product of destination marketing development for stakeholders. This indicates that employing and utilizing promotional tools to attract tourists with real and satisfactory quality of services and availability of the desired product will lead to tourists' satisfaction.

Physical evidence of destination environmental management for stakeholders correlates with product of destination marketing development and accessibility system of development for stakeholders. However, this shows that the product development and availability of the accessibility will build welcoming environment for tourists and enhancing their fulfillment.

Figures 2and3 used nominal and ordinal levels of measurement in determining tourist satisfaction and the correlation between the critical factors of destination marketing success. Nevertheless, they are barometric of measurement levels in appraising the level of tourist attractions and its relationship with the critical factors of destination

marketing success such as quality, product, accessibility, people, price, promotion and physical evidence.

Figure 6.4 Critical Factors of Destination Marketing Success
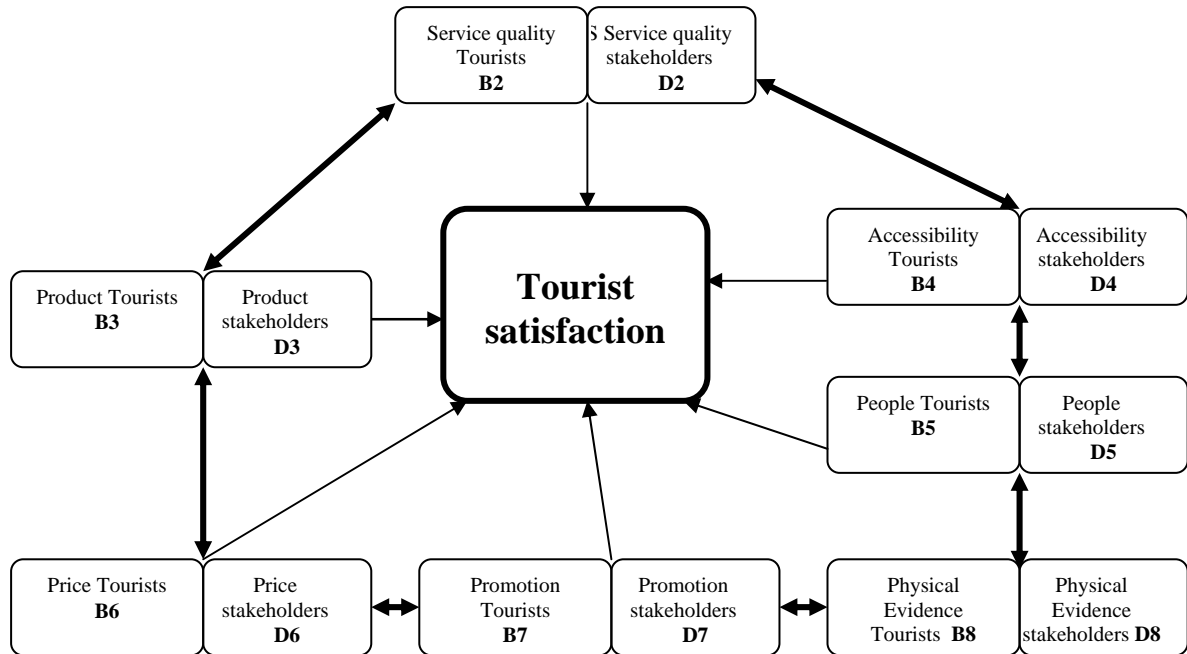
Source: Researcher's Own Construction

Figure 6.4 illustrates those critical factors of destination marketing success correlate with each other by utilizing success factors of integration diagram. However, nominal and ordinal levels of measurement were used as barometric tools in assessing tourist satisfaction with critical factors of quality, product, accessibility, people, price, promotion and physical evidence for tourists and stakeholders.

6.6   Summary

This chapter aimed to discuss the results obtained by the identification of critical factors of destination marketing success and the integration of these for Jordan as a preferred intercontinental tourist destination.

The results of the critical factors of destination marketing success agreed and identified by the respondents within the three perspectives include customer satisfaction, learning and growth and destination marketing components. Customer satisfaction was measured by both worldwide tourists and nationwide stakeholders,

service quality and quality of experience led to optimize tourist satisfaction. The results of the future success factors of learning and growth have been identified and discussed in the following broad categories, namely: product of destination marketing development; accessibility system of development; people development. Three different destination marketing management components were identified: destination marketing management of pricing strategy; destination marketing management of promotional mix; physical evidence of destination marketing environmental management. The last part of the chapter analyses results on the integration of critical factors of destination marketing success based upon the correlation between the different success factor categories.

The respondents rated all the factors of service quality listed as critical. The tourist perspective represented service quality and quality of experience factors identified by the respondents. Most of the respondents felt that, in order to please the global tourists, the experience must be safe, secure, comfortable and relaxing. The respondents further pointed out that, to satisfy the tourist, the quality of capability, accommodation, access to natural areas, tour guides, tourist information, transportation, financial and communication institutions should be of a high standard.

The analysis of the results of the critical factors of destination marketing success showed that the most critical factors of product of destination marketing development were improving the tourism products, identifying and exploring new opportunities and the upgrading of visitor services and facilities.

All the accessibility development success factors were considered to be critical where Petra was listed by the respondents as the largest factor of Jordan's tourism products that are the most critical factors of success in marketing and promoting Jordan regionally and internationally as a preferred tourism destination area. For people development, the most critical factors were well trained and qualified people, culture of people and identified new opportunities.

The last section of the chapter shows how the critical factors of success can be integrated in a diagram, in which success factor integration is based upon the correlation data between the different success factors sub-categories. The analysis

shows that the accessibility system of development, people development, price and promotion of destination marketing management show positive correlation with customer satisfaction, while the product of destination marketing management shows a positive correlation between the accessibility and price of stakeholders.

CHAPTER SEVEN

CONCLUSIONS

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CONCLUSIONS

7.1 Introduction

This study is very important in that it is the first systematic study of destination marketing in Jordan. It has produced a framework for the marketing of developing destinations. The study has provided empirical data concerning destination marketing in Jordan and its collection and analysis is one of the major contributions of this study.

7.2 Objectives

The main objective of this study was to develop a model that can be used to identify the critical factors of destination marketing in an intercontinental tourism destination and apply this model in a Jordanian context.

7.2.1 Objective 1

To investigate the internal and external environmental factors that affect destination marketing in Jordan. It was deemed to be important for this study to explain the internal and external environmental factors that affect destination marketing in Jordan. In addition, a tactical analysis was made of global and regional tourism as well as the Jordanian tourism industry.

7.2.2 Objective 2

To investigate the use of the destination marketing concept by tourism companies in Jordan. In order to have a base from which to approach the analysis of the nationwide tourism situation and the development of a framework and model, the concepts of the tourism industry, tourism products, worldwide tourist and destination marketing were defined.

7.2.3 Objective 3

To investigate the relationship between the internal and external factors in destination marketing. The principle outcomes of the relationship between the internal and external factors in destination marketing were identified together with the factors being used by tourism companies and the factors that contribute to the attraction of tourists to Jordan.

7.3 The Research Conclusions

In this section, the findings and research conclusions will be discussed using the critical factors of destination marketing success integration diagram(7.1), identified in chapter 6, as a point of reference. These conclusions are discussed through the following perspectives.

7.3.1 Customer Perspective

The crucial aim of the customer perspective is to add optimal value to customer experience at the tourism destination. It consists of two parts, tourist indicators and stakeholder indicators. The destination marketing management components organise, lead and coordinate this value-added component, while the learning and growth factors assert that capabilities are developed and critical resources retained so that future value can be formed. Tourist indicators will be discussed first and followed by stakeholder indicators.

1- Tourist Indicators

Tourist indicators represent the most important factors of the destination that will attract worldwide tourists. The indicators with highest score mean by global tourists visiting Jordan (MoTA, 2005; JTB, 2005) listed the *sites of Jordanian tourism are well known in the World Tourism Organization (WTO)* which helps Jordan in promoting its tourism products regionally and globally as a tourism destination area.

