

A Study on the Analysis of Complex Resort Use Status Through IPA

Dong-Heui Choi¹

¹ Dept. of Hospitality & Tourism Management, Namgu, Gwangju, South Korea

Correspondence: Dong-Heui Choi, Professor, Dept. of Hospitality & Tourism Management, 277 Hyodeokro, Namgu, Gwangju, 503-703, South Korea. Tel: 82-10-5514-6278. E-mail: cdhyes@gwangju.ac.kr

Received: April 9, 2020

Accepted: May 9, 2020

Online Published: May 23, 2020

doi:10.5430/rwe.v11n2p42

URL: <https://doi.org/10.5430/rwe.v11n2p42>

Abstract

This study is intended to suggest marketing strategies for complex resort by identifying selection attributes of complex resorts from IPA as well as to identify factors of selection attributes of complex resorts recognized by users. For the study, survey was distributed to 400 complex resort users. Survey was conducted from August 1 to 31, 2019, in weekdays and weekends. Especially, survey was conducted on various age groups to well reflect opinions of complex resort users. Total 347 copies of survey were distributed, and 23 copies with incomplete answers were excluded that total 324 copies (80.1%) were used for empirical analysis. As a result of analysis, selection attributes of complex resort were derived to be seven factors of reliability, convenience, facilities, food and beverage, natural environment, employee service, and program. In addition, convenience and facilities turned out to be factors to be continuously maintained from IPA followed by natural environment as a factor to avoid excessive effort, program with low priority, and food and beverage and reliability in need of concentrated effort. According to these results, it seems that there shall various efforts to restore reliability and improve food and beverage of complex resorts.

Keywords: complex resort, IPA (Importance Performance Analysis), selection attributes, resort users, marketing

1. Introduction

With economic growth and 5-days work schedule a week, the standard of living has improved. With recent rapid diffusion of SNS (Social Network Service) in all the generations, personal lives of individuals have been shared. Therefore, there has been an increasing interest in various types of leisure activities to enhance life quality by participating in culture trend. Among them, tourism or leisure activities to recharge energy from recuperation and enjoy various experiences are in a limelight. Therefore, there has been an increasing number of consumers to prefer resorts equipped with sightseeing, foods, or something to enjoy (Kim et al., 2019). In addition, with generalization of family-unit long-stay tourism, resorts in the current era have been developed and operated in complex forms with accommodation, shopping, food and beverage facilities, entertainment, MICE, and sports facilities based on casino or theme parks (Aaen, 2011).

As for representative examples, Incheon Yeongjong-do Paradise City as the first complex resort in Northeast Asia opened on April 20, 2017, in support of family-type leisure facilities has been witnessing an increase of mass customers and foreigner VIP customers including Japanese customers in spite of SAAD retaliation from Chinese government. In addition, there has been an increasing number of domestic customers with word of mouth that 1.2 million domestic and foreigner tourists have visited last year increasing the sales amount in the field of casino and hotel. Therefore, they were able to turn into a profit-making phase within two quarters after opening Paradise City recording the total sales amount of KRW 200.4 billion in 2017 (Kim et al., 2019).

The development of complex resort significantly contributes to the local economy development including the promoted local economy or job creation. However, there is a need to come up with plans in various perspectives in order to solve issues including the significant additional investment for expanding facilities, how long it takes to reach to the break-even point, and degraded management in non-peak seasons in preparation for peak season (Back and Lee, 2015). Hereupon, each of the complex resort companies is required to hold existing customers in a keen competition and attract new customers. Tourists in modern era are sensitive in trend and are characterful. Therefore, it seems to be required to come up with efficient marketing strategies in reflection of lifestyles by thoroughly analyzing the selection attributes of complex resorts in the perspective of customers in consideration of the market (Choi and Oh, 2018).

Seen in this perspective, it is an important issue to identify deterministic factors that influence on the satisfaction while

fulfilling diversifying desires of tourists. Complex resort companies exposed to unlimited competition era are needed to suggest strategies to hold commercially superior position in tour market by deriving selection attributes that influence on satisfaction of tourists.