With the existing safety and security problems that Jordan is experiencing, it is important that the management of the safety of tourists are critical factors of success that managed and controlled in the future. It is clear that Jordan's positioning as a *land of ancient civilizations, infrastructure* and the *accessibility of Jordanian tourism* had played an important role in attracting tourists to Jordan. The following indicators were also identified by the respondents in the survey as critical for success, are:

1- *Improved Jordanian tourism image builds a good relationship with tourists.*

2- *Knowledge about Jordanian tourism derived through several means.*

3- *Tourist satisfaction is a prime objective in designing the working atmosphere of Jordan's tourism.*

4- *Understanding needs and demands of tourists increase the number of visitors to the tourism sites.*

5- *Jordanian people are friendly and hospitable.*

6- *The most effective reason for visiting Jordan is tourism sites.*

7- *Comfortable physical environment is an important factor to tourists.*

This shows the importance of critical factors of success as yardsticks in tactical planning. The results show that the largest correlation is between tourist indicators and stakeholder indicators, while the positive correlation is with service quality and quality of experience for tourists and service quality and quality of experience for stakeholders. Both these indicators will have an immense impact on the attractiveness of the destination.

2- Stakeholder Indicators

The response percentages and mean of the stakeholder indicators were the most critical factor agreed and identified by the respondents is *tourist satisfaction*. This should be a prime objective in scheming the effective atmosphere of Jordanian tourism.

Three critical factors that were also added and indicated as totally agreed by the respondents namely: culture experiences, eco-tourism and adventure experiences. Lubbe (2003) points out that eco-tourism and adventure tourism are some of the fastest growing tourism segments in the world. It appears that Jordanian stakeholders identify and assert these factors for success.

Both indicators are agreed to assist in satisfying tourists for advertising and promoting of Jordan's tourism regionally and globally as a tourism destination area. The analysis further indicated that *tourist satisfaction* is a prime objective in designing the working atmosphere of Jordanian tourism. Also, the respondents of tourists and stakeholders considered that Jordan is well known in the tourism map as a destination area.

3- Service Quality and Quality of Experience for Tourists

According to the respondents view in the tourist survey, the most important critical factors of service quality success are:

1- *Improving product quality is to be competitive in increasing the availability of the tourist services in the tourism market.*

2- *Speed of service increases tourists' satisfaction to come and repeat their visit to Jordan.*

3- *Service quality of tourism in Jordan is consistent and dependable.*

4- *Competence of quality in Jordan tourism has the ability to attract visitors to the country.*

Furthermore, two additional factors were added by tourist respondents:

A- Tourism experience is enjoyable, memorable and safe.

B- Infrastructures of Jordanian tourism provides comfort and a wide selection to tourists.

4- Service Quality and Quality of Experience for Stakeholders

Service and experience factors that were considered of lesser importance by respondents are:

- Service quality of the Jordanian tourism has an impact on tourist's attractions.

- Speed of service increases tourists' satisfaction to come and repeat their visit to Jordan.

- Range of services influence on tourist's satisfactions.

The literature study shows that customer satisfaction for the tourism destination can best be represented by service quality and quality of experience. Most of the respondents' views for both international tourists and national stakeholders are that to satisfy the tourists, the experience must be safe, secure, enjoyable comfortable and relaxing. The respondents further indicated that to satisfy the customer, the service quality of accommodation, access to natural areas, tourist information, tour guides, and transportation and financial and communication institutions must be a high standard.

7.3.2. Learning and Growth Perspective

The critical factors of success identified in this perspective are the factors that can assert where the tourism destination accomplishes long-term growth and improvement so that it can stay competitive. These factors of success are represented by three components in figure7.1: product of destination marketing development, accessibility system development and people development.

1- Product of Destination Marketing Development

Product factors of tourists that were identified as critical are: *Variety of services, Physical products, components of Jordanian tourism, satisfying tourist's needs and wants, products of the Jordanian tourism* are crucial, most of the respondents regarded *demand fluctuation* and *the time period of destination marketing plan of Jordan's tourism*. Product factors of destination marketing development correlate positively with the

accessibility and price of stakeholders (Poon, 1993, MoTA, 1995, 1998, 2000; Fabricious, 2001; Yoon, 2002; JTB, 2002, 2003; Taji, 2005; Carmelo et al, 2006). Product development asserts that Jordanian tourism products are crucial in satisfying tourists' needs and wants.

According to Poon (1993), product development should be linked to marketing to assert that the product reflects as closely as possible, the needs of the people who will make use of them. It is important to note that although the factors of; *variety of services, physical products, demand fluctuation* and components of Jordanian tourism were considered in the literature as totally agreed for the tourist attractions and the future growth of any destination. However, it is evident that products of destination marketing development for worldwide tourists play a vital role in contributing to market Jordan regionally and globally as a tourist destination.

2- Accessibility System of Development

Accessibility factors are considered to be of critical importance by global tourists and Jordanian stakeholders (MoTA, 2000,2002,2004; Fabricious, 2001; JTB, 2001, 2003, 2005; Yoon, 2002; Hazbun,2004; **Jamal** et al,2004). These factors for tourists correlate directly with service quality and quality of experience and people development. Therefore, accessibility systems of development factors will impact on customer satisfactions as well as the people development should be integrated with these success factors to assert success.

If the accessibility system is attractive, it will contribute in making the destination more attractive on the one hand while customer satisfaction will also increase due to the augment in quality of the accessibility base (Fabricious, 2001).

3- People Development

The most important people development success factors of tourists identified by the respondents are: *well trained and qualified, courtesy* and *competence* and *culture of Jordanian people*. Figure 7.1 shows that the people development success factors will impact on the destination marketing environmental management process (Nasser, 2000; Fabricious, 2001; MoTA, 2002, 2004, 2006; Yoon, 2002; JTB, 2003, 2005, 2006).

People development will directly affect customer satisfactions through service quality and quality of experience. The effective recruitment, *courtesy* and *competence* and *culture of Jordanian people* were also identified by respondents as the most important factors of success for human resource of people stakeholders. This confirms that people development and especially, *well trained and qualified people*, **are** regarded as critical for the success of Jordan as a preferred tourism destination area.

7.3.3 Destination Marketing Management Components

According to Dwyer (2001), destination management processes are those that can enhance the appeal of core resources and attractions, strengthen the quality and effectiveness of the customer satisfaction and adapt best to situational conditions.

Three destination management components were identified in the literature review based on the results of the empirical study. These components are: destination marketing management of pricing strategy, destination marketing management of promotional mix and destination marketing environmental management for international tourists and national stakeholders.

1- Destination Marketing Management of Pricing Policy

This policy for worldwide tourists was regarded as important destination marketing management by the respondents and all the factors of this component were listed as critical. More than 50% of the respondents considered the following factors as totally agreed:

1- *Accomplishing lowest possible charge is competitive in attracting tourists to the tourism sites*

2- *The value of Jordanian air travel is dependent on the length of stay of its tourist at destinations*

3- *Price setting can be marketing-oriented based upon its considerations*

4- *Increasing number of visitors to Jordan are to be competitive in the tourism market*

5- *Competition is one of the driving forces towards lower prices.*

Respondents added the following factor as critical: *work as one to sell Jordan as a whole and not the provinces in isolation*. From these observations it is clear that most of the respondents considered price policies to be well-organised and coordinated. This pricing

strategy for tourists correlates positively with customer satisfactions as well as with the destination marketing environmental management for stakeholders (Nasser, 2000, Dwyer, 2001; MoTA, 2002, 2004, 2006; Fabricious, 2001; JTB,2003,2005; Martin et al, 2004, Taji,2005).

Most of the respondents regarded the price for stakeholders of the destination marketing management as critical. *The value of Jordanian air travel* is considered by stakeholder respondents as the most critical success factor in raising the number of visitors to Jordan and to be competitive in the tourism market (JTB, 2003, 2005; Martin et al, 2004, Taji, 2005).

2- Destination Marketing Management of Promotional Mix

In this component, the respondents identified the most critical factor of promotion for tourists as *publicity and country's image* are important factors to enhance Jordanian image of its tourist destination. This could help in promoting Jordan regionally and globally as a tourism destination (MoTA, 2000, 2003, 2005; Fabricious, 2001; JTB, 2002, 2003, 2006). The positive correlation is with customer satisfaction as well as with product of destination marketing development for stakeholders.

The other critical factor considered by the respondents as the most success factor is *courtesy of employees that play an effective role in increasing the availability of the tourist services in the tourism market*. The next factor of importance identified by the respondents is: *market Jordan as a tourism destination area*.

It was concluded that the promotion for stakeholders was considered by the respondents in all the sections as being critical where it was listed as a factor. It is interesting that *advertising and word of mouth* are considered to be important tactical issues in the Jordanian tourism context, but it was not considered to be most critical by the respondents relative to other factors. This might indicate a lack of unified sense of direction and shared vision with stakeholders (JTB, 2002, 2005, 2006; Hendrie, 2004; Taji, 2005).

3- Destination Marketing Environmental Management Component

This component of physical evidence for worldwide tourists was considered by the respondents as critical. The most critical factor of physical evidence success chosen by respondents is *the environmental factors of Jordanian tourism* impact on the tourism sector that contribution to the tourism market. These environmental factors have both internal and external aspects that are critical for the success of determining Jordanian tourism image in the eyes of tourists (MoTA, 1999, 2001, 2003, 2005; Dwyer, 2001; JTB, 2002, 2004, 2006; Lubbe, 2003; Hazbun, 2004; Harrison and Enz, 2004; Taji, 2005). This component correlates positively with product of destination marketing development and accessibility system development factors for stakeholders where they show that *overall facilities and layout of product* and *availability of the accessibility* will create a friendly atmosphere with tourists to satisfy them.

The most critical physical evidence factor for stockholder's success identified by the respondents is *comfortable physical environment* that is an important factor to cooperate with tourists in encouraging tourism products. This could lead to the achievement of one of the research objectives identified by the respondents.

It is apparent that the respondents realised the importance of physical evidence factor for stockholder's success and the protection of the environment and societies and how the internal and external environmental factors of Jordanian tourism impact on the tourism sector.

7.4 A Proposed Critical Factors of Destination Marketing Success Model

A basic model was proposed in chapter 4, based on the literature survey that was carried out. The initial model consisted of three components: worldwide destination competitive; nationwide destination tactical and positioning and tactical integration.

The components served as a directive for chapters 5, 6, 7 in which each of the components were analysed and developed. A model, based on the literature, was then presented and compared to other destination models in chapter 4. Changes were proposed to the model based on the results of this study and were described in chapter 6

The purpose of this section is to summarise the final proposal derived from this study. This model could have wider applications and could be used by other national tourism

destinations and also in an adapted form by state, regional and local tourism destinations.

Figure 7.1   Critical Factors of Destination Marketing Success Model

Strategic   Appraisal

Strategic Information	**Strategic Decision-Making**

Customer Satisfaction	Worldwide Tourists and Nationwide Stakeholders	
Service quality Quality of experience	Tourist indicators	Stakeholder indicators

Product Tourists **B3**	Product stakeholders **D3**

Policy share Shared values Shared vision Strategic position Strategic guidelines Success factors

Accessibility Tourists **B4**	Accessibility stakeholders **D4**

People Tourists **B5**	People stakeholders **D5**

Price Tourists **B6**	Price stakeholders **D6**

Promotion Tourists **B7**	Promotion Stakeholders **D7**

Physical Evidence Tourists **B8**	Physical Evidence stakeholders **D8**

Source: Researcher's Own Construction (2006)

The critical factors of the destination marketing success model consist of three sections: strategic appraisal; strategic information; strategic decision-making as the final model illustrated in figure 7.1. Continuous appraisal should take place to assert that the necessary information is provided to the destination on which sound strategic decisions can be based. Tactical information should be the outcome of strategic appraisal and available and applicable information such as worldwide and nationwide tourism policies and plans.

Destinations must learn by gathering strategic information based on related appraisals. This information must then be analysed to develop new strategic knowledge that will act the basis of new critical factors of success that will lead to superior performance.

7.4.1 Strategic Appraisal

Tactical appraisal contains a global analysis as well as a nationwide analysis. The worldwide analysis should focus on the nationwide environmental analysis (chapter 2), a stakeholder analysis (chapter 4) and a resource and capability (chapter 4). The worldwide analysis should focus on the global environmental tendencies (chapter 2). The aim of strategic appraisal is to produce strategic information that could enable decision-makers to develop new knowledge on which to base their decisions.

7.4.2 Strategic Information

This phase contains the information results of strategic appraisal as well as other information that will be important for strategic decision-making. For instance, global tendencies will follow on from the global environmental analysis, while relative and competitive advantages will be the result of the resource and factor analysis and the challenger analysis. Nationwide information will flow out of the nationwide ecological analysis, the stakeholder analysis and the strategic capability analysis (chapter 4).

Other information that is important for the policy making phase is worldwide and nationwide tourism policies and plans especially sustainable tourism rules. Therefore, the appraisal and information process should be a continuous process that produces a constant flow of useful information for tactical decision-makers. The destination should have further systems in place to assert that this phase is effective and contributes to destination education.

7.4.3 Strategic Decision-Making

This phase contains two parts. The first one is the determination of the strategic direction and positioning of the destination (chapter4). This is represented by the policy block in figure7.1 containing shared values, shared vision and strategic position, strategic plans and success factors. The second part is the identification and integration for critical factors of destination marketing success within three perspectives: customer; learning and growth; destination marketing management. Critical factors of success cannot be identified and integrated if the strategic direction and position of the

destination is not explained. Therefore, the policy block should serve as the "nerve centre" from where critical factors of destination marketing success will be identified and integrated. The identification and integration of critical factors of destination marketing success for Jordan as a tourism destination area, as it was outlined in section 7.2, were applied in this study by means of an empirical survey.

7.5. Recommendations

Based on the information obtained in the literature study and the results of the following recommendations are indicated. These are discussed later under the headings: service quality management; product of destination marketing development; accessibility systems development; people development; dependable management; attracting worldwide tourists; fulfilling the tourist as a customer; and destination tactical management process.

7.5.1 Safety and Security Management

Safety and security management was identified as the most important worldwide critical factor of success in the survey of the study (Lubbe, 2003; Hazbun,2004). In the pilot study, it was identified as a critical feature to attract worldwide tourists as well as the most important tourist satisfaction success factor. Safety and security management was also identified as the most important critical factor of success for tourist and stakeholder indicators. Therefore, it is evident that safety and security are considered the most important critical success factors by worldwide tourists as well as nationwide tourism stakeholders.

It is clear that steps to reduce safety risk play a key role in future tourism policy. Steps such as encouraging the government and police to reduce levels of violence and crime in the country as a whole. However, it is also clear that safety and security procedures should be incorporated with tourism of destination marketing management should be expected to respond to this problem innovationally. For instance, safety and security supplies should be built into nationwide, provincial and local tourism, resulting in specific tourism security initiatives and, if possible, policies (MoTA, 2002,2004,2006; Lubbe,2003; JTB,2003,2005,2006).

7.5.2 Product of Destination Marketing Development

Effective and coordinated destination marketing effort was identified as one of the most important critical success factors for worldwide tourism destinations. Most of the respondents regard product of destination marketing development for tourists as an extremely important process with specific emphasis on branding, target marketing, distributions and sales and the integration and coordination of the marketing effort. It was also powerfully indicated by respondents that there should be an integrated and collective product of destination marketing development for tourists effort and that Jordan should be marketed as a whole. Therefore, it is recommended that the marketing efforts of provinces should be integrated and coordinated. Product of destination marketing development for tourists also shows a positive correlation with accessibility systems development and price of stakeholders, once again increasing the importance of tourists' satisfactions and information systems of these components.

Selected future tactical tendencies in destination marketing thinking identified by studies carried out by the WTO (1999) and appropriate to this study are as follows:

1- Increasing, more focus and more aggressive marketing

2- Placing tactical emphasis on destination branding and competitive positioning

3- Diversifying and enhancing the product offering and selling experiences rather than products

4- Capitalizing on the collective attractiveness of destinations

5- Increasing utilization of new technology based on communication and promotional vehicles.

Product of destination marketing reflects the needs of people who make use of integrated destination marketing. It is important to note that, although the developments of Jordanian goals of tourism destination, pleasing tourists' needs and wants, Jordanian destination marketing plan and physical products were considered in the literature as being important, the respondents consider products as critical because they seem to be consistent and reliable (Fabricious,2001; JTB,2002, 2004,2006;Taji,2005). This is addressed to ensure that novelty will be enhanced in product development. There is a positive correlation with tourist satisfaction which shows that good product of destination marketing development for tourists and marketing will firstly attract tourists and, secondly, make sure that their visit is fulfilling. Therefore, Jordan should dedicate

attention to inventive product development for tourists and link the product of destination marketing for stakeholders to this to ensure synergy and sustainable product/market matches.