Therefore, this study is intended to identify what factors of selection attributes there are as recognized by complex resort users and clarify the core marketing factors of complex resorts by identifying selection attributes from IPA. Such empirical analysis are expected to suggest important implications needed for efficient marketing strategies of complex resort companies.

2. Literature Review

2.1 Complex Resorts

Complex resorts are the innovative business model making it feasible to expect creation of values and profits from various elements through the investment on resources. Hereupon, Korea and other Asian countries focus on the industry of complex resort (Park and Jeong, 2014).

There is no common definition made on complex resorts. In addition, there is no common definition on legal or academic perspective. Therefore, each researcher tends to define complex resorts differently according to such perspectives. However, there is a definition called integrated resort for mega resort combined with various facilities with accommodation facilities other than casino, entertainment elements, and MICE facilities (Lee and Kim, 2015).

Recently, complex resort industry is in a unique form of resort instead of focusing on basic accommodation or auxiliary facilities. They are reflecting the form with educational elements, health, or wellness such as healing, or culture-concentrated form. Hereupon, new concept resorts such as 'eco-healing type' or 'edu-culture type' resorts equipped with culture performance hall, performance hall for artists, hospital and meditation facilities, and theme parks. In addition, the boundary has been expanding above the areas of service industry beyond tourism industry (Chakraborti and Roy, 2013).

According to researches conducted on complex resorts, there was an investigation on expert opinions for institutionalization of complex resorts in the research about how to institutionalize Korean-typical complex resorts defining the Korean-type complex resort model. In addition, they dealt with cases of policies in Singapore where adopted and has been operating tourism development policies and Japan where is in progress of adopting tourism development policies. With them, they have considered the concept, characteristics, and main issues of complex resort (Park and Jeong, 2014).

2.2 Selection Attributes of Complex Resorts

The goal of all the companies is to score profit. In order for each company to efficiently score profit, there shall be a correct research about the selection of consumers. It is significantly meaningful for tour companies to identify attributes for tourists to purchase tourism products. According to the definition of such selection attributes, attributes are specifically defined to be the ultimate goal pursued for people to become better and for them to change what is measurable as such goals are understood in the decision making process (Keeney and Raiffa, 1996). In addition, attributes are defined to be importance of attributes by consumers when making a decision and also satisfaction recognized after using the products. Taekyung Kim and Jonggab Sun (Jim, 2000) defined the importance on selection attributes as an element influencing on consumers and also to determine the attitude of consumers as a feature importantly recognized by consumers.

On the other hand, according to selection attributes of resort, Wilkie (1994) defined it as a mental, emotional, and physical activity fulfilling desire and the need of users in the stage where they choose to resorts. In conclusion, resort selection attributes, are the service-related characteristics recognizing the properties importantly regarded by customers before and after using the resort.

According to the researches conducted on selection attributes of complex resort, Choi et al., (2007) have researched the analysis on the difference of selection attributes from demographic characteristics and user characteristics on resorts equipped with hotel facilities among large resorts in Korea. As a result, selection attributes were classified into location, building appearance, convenience of usage, service level, price and value, and image. In addition, there was a significant difference on selection attributes depending on the purpose of usage among demographic characteristics and user characteristics.

Meng & Uysal (2008) have analyzed selection attributes of resorts by separating the difference of gender of resort users. As a result, selection attributes of major resorts were classified into four dimensions of natural environment, quality, and convenience, sports and recreation activities, children program, and resort facilities. In addition, there was

a significant difference on selection attributes according to gender of users. Jaesub Lee (Lee and Kwon, 2011) has identified the influential relationship of selection attributes of tour resorts on the intention of re-visit. As a result, five selection attributes of accessibility, convenience, economic feature, diversity, and aesthetic impression turned out to be significantly positively related to the intention of re-visit of tour resorts.