7.5.3 Accessibility System

Accessibility system development for tourists was identified as the most important components under learning and growth of the success factor diagram with the positive correlation being made with the service quality and quality of experience, people development and physical evidence for stakeholders. The respondents indicated that accessibility systems developments with specific references are important to market Jordanian tourism products by utilization of the *Internet*, and other technology tools (Fabricious,2001; JTB, 2003,2005; Hazbun, 2004).

Appropriate accessibility systems development for tourists can ensure that respondents regarded *the location of Amman and other places like Madaba and Jerash, location of Jordan* and *accommodation of Jordanian tourism sites* as the most important attraction factors for tourist customer choice of destination. The purpose of the accessibility system development for both tourists and stakeholders should be to provide sufficient and usable information that will enhance the process of tactical learning creation.

7.5.4 People Development

People development refers to development in customer satisfactions and well trained and qualified people for tourists and stakeholders. Figure 7.1 shows that people development success factors for tourists will impact tourist satisfactions and physical evidence for stakeholders. Therefore, the development of human resources for stakeholders is, crucial for the service quality and quality of experience and the destination marketing environmental management process and people development success factors for tourists to ensure success and specifically to lead to optimum customer satisfaction(Nasser,2000; Fabricious,2001; Yoon,2002, MoTA,2003,2006; Harrison and Enz,2004;Taji,2005; JTB,2006).

However, the Jordanian tourism industry requires a multi-disciplinary and integrated approach to address the perceived insufficient training and education. It is evident that appropriate tourism training courses should receive priority and that more effort should

be directed towards achieving international standards of professionalism in the Jordanian tourism industry. Therefore, education and training should be at the forefront of tourism development and should be expanded to school curriculum and tertiary institutions.

7.5.5   Destination Marketing Dependable Management

It is recommended that destination marketing dependable management principles become important factors of internal and external of Jordan in tourism, as mentioned in chapter four. There should also be a direct relationship between this process and the achievement of social and environmental protection targets, as defined by the tourists and stakeholders indicators (Fabricious, 2001, MoTA, 2001, 2003, 2005; Hazbun, 2004; JTB, 2005,2006).

The Ministry of Tourism and Antiquities (MoTA, 2005), identified the related directing principles for dependable tourism as:

1- Dependability of the tourism industry to promote balanced and sustainable tourism with the focus on the development of environmentally based tourism activities

2- Dependability of government and business to involve the local communities through the development of significant economic linkage

3- Dependability of tourism industry to respect, invest in and develop local cultures and protect them from over commercialization -utilization

4- Dependability of local communities to become actively involved in the tourism industry, to practice sustainable development and to ensure the safety and security of the visitors

5- Dependability of both employers and employees in tourism industry to each other as well as to the tourist.

7.5.6   Attracting Worldwide Tourists

Tourists will be attracted by the important features of the destination. This research has shown that the traditional features associated with Jordan, namely, *tourism sites (Petra, Madaba and Jerash), hospitality, accessibility, Jordanian land and people* and *climate* are still used to attract intercontinental tourists to Jordan and are considered to be critical. A current report by the Jordan Tourism Board (2005) indicates that Jordan does not own any key features in the minds of the tourist.

It was advised that Jordan identified growth segments and redefined its features in successful brands that will cater for the needs of the new segments. In its tourism 2020 vision, the WTO (1999) identified key market segments that are growing in importance: eco-tourism, cultural tourism, thematic tourism, and the cruise market and adventure tourism. With ecology becoming more important more people, especially to North Americans and Europeans, the size of the eco-tourist segment is expected to increase dramatically in the 21st century (Lubbe, 2003). Adventure tourism is, according to all indications, likely to also grow in popularity (WTO, 1999). Adventure tourism is open-air or nature related, and goes side by side with eco-tourism. Bungee jumping, parachuting and rock climbing are all examples of adventure activities. Although eco-tourism and adventure tourism are indicated as two of the fastest growing divisions in the world, they were not considered by the respondents of this study as critical to attract global tourists.

Other factors that need to be in place to attract tourists are safety and image, accessibility and tourism facilities, especially for a long-haul destination. The development of new infrastructure was identified as critical for the Jordanian tourism product. All of these items should be incorporated into an image of the organization that will attract tourists and ensure growth and competitiveness for the destination as a whole (MoTA, 2002,2004, 2006; Lubbe,2003; Hazbun,2004; JTB, 2005,2006).

7.5.7 Fulfilling the Tourist: Service Quality and Quality of Experience

Success factors of service quality and quality of experience for tourists and stakeholders all lead to customer satisfaction.

1-   Service Quality

The quality of service is important for Jordan as a tourism destination. To please the global tourists, the quality of service of accommodation, restaurants and access to natural areas, tour guides, and airports and financial and communications institutions must be of a high standard. *Improving product quality, speed of service, service quality of tourism* and *competence of quality in Jordan* were the other factors to support service excellence and augment the tourist's satisfactions to the destination (Nasser,2000; Fabricious, 2001; MoTA,2002,2004;Yoon,2002; JTB,2003,2006; Neal,2003 Hazbun, 2004; Lozano et al,2005; Bosetti et al,2006).

2-   Quality of Experience

This is becoming an ever-increasingly important factor in the satisfaction of the tourist. The pilot study indicates that the quality of experience is also considered by the respondents to be critical. The key to the fulfilment of the global tourist is that the quality of the experience of the Jordanian tourism and range of services deliver on the marketing promise. Therefore, management of quality and the quality of experience will be important for Jordan that should be clear on what experiences different target markets seek. The acuity, as indicated by the respondents, that the experience should be enjoyable, memorable, comfortable and relaxing may not be enough and potential visitors might increasingly seek an experience that is interactive, simplifying, capable and real(Fabricious,2001; Yoon,2002; JTB,2003,2004; Lubbe,2003; MoTA,2004,2006; Taji,2005; Wang and Fesenmaier,2006).

According to the Jordan Tourism Board (JTB, 2004), tourists from knowledge-based economies (e.g. Western Europe and the USA, which include approximately 70% of overseas arrivals to Jordan) are increasingly found to be more experienced and are seeking interactive, highly involved, quality travel experiences, hearting on fully coverage of the special subject or destination explored. This shift has major implications for tourism provided in Jordan as the motivations to travel and move away from comfortable and relaxing experiences to experiences that are more cooperative, simplifying and educational.

7.5.8 Destination Strategic Management

This study proposes a holistic approach to the strategic management process of destinations in which knowledge creation and strategic learning will be a priority. This process will only be successful if it is supported by a proper strategic appraisal process and the continuous flow of formal and easy tactical information to all strategic decisions-makers of the destination. Thus, destination success factors can only be identified and incorporated within clear and united tactical directives that are shared and supported by all the stakeholders. The two most important results of the tactical direction process, as discussed in chapter four, is the shared vision and the tactical position of the destination (Evans et al,2003,   MoTA,2004,2006; Taji,2005; JTB,2005,2006;Lonzano et al,2005; Bosetti et al, 2006).

The strategic competitive position of Jordan should be determined and explained to ensure a harmonized and inclusive effort of all stakeholders to accomplish and uphold it. Effective market research, market segmentation and the identification of internal and external factors within these market segments can augment the process of identifying and evaluating existing and future market segments. Product development should be original and should be linked to the marketing process. However, the holistic approach also supports the incorporation of the strategic capability into this process. This will involve the identification of core resources and capability gaps and the development of unique capabilities and resources that will uphold the competitive advantages of the destination. Consequently, this study will ensure that the strategic effort is harmonized and incorporated with increased effectiveness as opposed to a bitty approach that could lead to failure and the wasting of resources.

7.6 Limitations of the study

Every research study is limited by the constraints on the researcher, and this thesis is no exception. The limitations of this thesis are: a low response rate (16%), an increase of sample size could be considered. A sample size of 1120 questionnaires (international tourists and national stakeholders) was selected to obtain a sufficient response rate that used a Likert scale (ranking scale) from totally agree to totally disagree. A total of 168 usable responses were received representing a response rate of 16%. In a similar study that was done on a sample size of 1096 a response rate of 17% (**Johnson** and Scholes, 2002). Also, another similar study done on a sample size of 920 had a response rate of 15.4% (Jonker, 2004). The difficulty in finding enough literature that covers all the variables. However, there is no one study that could contain all the contingent variables (tourists' satisfaction, quality, product, accessibility, people, price, promotion and physical evidence of destination marketing) which have been selected on an unplanned basis. In addition, the research looked for internal and external environmental factors that affect the successful implementation of the destination marketing concept by tourism firms in Jordan.

In the methodology context there are two main research philosophies. The first philosophy is called quantitative (other names: positivistic, descriptivist, scientific and experimentalist). The second philosophy is called qualitative (other names: subjectivist, phenomenological, social constructionism and interprevist). The

quantitative approach reduces the whole to simple elements to help analysis by linking variables in hypotheses which are then tested by utilizing statistical techniques. The qualitative approach is used to understand human experiences which are then tested in their wider context. Therefore, the choice of either philosophy is determined by the research objectives and the current knowledge of the topic under investigation. However, adopting the quantitative philosophy leads to the utilisation of the deductive approach with an exact research methodology such as surveys. On the other hand, adopting the qualitative philosophy leads to the use of the inductive approach with an accurate research methodology such as case studies.

The use of three perspectives and the omission of performance targets in measuring the performance of Jordanian tourism companies which may be improved by using more variables and the performance of their organizational levels. This study has used three perspectives of the balance scorecard approach (i.e. the customer, learning and growth and internal business process/operational). However, these limitations associated with future research should be exploited as opportunities and directions for further investigation.

7.7 Areas for further study/ developments

This research makes several contributions to knowledge and tourism theory related to the destination marketing systems in Jordan. This thesis addresses the interaction between three perspectives (i.e. the customer; learning and growth; internal business processes) and destination marketing factors in Jordan. It is also the first study theoretically and empirically to investigate the influence of the internal and external environmental factors on destination marketing in Jordan. In order to address the aims of the current study, a destination marketing model was developed. Further developments have been identified including applying other sectors, such as tourism and hotel industries, by publishing chapters of the thesis, by attending conferences and discovering other dimensions of other research, such as service, travel and hospital industries.

Destination is one of the most commonly utilised concepts in tourism theory. Therefore, the tourism theory describes destinations as places, regions, images and narratives that are seen as units at various geographical levels and as images resulting from social practice. The content of the destination is seen as both an agglomeration

of attractions and services and as a dynamic agglomeration of attractions, culture, landscapes, events and services. Therefore, the rationale for contributing to the tourism theory is threefold. Firstly, tourism theory has been extensively utilised in destination marketing and critical success factors system research. Secondly, tourism theory suggests that there are distinct understandings of the destination marketing concept, but the use of the destination marketing concept is examined in the selected socio-cultural approach and the business-related perspective in tourism theory. Finally, the tourism literature recommends further destination marketing research under the tourism theory framework.

7.8 Implications of results for tourism policy in Jordan

The suggestions made for future research derives from the outcomes of the current study. Consequently, the following proposals are put forward for consideration regarding future research.

1- The main aim of the Higher Council of Tourism in Jordan is to put forward a tourism development strategy that will act as an umbrella body representing the business sector involved in the Jordanian tourism industry. This council also aims to accomplish tourism development by collaboration, strategically with the public sector and tactically with the private sector.

2- Therefore, the contribution of critical factors of the destination marketing success approach of this study will be of both practical and academic value. These are now further explained.

A-Practical value: managers seem to use the practical suggestions of such efforts and the implication of this research in their relationships with stakeholders.

B- Academic value: this study contributes towards academic knowledge by an examination of tourism theory in the context of the Jordanian destination market. This knowledge will be further developed in Jordanian universities through their bachelors and masters degrees. Also, this study is designed to address the tourist destination marketing of Jordan in endeavours to propose a marketing framework, to prepare appropriate academic plans for higher education and tourism marketing strategies.

3- A destination marketing model contributes to tourism marketing by attracting tourists to Jordan and the encouragement of the Jordan economy that plays a large

part in contributing to the economic well-being of the country which depends upon tourism revenues for sustainable development. This could be achieved by the contribution of tourism to the GDP in Jordan which is expected to increase from 11 % in 2006 to 13% in 2010. It is also projected that, by 2010, by overcoming the unemployment problem in the country, 20% of Jordanian business will lean towards the tourism industry.

4- A further possible development is the testing of the destination marketing model developed in this study in order to challenge nationwide destinations. This might involve a critical analysis of the strategic ability of destination measuring in Jordan. The results show that the tourism companies have accomplished important satisfaction with their performance measurement system when they used this approach. Thus, it can be implied that the utilisation of this approach tends to be standardised across the tourism industry.

5- Finally another further recommendation would be for an investigation into the effectiveness of strategic direction and site formulation, communication and implementation in the Jordanian tourism context. Also, an investigation into the effectiveness of tactical appraisal and tactical information diffusion in generating strategic knowledge for a destination such as Jordan might be of value.

7.9 Would a different approach be taken if starting today?

The destination marketing success approach of this study could be used in other rival national destinations.

1- The main features of tourism in the chief competing markets in the Middle East, Israel and Egypt could be studied. It is important to note that, although Egypt and Israel possess similar attractions to those characterizing Jordan, such as climate, beaches and resorts. Jordan has specific attractions that are considered unique and can enable Jordan to differentiate itself from these two markets.

Table 7.1

Tourist arrivals to Jordan, Egypt & Israel in 2004

Country	Number of Tourists
Egypt	6,500,000

| Jordan | 5,000,000 |
| Israel | 851,623 |

Source: WTO-CME, 2005

Tables **7.1 and 7.2** show the total number of tourists who actually visited Jordan, Israel and Egypt in 2004. It is evident that Egypt has the lion's share of tourists, followed by Jordan and then Israel.

Table 7.2

Tourist arrivals to Jordan, Egypt & Israel in 2004
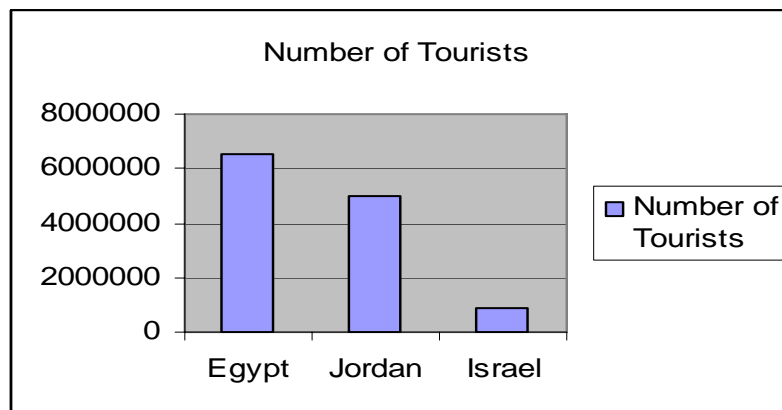
2- Jordan's millennium vision for its region and its contribution to the world economy puts education and training at the forefront of national and regional tourism development in the sustainable economic and social development of its region.

3- There is a strong correlation between the strategic objectives contained in the Jordanian Government's strategy and WTTC's millennium vision; therefore, the strategic themes that stand out in this comparison are (WTTC, 2000):

A- invest in human resources development, especially education and training;

B- maintain economic and sustainable growth as a national priority;

C- develop successful branding and international marketing;

D- increase funding and infrastructure development.

4- These are some of the key trends outlined in the report that could direct the future shape and direction of tourism.

A- Intercontinental tourist arrivals are forecast to be 1 billion in 2010 and will reach close to1.6 billion in 2020. These numbers represent an overall average annual growth rate of 4.1%

from 1995 to 2020. Europe will remain the largest receiving region. Asia will pass the Americas as the second-largest region, while the respective share of Africa will increase by up to 4%.

B- The top ten receiving countries will see a major increase, with China becoming the leading destination by 2020. Also entering the top ten will be the Russian Federation, while the fast-growing rate will be in Thailand and Singapore, as well as the Middle East region (WTO, 1999).

C- The main expansion of international tourism over the last 25-year period is the rise in the long-haul share of arrivals, with tourists travelling greater distances. By 2020 the world interregional long-haul split will be 76:24, with average annual growth rates between 1995 and 2020 of 3.8% and 5.4%, respectively.