2.3 IPA (Importance Performance Analysis)

IPA (Importance Performance Analysis, hereinafter referred to as "IPA") is an analytic method introduced for identifying the satisfaction of users by accessing in the commercial perspective in management by customer opinion investigation by regarding how customer satisfaction is determined by the expectation of customers on products and judgment of activities of product properties (Hammitt et al., 1996). This technique has been developed in the field of marketing to analyze how customers recognize importance and satisfaction on main properties of products or services at the same time as a method for investigation on which factors customers place priority on before using products or services (Choi, 2001). This technique has been widely applied in various fields of tourism business including tour destination, tour accommodation, eat-out, convention, and airline as well as many of the fields of tourism such as tourist attractions, theme parks, guides, events, silver towns, forest lodges, and festivals.

IPA classifies qualitative factors into two dimensions. First of all, it is importance. Secondly, it is accomplishment (satisfaction). It evaluates these two important factors representing the results in matrix to make it feasible to identify areas to be invested by a certain organization in priority to enhance customer satisfaction, areas to be accepted with current status, and areas excessively being invested (Martilla and James, 1977). In fact, such IPA is very simple but is evaluated to be a method to be practically used as a very convenient method. Especially, it has been much used to find the combination of resource distribution to maximize satisfaction with limited resources (Matzler et al., 2004).

IPA indicates location of attributes on four quadrants divided based on the center while representing importance on the vertical axis and achievement on the horizontal axis as two dimensional drawing. Quadrant 1 is for 'keep up the work,' quadrant 2 is for 'concentrate here,' quadrant 3 is for 'low priority,' and quadrant 4 is for 'possible overkill' as shown in the [Figure 1]. This matrix provides useful information to determine what needs to be solved in priority with pre-determined manpower and budget, and items belonging to quadrant 4 are of priority for the improvement (Zhang and Chow, 2004).

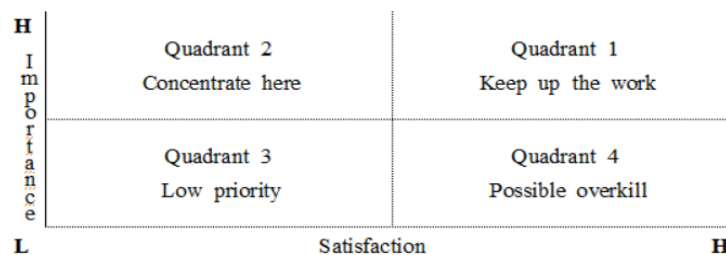


Figure 1. IPA Matrix

3. Proposed Methods

This study is intended to reveal how importance and satisfaction of selection attributes of complex resort users differed according to types of resorts through the empirical research and derive related implications. In this study, selection attributes of complex resort are analyzed and derived based on previous studies revealing how importance and satisfaction of selection attributes of complex resorts importantly identified by users turn out to be different according to characteristics of users through IPA, identifying the need and request of complex resort users, and deriving the implications to establish efficient marketing strategies of complex resorts in the flow of changing paradigm of tourism.

Selection attributes of complex resorts include convenience or stability recognized by users while staying at complex resorts as factors to be considered when making a decision to use complex resorts. They have been selected and organized based on theoretical consideration on previous studies (Meng and Uysal, 2008). When measuring complex resort selection attributes. Main factors of selection attributes derived from previous studies include external facilities, internal services, price, convenience environment, and program factors. In this study, 25 questions were chosen based on such previous studies so that respondents would find it convenient to answer through the screening process of

hands-on workers with more than 10 years of experience in the field. As for each question, Likert 5-score criteria (1= Not at all, 3= Normal, 5= Very important) were used for measurement.

In order to achieve the purpose of this study, survey was distributed to 400 subjects in the sample who used complex resort. Survey was conducted from August 1 to 31, 2019, in weekdays and weekends. Especially, survey was conducted in various age groups to reflect opinions of complex resort users well. Total 347 copies of survey were distributed, and 23 copies with incomplete answers were excluded among collected copies that total 324 (81.0%) were used for the empirical study (Ohimain and Izah, 2015); (Ojo and Yusof, 2019) (Okafor Samuel, 2019).

This study has used SPSS WIN 21.0 statistical package program for empirical research through the survey investigation. First of all, frequency analysis was conducted to identify general demographic characteristics. With reliability analysis of collected data, Cronbach's α coefficient verified. Factor analysis was conducted on resort selection attributes importantly identified by users to analyze data in each factor. Lastly, IPA (Importance Performance Analysis) was conducted to confirm the difference between importance and satisfaction of selection attributes depending on the types of resort.

4. Results and Discussion

4.1 Characteristics of Sample

According to general characteristics of data collected on 324 subjects in the sample of this study, there were 178 male subjects (54.9%) and 146 female subjects (45.1%) according to the gender. As for the age, there were 81 subjects in the 20s and the 30s (25%) as the highest proportion. As for occupation, there was the highest proportion (80 subjects, 24.7%) of people working in the office followed by 72 self-employed subjects (22.2%) and 48 public servants (14.8%). As for academic background, there was the highest proportion of four-year university graduate as 121 subjects (37.3%) followed by 97 community college graduates (29.9%). As for marriage status, there were 249 married subjects (76.9%) and 75 unmarried subjects (23.1%). As for residential areas, there was the highest proportion of 95 people (29.3%) living in the capital areas. As for average monthly income, there was the highest proportion of 66 people (20.4%) earning more than KRW 5 million followed by 61 people earning less than KRW 1 million (18.8%). As for membership, there were 152 subjects as members from corporations (46.9%). There were 126 subjects (38.9%) staying for 2 nights and 3 days, and there were 89 subjects (27.5%) visiting for three times a year. As for companions, there was the highest proportion of 149 subjects with family members (46.0%).

4.2 Characteristics of Sample

By identifying the conduct validity of measuring tool of selection attributes of complex resort, effective principal component factor analysis was conducted to reduce the number of many variables as much as possible. In addition, varimax rotation was conducted to secure the independence among factors.

As shown in the [Table 1], factor 1 (reliability) was grouped into four variables of reputation, safety, and security status of resort, and factor 2 (convenience) was grouped into four variables including swift reservation and staying procedures. Factor 3 (facility) was grouped into four variables including cooking facilities and auxiliary facilities, and factor 4 (food and beverage) was grouped into four variables including quality, taste, and price. Factor 5 (natural environment) was grouped into three variables including resort view. Factor 6 (employee service) was grouped into three variables including service level, and the last factor 7 (program) was grouped into three variables including children facilities.

Table 1. Factor analysis of selection attributes of complex resort

Factor Name	Factor Variable	Factor Loadage	Reliability
Reliability (2.937, 11.747) ²⁾	- Resort reputation	.884	.816
	- Safety and security	.794	
	- Resort image	.750	
	- Weather and climate	.624	
Convenience (2.670, 10.679)	- Swift reservation and staying procedures	.813	.808
	- Cleanliness of resort	.752	
	- Environment of resort	.664	
	- Appropriate price	.510	
Facilities (2.366, 9.463)	- Convenient cooking facilities	.738	.728
	- Various auxiliary facilities	.684	
	- Leisure facilities	.612	
	- Convenient access	.511	
Food and Beverage (2.229, 8.915)	- Quality, taste, and price of food and beverage	.812	.752
	- Various types of food and beverage	.747	
	- Differentiated price	.596	
	- Indoor decoration and interior	.531	
Natural Environment (2.217, 8.870)	- Resort view	.828	.759
	- Surrounding natural view	.744	
	- Surrounding natural resources	.601	
Employee Service (2.062, 8.249)	- Service level	.738	.696
	- Friendliness of employees	.727	
	- Experienced work process of employees	.534	
Program (1.994, 7.976)	- Children facilities	.809	.709
	- Experience program	.681	
	- Provide new experience	.603	

1) Analysis of main components (PCA), eigenvalue was above 1 after the Varimax rotation while deriving factors with loadage higher than 0.4, and accumulated coefficient of derived explanatory dispersion as 65.899%

2) (Eigenvalue, explanatory power of dispersion)

4.3 Characteristics of Sample

Next, IPA for comparing the degree of satisfaction (satisfaction) after using the resort as well as the degree of how much resort customers recognized selection attributes in each type of resort (importance) was conducted. In order to schematize them, graph has been suggested. At this time, satisfaction and importance were used for axes (Oboko, 2018); (Odia, 2019).