5- Tourism: the 2020 vision study forecasts an above-average rate of growth in international tourist arrivals from the Asian continent with an average annual rise from 1999 to 2020 of 5.4%. Asia as predicted to hold 26% of the market share in 2020 as the second-largest receiving region. Thus, China will become the leading destination by 2020 as one of the Asian countries. If China treats Hong-Kong as a separate entity, it will also become one of the main destinations.

The fast-growing Asian destinations of the Middle East, West Asia, along with Thailand and Singapore, will move rapidly up the league table of the international tourism destinations. East Asia and the Pacific show the strongest growth of international tourist arrivals to the African region from 1995 to 2020 (6.8%). The strongest growth will be from the Southeast Asian countries (WTO, 1999).

Therefore, there is an opportunity for future research to identify and investigate the impact of other variables (e.g. culture, management style). Also, such research could consider the interaction between these contingent variables and other dimensions of tourism management system, which differentiate between international tourists and national stakeholders. Moreover, future research could expand this study by examining a wider set of critical success factors system attributes that have not been included in this study and applying qualitative approach that can use interviews and focus group in depth.

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APPENDICES

Appendix A

Questionnaire

Section A. Survey to Identify the Tourism Destination Marketing Industry in Jordan

The University of Huddersfield UK

Huddersfield University Business School (HUBS)

Marketing Department

Dear Respondent

My name is Abdel- hafiz Hussein ALHroot; I am a PhD student at Huddersfield University in the UK. For the purpose of developing the tourism destination marketing industry in Jordan, my research study is dependent on your participation and your response to be a success.

You may rest assured that any data collected will be treated in the strictest confidence. Only aggregated data will be used. It will not be necessary to identify any respondents. Please you can type your responses directly on the attached questionnaire, save it and return it to the e-mail below or fax it to the number below.

Many thanks for your cooperation

Yours sincerely

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Appendix "B"

Tourist Survey

Section B: Tourist Perceptions

This section is concerned with tourists visiting Jordan and their perceptions about Jordanian tourist destination marketing as a case study. It also covers the purpose of developing the tourism industry in Jordan. The main elements of tourist satisfactions are contained of; products of tourism, distribution, pricing, service quality, promotion, people and physical evidence activities.

Listed below are statements in relation to the above tourist attractions. For each statement please mark X which best describes your opinion to what extent you agree or disagree with each described statement of tourist attraction levels.

Part 1: Tourist Satisfaction

B1. In your opinion, how do the following indicators *measure the customer satisfaction* for Jordan as a tourism destination area?

Indicators of Performance	1 Totally disagree	2 Disagree	3 Neither agree Nor disagree	4 Agree	5 Totally agree	Mean	Rank
B1.1 Jordan is a safe and secure country for tourists							
B1.2 Jordan is a land of ancient civilizations dense with ruins							
B1.3 knowledge about Jordan's tourism derived through several means							
B1.4 The most effective reason for visiting Jordan is tourism sites							
B1.5 The infrastructure of Jordanian tourism influences the level of tourist attractions							
B1.6 Jordanian people are friendly and hospitable							
B1.7 The sites of Jordanian tourism are well known in the World Tourism Organization (WTO)							
B1.8 Understanding the needs and demands of tourists increases the number of visitors to the tourism sites							
B1.9 The improved Jordanian tourism image builds a good relationship with tourists							
B1.10 Tourist satisfaction is a prime objective in designing the working atmosphere of Jordanian tourism							
B1.11 A comfortable physical environment is a factor to interact with tourists							
B1.12 Accessibility of Jordanian tourism has an impact on tourist satisfactions							
B1.13 Other (please specify) ---							

Part2: Quality of Experiences and Services

B2. In your opinion, how do the following factors **assert best satisfaction for the international tourist who visits Jordan?**

Service Quality and Quality of Experience	1 Totally disagree	2 Disagree	3 Neither agree nor disagree	4 Agree	5 Totally agree	Mean	Rank
B2.1 Improving (product quality) is to be competitive in increasing the availability of the tourist services in the tourism market							
B2.2 Range of services influences tourists satisfactions							
B2.3 Speed of service increases tourist satisfaction to come and repeat their visit to Jordan							
B2.4 Service quality of Jordanian tourism has an impact on tourists' attractions							
B2.5 Service quality of tourism in Jordan is consistent and dependable							
B2.6 Competence in quality of Jordan tourism has the ability to attract visitors to the country							
B2.7 The quality of the Jordanian tourism service can be guaranteed							
B2.8 Management of quality has a relationship with tourism that can be treated as a service							
B2.9 Service quality of tourism is a key influence on the speed of information interchange between the supplier and the tourist							
B2.10 Simplifying procedures are to be competitive in increasing the availability of the tourist services in the tourism market							
B2.11 Divided the tourist site into factions helps in simplifying tourist procedures							
B2.12 Other (please specify) ----------------------------------							

Part3: Product of Destination Marketing Development

B3. In your view, how do the following factors effect the future product of destination marketing development for Jordan an international tourism destination area?

Product of Destination Marketing Development	1	2	3	4	5		
	Totally disagree	Disagree	Neither agree nor disagree	Agree	Totally agree	Mean	Rank
B3.1 Products of the Jordanian tourism are key in attracting tourists							
B3.2 The time period of Jordanian destination marketing plan covers all the seasons							
B3.3 Jordanian goals of tourism destination are set to attract tourists from all over the world							
B3.4 The components of Jordanian tourism are integrated parts of the tourism plan							
B3.5 The most important factor in Jordanian tourism is satisfying tourists' needs and wants							
B3.6 Demand fluctuation of tourism requires service provider to formulate flexible strategies							
B3.7 Products are crucial in effecting the tourists' perception of service quality							
B3.8 Physical products accompany the tourism service that can be used as a basis for differential							
B3.9 Variety of services influences on tourists' satisfactions							
B3.10 Other (please specify)-------------------------------------							

Part 4: Accessibility System of Development

B4. In your view, how do the following factors affect the future accessibility **system** of development for Jordan an international tourism destination area?

Accessibility Systems of Development	1	2	3	4	5		
	Totally disagree	Disagree	Neither agree nor disagree	Agree	Totally agree	Mean	Rank
B4.1 Visiting hours of tourism sites are important for encouraging prospective tourists to come							
B4.2 Location of Jordan is in a position for attracting tourists							
B4.3 Accommodation of Jordanian tourism sites have provided comfortable place to tourists							
B4.4 Internet as information channel serves Jordanian tourism products							
B4.5 The climate of Jordan is suitable for visitors to come all year round							
B4.6 Transportations of Jordanian tourism afford cheap price to tourists							
B4.7 The location of Amman and other places like Madaba and Jeresh are attraction factors for tourist customer choice of destination							
B4.8 The choice of most effective channel of accessibility is an important aspect for tourism							
B4.9 Location of Jordan links the routes between Asia, Africa and Europe to match their civilizations							
B4.10 Petra is considered to be one of the world's tourism heritages							
B4.11 Physical distribution system in Jordan has the ability to reach its tourism products to the consumer at the right time and place without damage							
B4.12 Other (please specify) --							

Part5: People Development

B5. In your view, how do the following factors affect the **future people development** for Jordan an international tourism destination area?

People Development	1	2	3	4	5		
	Totally disagree	Disagree	Neither agree nor disagree	Agree	Totally agree	Mean	Rank
B5.1 Jordanian tourism players could encourage the local markets to contribute to the gross domestic product (GDP)							
B5.2 Identified new opportunities to improve service employees							
B5.3 Courtesy and competence of Jordanian tourism staff are important factors to attract visitors							
B5.4 Service staff of Jordanian tourism act in a friendly way and polite manner to tourists							
B5.5 Service staff in Jordanian destinations respond to tourists' problems, requests and questions in a speedy way							
B5.6 Culture of Jordanian people considered as a good means of promoting Jordan's tourism							
B5.7 Extending hours to tourist sites by employees increases the availability of the tourist services							
B5.8 Well trained and qualified people interact with tourists to assist in marketing Jordan's tourism							
B5.9 Jordanian tourism employees are well trained to treat tourists in a generous way							
B5.10 Other (please specify) ---							

Part6: Destination Marketing Management of Pricing Strategy

B6. In your opinion, what roles will each of the following **destination marketing management of pricing strategy play to assert the success** of international tourism in Jordan?