Results of comparison and analysis between importance and satisfaction of selection attributes of complex resort are shown in the [Table 2], [Figure 2]. Among the selection attributes of complex resort, reliability, convenience, food and beverage, and facilities turned out to be the most importantly in order, and program and natural environment turned out to be in low rank. As for satisfaction of selection attributes, reliability turned out to be the highest followed by food and beverage and employee service.

According to IPA results on complex resort users, factors of selection attributes on quadrant 1 turned out to be convenience and facilities followed by natural environment in quadrant 2, program in quadrant 3, and employee service, reliability, and food and beverage in quadrant 4. Among selection attributes of complex resort, employee service, reliability, and food and beverage turned out to be low in satisfaction representing the highest difference of average values. This shows that it is required to concentrate all the abilities on the improvement of these three selection attributes in priority.

Table 2. Results of the difference of importance and satisfaction about selection attributes of complex resort

Classification	Importance (Rank)	Satisfaction (Rank)	Importance - Satisfaction (Rank)	t Value	p Value
Reliability	4.1585	1	2.9726	6	1.1859
Convenience	4.0777	2	3.1829	1	0.8948
Facilities	4.0610	4	3.1021	3	0.9589
Food and Beverage	4.0762	3	2.9619	7	1.1143
Natural Environment	3.9573	7	3.1220	2	0.8353
Employee Service	4.0528	5	3.0650	4	0.9878
Program	3.9695	6	3.0650	4	0.9045
Average	4.0504	3.0673	0.9831		

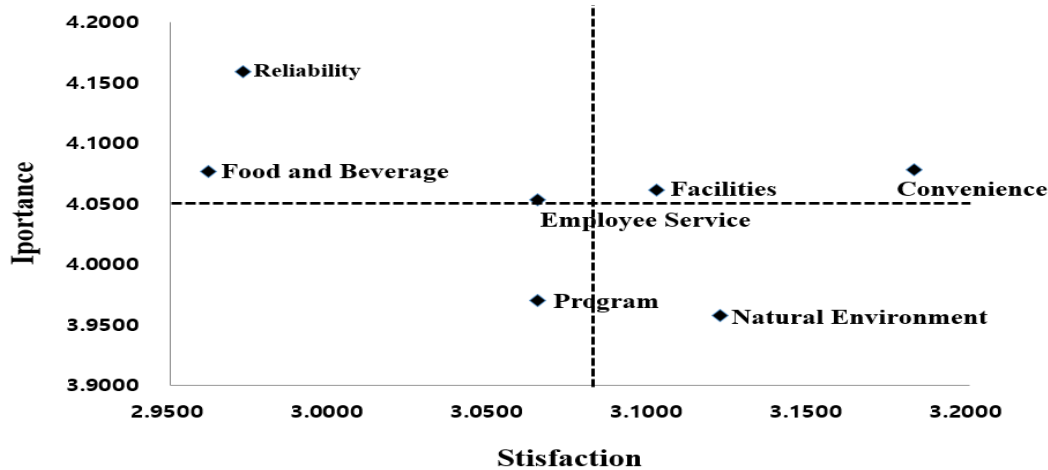


Figure 2. IPA Matrix (selection attributes of complex resorts)

5. Conclusion

This study has identified how importance and satisfaction of selection attributes of complex resort turned out to be different. With IPA, importance and satisfaction of selection attributes of complex resort have been compared and analyzed classifying properties to be continuously maintained (quadrant 1), properties to be avoided with excessive effort (quadrant 2), properties with lower priority (quadrant 3), and properties in need of concentrated effort (quadrant 4).