Destination Marketing Management of Pricing Strategy	1	2	3	4	5		
	Totally disagree	Disagree	Neither agree nor disagree	Agree	Totally agree	Mean	Rank
B6.1 The price of a stay in Jordan is competitive							
B6.2 Price is a value to the tourist customer and a factor in the competitive tourism market							
B6.3 Price setting can be marketing-oriented based upon its considerations							
B6.4 Pricing of Jordanian tourism dynamics examines the important issues affecting the reactions to competitors' price moves							
B6.5 Competition is one of the driving forces towards lower prices							
B6.6 Charges and fees have an impact on tourists attractions							
B6.7 Accomplishing lowest possible charge is competitive in attracting tourists to the tourism sites							
B6.8 Increasing numbers of visitors to Jordan are to be competitive in the tourism market							
B6.9 The value of Jordanian air travel is dependent on the length of stay at the destination area							
B6.10 Other (please specify) ---------------------------------------							

Part7: Destination Marketing Management of Promotional Mix

B7. In your opinion, what roles will each of the following **destination** marketing management of promotional mix play to assert the success of international tourism in Jordan?

Destination Marketing Management of Promotional Mix	1	2	3	4	5		
	Totally disagree	Disagree	Neither agree nor disagree	Agree	Totally agree	Mean	Rank
B7.1 Sponsorship of special events such as sports, charities, competitions, seminars, meetings and exhibitions have affected promoting Jordan's tourism							
B7.2 Courtesy of personnel is the most effective factor in tourism market to attract more tourists							
B7.3 Publicity and country's image are important factors to enhance image of Jordanian as tourist destination							
B7.4 Courtesy of employees plays an effective role in increasing the availability of the tourist services in the tourism market							
B7.5 Obtaining new advertising and brochures of tourism introduces a variety of products of tourism in Jordan							
B7.6 Advertising can be used to communicate and reinforce the image of tourism service							
B7.7 Word of mouth is critical to the success of tourism services							
B7.8 Qualified staff of tourism increases the number of tourists to the tourism sites							
B7.9 Personal selling can affect tourism services							
B7.10 Other (please specify) ---							

Part8: Destination Marketing Environmental Management of Physical Evidence

B8. In your opinion, what roles will each of the following destination marketing environmental management of physical evidence play to assert the success of international tourism in Jordan?

Destination Marketing Environmental Management	1 Totally disagree	2 Disagree	3 Neither agree nor disagree	4 Agree	5 Totally agree	Mean	Rank
B8.1 The design of Jordanian tourism achieves the tourists' objectives							
B8.2 The employee's appearance in a certain way has to accomplish Jordanian tourism image in the eyes of tourists							
B8.3 The environmental factors of Jordanian tourism impact on the tourism sector							
B8.4 The use of standard procedures is a good means of delivering a working atmosphere in Jordanian tourism							
B8.5 Tourist satisfaction is the prime objective in designing the working atmosphere of Jordanian tourism							
B8.6 Overall facilities layout, décor and lighting are useful for creating a friendly atmosphere for tourists							
B8.7 A comfortable physical environment is an important factor to interact with tourists in promoting tourism products							
B8.8 Using symbols such as blankets and umbrellas creates tangible clues for tourists							
B.9 Tangible clues help tourists to understand and judge their service							
B8.10 Other (please specify) ---							

Appendix B

Stakeholder Survey

Section C: **Stakeholders of Jordanian Tourism**
This section is to be completed by key players of Jordanian tourism and their opinions about Jordanian tourist destination marketing as a case study. It also covers the purpose of developing the tourism industry in Jordan. The main elements of tourist satisfactions are contained of; products of tourism, distribution, pricing, service quality, promotion, people and physical evidence activities.

Listed below are statements in relation to the above key players of Jordanian tourism. <u>For each statement please mark X </u>which best describes your opinion to what extent you agree or disagree with each described statement of tourist attraction levels.

Part 1: Tourist Satisfaction

D1. In your opinion, how do the following **indicators** *measure the customer satisfaction* for Jordan as a tourism destination area?

Indicators of Performance	1	2	3	4	5		
	Totally disagree	Disagree	Neither agree Nor disagree	Agree	Totally agree	Mean	Rank
D1.1 Jordan is a safe and secure country for tourists							
D1.2 Jordan is a land of ancient civilizations dense with ruins							
D1.3 knowledge about Jordan's tourism derived through several means							
D1.4 The most effective reason for visiting Jordan is tourism sites							
D1.5 The infrastructure of Jordanian tourism influences the level of tourist attractions							
D1.6 Jordanian people are friendly and hospitable							
D1.7 The sites of Jordanian tourism are well known in the World Tourism Organization (WTO)							
D1.8 Tourist satisfaction is a prime objective in designing the working atmosphere of Jordanian tourism							
D1.9 The improved Jordanian tourism image builds a good relationship with tourists							
D1.10 Accessibility of Jordanian tourism has an impact on tourist satisfactions							
D1.11 Other (please specify) --							

Part2: Quality of Experiences and Services

D2. In your opinion, how do the following factors assert best satisfaction for the international tourist who visits Jordan?

Service Quality and Quality of Experience	1	2	3	4	5		
	Totally disagree	Disagree	Neither agree nor disagree	Agree	Totally agree	Mean	Rank
D2.1 Improving (product quality) is to be competitive in increasing the availability of the tourist services in the tourism market							
D2.2 Range of services influences tourists satisfactions							
D2.3 Speed of service increases tourist satisfaction to come and repeat their visit to Jordan							
D2.4 Service quality of Jordanian tourism has an impact on tourists' attractions							
D2.5 Service quality of tourism in Jordan is consistent and dependable							
D2.6 Competence in quality of Jordan tourism has the ability to attract visitors to the country							
D2.7 The quality of the Jordanian tourism service can be guaranteed							
D2.8 Management of quality has a relationship with tourism that can be treated as a service							
D2.9 Service quality of tourism is a key influence on the speed of information interchange between the supplier and the tourist							
D2.10 Simplifying procedures are to be competitive in increasing the availability of the tourist services in the tourism market							
D2.11 Divided the tourist site into factions helps in simplifying tourist procedures							
D2.12 Other (please specify) ----------------------------------							

Part3: *Product of Destination Marketing Development*

D3. In your view, how do the following factors affect the future product of destination marketing development for Jordan an international tourism destination area?

Product of Destination Marketing Development	1	2	3	4	5		
	Totally disagree	Disagree	Neither agree nor disagree	Agree	Totally agree	Mean	Rank
D3.1 Products of the Jordanian tourism are key in attracting tourists							
D3.2 The time period of Jordanian destination marketing plan covers all the seasons							
D3.3 Jordanian goals of tourism destination are set to attract tourists from all over the world							
D3.4 The components of Jordanian tourism are integrated parts of the tourism plan							
D3.5 The most important factor in Jordanian tourism is satisfying tourists' needs and wants							
D3.6 Demand fluctuation of tourism requires service provider to formulate flexible strategies							
D3.7 Products are crucial in effecting the tourists' perception of service quality							
D3.8 Physical products accompany the tourism service that can be used as a basis for differential							
D3.9 Variety of services influences on tourists' satisfactions							
D3.10 Other (please specify)--------------------------------------							

Part 4: Accessibility System of Development

D4. In your view, how do the following factors affect the future accessibility system of development for Jordan an international tourism destination area?

Accessibility Systems of Development	1	2	3	4	5		
	Totally disagree	Disagree	Neither agree nor disagree	Agree	Totally agree	Mean	Rank
D4.1 Visiting hours of tourism sites are important for encouraging prospective tourists to come							
D4.2 Location of Jordan is in a position for attracting tourists							
D4.3 Accommodation of Jordanian tourism sites have provided comfortable place to tourists							
D4.4 Internet as information channel serves Jordanian tourism products							
D4.5 The climate of Jordan is suitable for visitors to come all year round							
D4.6 Transportations of Jordanian tourism afford cheap price to tourists							
D4.7 The location of Amman and other places like Madaba and Jeresh are attraction factors for tourist customer choice of destination							
D4.8 The choice of most effective channel of accessibility is an important aspect for tourism							
D4.9 Location of Jordan links the routes between Asia, Africa and Europe to match their civilizations							
D4.10 Petra is considered to be one of the world's tourism heritages							
D4.11 Physical distribution system in Jordan has the ability to reach its tourism products to the consumer at the right time and place without damage							
D4.12 Other (please specify) ---							

Part5: People Development

D5. In your view, how do the following factors affect the future people development for Jordan an international tourism destination area?