First of all, according to the results of selection attributes of complex resort as the first purpose of this study, seven factors of reliability, convenience, facilities, food and beverage, natural environment, employee service, and program were derived. Then, importance and satisfaction based on the types of resorts according to derived selection attributes have been identified indicating them on the coordinates to proceed in representing them on four quadrants. By evaluating the selection attributes importantly recognized by users of complex resort and the degree of satisfaction of selection attributes, this was significantly meaningful to make it feasible to identify which selection attributes we needed to focus on for the resort in the future.

According to the results of analysis, convenience and reliability turned out to be recognized as important selection attributes, and convenience turned out to be overall high in the degree of satisfaction. However, reliability was low. Based on these results, convenience is regarded to be a selection attribute to be maintained, while reliability requires concentrated effort. In other words, it seems that much effort is needed on the reputation, image, safety, or security of

complex resort. In addition, among selection attributes, program turned out to be low with both importance and satisfaction. Therefore, it shall be remembered as the selection attribute to consider with the lowest priority.

Complex resort is a trend in the field of resorts and seems to be advantageous in attracting customers. However, management shall consider how they need more effort and preparation. Reliability requires an attention among selection attributes with high difference between importance and satisfaction. It means that satisfaction is significantly low in the reputation, image, safety, and security of resort. Intangibility is one of the characteristics of service product. Therefore, word of mouth effect from customer satisfaction is recognized to be important. Under these circumstances, low level of reliability or satisfaction on complex resort will lead to a significant damage on the reputation or image of complex resorts along with much difficulty in attracting customers. It is also required to pay much attention and focus on the improvement of employee service and food and beverage in need of reliability and concentrated effort by thoroughly identifying the inconvenience of customers.

This study has identified selection attributes of complex resort to establish efficient marketing strategies of complex resort proceeding the research in the perspective of focusing on selection attribute more effectively through the analysis of importance - satisfaction (IPA). In spite of an effort to provide such implications, this study has the following limitations. In spite of diversity of types of complex resort, survey was conducted on a few limited number of complex resorts without reflecting the recognition of resort users in various areas or resort types. Therefore, it seems that future study is required to more generalize selection attributes of complex resorts by expanding the scope of research and subjects and compare and analyze the difference from selection attributes to include complex resorts.

Acknowledgment

This Study was conducted by research funds from Gwangju University in 2020.