People Development	1	2	3	4	5		
	Totally disagree	Disagree	Neither agree nor disagree	Agree	Totally agree	Mean	Rank
D5.1 Jordanian tourism players could encourage the local markets to contribute to the gross domestic product (GDP)							
D5.2 Identified new opportunities to improve service employees							
D5.3 Courtesy and competence of Jordanian tourism staff are important factors to attract visitors							
D5.4 Service staff of Jordanian tourism act in a friendly way and polite manner to tourists							
D5.5 Service staff in Jordanian destinations respond to tourists' problems, requests and questions in a speedy way							
D5.6 Culture of Jordanian people considered as a good means of promoting Jordan's tourism							
D5.7 Extending hours to tourist sites by employees increases the availability of the tourist services							
D5.8 Well trained and qualified people interact with tourists to assist in marketing Jordan's tourism							
D5.9 Jordanian tourism employees are well trained to treat tourists in a generous way							
D5.10 Other (please specify) ---							

Part6: Destination Marketing Management of Pricing Strategy

D6. In your opinion, what roles will each of the following destination marketing management of pricing strategy play to assert the success of international tourism in Jordan?

Destination Marketing Management of Pricing Strategy	1 Totally disagree	2 Disagree	3 Neither agree nor disagree	4 Agree	5 Totally agree	Mean	Rank
D6.1 The price of a stay in Jordan is competitive							
D6.2 Price is a value to the tourist customer and a factor in the competitive tourism market							
D6.3 Price setting can be marketing-oriented based upon its considerations							
D6.4 Pricing of Jordanian tourism dynamics examines the important issues affecting the reactions to competitors' price moves							
D6.5 Competition is one of the driving forces towards lower prices							
D6.6 Charges and fees have an impact on tourists attractions							
D6.7 Accomplishing lowest possible charge is competitive in attracting tourists to the tourism sites							
D6.8 Increasing numbers of visitors to Jordan are to be competitive in the tourism market							
D6.9 The value of Jordanian air travel is dependent on the length of stay at the destination area							
D6.10 Other (please specify) ---------------------------------------							

Part7: Destination Marketing Management of Promotional Mix

D7. In your opinion, what roles will each of the following destination marketing management of promotional mix play to assert the success of international tourism in Jordan?

Destination Marketing Management of Promotional Mix	1 Totally disagree	2 Disagree	3 Neither agree nor disagree	4 Agree	5 Totally agree	Mean	Rank
D7.1 Sponsorship of special events such as sports, charities, competitions, seminars, meetings and exhibitions have affected promoting Jordan's tourism							
D7.2 Courtesy of personnel is the most effective factor in tourism market to attract more tourists							
D7.3 Publicity and country's image are important factors to enhance image of Jordanian as tourist destination							
D7.4 Courtesy of employees plays an effective role in increasing the availability of the tourist services in the tourism market							
D7.5 Obtaining new advertising and brochures of tourism introduces a variety of products of tourism in Jordan							
D7.6 Advertising can be used to communicate and reinforce the image of tourism service							
D7.7 Word of mouth is critical to the success of tourism services							
D7.8 Qualified staff of tourism increases the number of tourists to the tourism sites							
D7.9 Personal selling can affect tourism services							
D7.10 Other (please specify) ---							

Part8: Destination Marketing Environmental Management of Physical Evidence

D8. In your opinion, what roles will each of the following destination marketing environmental management of physical evidence play to assert the success of international tourism in Jordan?

Destination Marketing Environmental Management	1 Totally disagree	2 Disagree	3 Neither agree nor disagree	4 Agree	5 Totally agree	Mean	Rank
D8.1 The design of Jordanian tourism achieves the tourists' objectives							
D8.2 The employee's appearance in a certain way has to accomplish Jordanian tourism image in the eyes of tourists							
D8.3 The environmental factors of Jordanian tourism impact on the tourism sector							
D8.4 The use of standard procedures is a good means of delivering a working atmosphere in Jordanian tourism							
D8.5 Tourist satisfaction is the prime objective in designing the working atmosphere of Jordanian tourism							
D8.6 Overall facilities layout, décor and lighting are useful for creating a friendly atmosphere for tourists							
D8.7 A comfortable physical environment is an important factor to interact with tourists in promoting tourism products							
D8.8 Using symbols such as blankets and umbrellas creates tangible clues for tourists							
D.9 Tangible clues help tourists to understand and judge their service							
D8.10 Other (please specify) --							

Appendix "B"

Section D: **Demographic data of Responses (International Tourists)**

This section is concerned with some demographic data about the respondents and their activities. Please mark X, which represents the most appropriate response for you in the following questions.

Range of Age:

Under 30	30-40	41-50	51-60	Over 60

Educational level:

High school	College degree	Bachelor's degree	Master's degree	Doctoral degree

Others, please specify--------------------

Nationality: ---

Gender:

Male	Female

MANY THANKS FOR YOUR HELP

Appendix "B"

Section E: **Demographic data of Responses (National Stakeholders)**

This section is concerned with some demographic data about the respondents and their activities. Please mark X, which represents the most appropriate response for you in the following questions.

Range of Age:

Under 30	30-40	41-50	51-60	Over 60

Educational level:

High school	College degree	Bachelor's degree	Master's degree	Doctoral degree

Others, please specify---------------------

Occupation: --

Amount of Experience:

Less than 5	5-10	More than 10 Years

Gender:

Male	Female

MANY THANKS FOR YOUR HELP

Appendix "B"

Section F: The Response Rates

Table 5.3

Responses to Postal and Electronic Mail Survey

Responses on first due date	76
Responses after first follow up	58
Responses after second follow up	34
Total	**168**

Table 5.4

Total Responses of Stakeholder from the Mail Survey

Stakeholder Classification	Questionnaires Distributed	Final Sample After Adjustment	Response Frequency	Response Rate
1. Managers of Restaurants and Accommodation	40	38	4	10.21%
2. Travel Agents and Tour Operators	60	58	7	12.1%
3. Managers of Tourism Attractions	40	38	4	10.21%
4. Transport Managers	7	7	1	14.3%
5. Sales Managers	60	58	6	10.35%
6. Marketing Managers	40	38	3	16%
7. Managers of Hotels	60	58	7	12.1%
8. Employees of Tourism Associations	120	116	12	10.21%
9. Managers of Provincial Tourism	13	13	2	15.4%
10. Local Publicity Employees	80	76	10	13.15 %
Total	**520**	**500**	**56**	**11.4%**

Table 5.5

Total Responses of Tourist from the Mail Survey

Nationalities	Questionnaires Distributed	Final Sample After Adjustment	Response Frequency	Response Rate
1. American	94	87	17	19.2%
2. Arabic	26	24	4	16.7%
3. Australian& New Zealand	92	85	15	17.6%
4. Europe East	50	45	10	22.2%
5. Europe West	184	170	35	20.6%
6. Fare East	124	112	25	22.4%
7. Others	30	27	6	22.2%
Total	**600**	**550**	**112**	**20.6%**

Table 5.6

Educational Level of Tourists

	Educational Level	Response Frequency	Percentage
1.	High School	15	13.4
2.	College Degree	18	16.1
3.	Bachelor's Degree	37	33.0
4.	Master's Degree	23	20.5
5.	Doctoral Degree	9	8.0
6.	Unanswered	10	9.0
	Total	**112**	**100.00**

Table 5.7

Position of the Stakeholder Completing the Questionnaire

	Category	Response Frequency	Percentage
1.	Senior Management e.g. Owner, Managing Director	14	25.0
2.	Middle Management e.g. Marketing Manager, General Manager, Sales Manager	24	42.9
3.	Public Relations Officer; Marketing Official; Administrative Personnel	12	21.4
4.	Unanswered	6	10.7
	Total	**56**	**100.00**

Table 5.8

The Amount of Experience of the Stakeholder Respondents

	Category	Response Frequency	Percentage
1.	Longer than 10 Years	14	25.0
2.	6 – 10 Years	25	44.7
3.	1 – 5 Years	11	19.6
4.	Unanswered	6	10.7
	Total	**56**	**100.00**