References

- Aaen, C. (2011). Integrated resorts and destinations: From theory to making it happen. *Asian Attractions Industry Perspective*, IAAPA Asia-Singapore. Retrieved from <https://researchonline.jcu.edu.au/46046>
- Back, K. J., & Lee, C. K. (2015). Determining the attributes of casino customer satisfaction: Applying impact-range performance and asymmetry analyses. *Journal of Travel & Tourism Marketing*, 32(6), 747-60.
- Chakraborti, R., & Roy, S. (2013). Meaning transfer between events and sponsor brands: Integrating the role of emotions- a new conceptual framework. *Journal of Brand Strategy*, 2(1), 87-105. Retrieved from <https://www.ingentaconnect.com/content/hsp/jbs/2013/00000002/00000001/art00010>
- Choi, K. J. (2001). Importance - performance analysis to evaluate tourist destinations: The case of San - Jung Lake. *Korean Journal of Hospitality & Tourism*, 10(1), 275-289. Retrieved from <http://www.dbpia.co.kr/journal/articleDetail?nodeId=NODE02483732>
- Choi, W., Yu, H. Y., & Lee, K. S. (2007). A study on the selective attributes of resort hotels. *Journal of Hotel & Resort*, 1(6), 109-22. Retrieved from <http://www.earticle.net.ssl.eproxy.sejong.ac.kr/Article/A57596>
- Choi, Y. H., & Oh, M. J. (2018). Priorities of construct components of Korean integrated resorts using IRPA and IAA. *International Journal of Tourism and Hospitality Research*, 32(2), 119-36. <https://doi.org/10.21298/IJTHR.2018.02.32.2.119>
- Hammit, W. E., Bixler, R. D., & Noe, F. P. (1996). Going beyond important-performance analysis to analyze the observance-influence of park impacts. *Journal of Park and Recreation Administration*, 14(1), 45-62. Retrieved from <https://js.sagamorepub.com/jpra/article/view/1720>
- Jim, Y. H. (2000). A study on determinant factors and choice intention for family restaurant dining in seoul. *Culinary Science & Hospitality Research*, 6(2), 157-73. Retrieved from <http://www.dbpia.co.kr/journal/articleDetail?nodeId=NODE02436176>
- Keeney, R. I., & Raiffa, H. (1996). *Decisional with multiple objectives preference tradeoffs, trumping on street*. Cambridge: Cambridge University Press.
- Kim, S. Y., Son, M. H., Park, B. M., & Choi, S. Y. (2019). The effect of select attribution of complex resorts on experience value and behavioral intention. *Journal of Tourism and Leisure Research*, 31(6), 249-68. <https://doi.org/10.31336/JTLR.2019.6.31.6.249>
- Lee, C. K., & Kim, N. H. (2015). Research articles : Analysis of strategic factors and priority for developing integrated resort casino using AHP. *Journal of Tourism Sciences*, 39(2), 69-84. <https://doi.org/10.170861JTS.2015.39.1.69>

- Lee, J. S., & Kwon, A. Y. (2011). A study on the effects of tourism resort selection attributes on re-visit intention - focusing on the moderating effect of relationship marketing. *Journal of Tourism Management Research*, 4(1), 319-37. Retrieved from <http://www.earticle.net.ssl.epoxy.sejong.ac.kr/Article/A140566>
- Martilla, J. A., & James, J. C. (1977). Importance-performance analysis. *Journal of Marketing*, 1, 77-79. <https://doi.org/10.1177/002224297704100112>
- Matzler, K., Bailom, F., Hinterhuber, H. H., Ren, B., & Pichler, J. (2004). The asymmetric relationship between attribute-level performance and overall customer satisfaction: A reconsideration of the importance-performance analysis. *Industrial Marketing Management*, 33(4), 271-77. [https://doi.org/10.1016/S0019-8501\(03\)00055-5](https://doi.org/10.1016/S0019-8501(03)00055-5)
- Meng, F., & Uysal, M. (2008). Effects of gender differences on perceptions of destination attributes, motivations, and travel values: An examination of a nature-based resort destination. *Journal of Sustainable Tourism*, 16(4), 445-66. Retrieved from <https://www.tandfonline.com/doi/abs/10.1080/09669580802154231>
- Oboko, U. (2018). Sound-letter non-correspondence vis-a-vis deviation in spoken English among secondary school students in Nnewi Educational Zone. *International Journal of Social Sciences and English Literature*, 2, 20-26.
- Odia, J. O. (2019). Strategic management accounting techniques usage, strategic choices, and performance of financial institutions in Nigeria. *Journal of Asian Business Strategy*, 9(2), 94-109.
- Ohimain, E. I., & Izah, S. C. (2015). Energy self-sufficiency of semimechanized oil palm processing: A case study of Bayelsa palm mill, Elebele, Nigeria. *Energy Economics Letter*, 2(3), 35-45.
- Ojo, B. Y., & Yusof, R. N. R. (2019). Edu-tourism destination selection process in an emerging economy. *Journal of Tourism Management Research*, 6(1), 45-59.
- Okafor Samuel, O. (2019). The colonialists & indigenous exchange currency: Tracing the genesis of socioeconomic woes in postcolonial Nigeria. *International Journal of Sustainable Development & World Policy*, 8(1), 37-50.
- Park, G. Y., & Jeong, K. M. (2014). An exploratory study on the introduction tourism development system for the integrated resort by analyzing the case study of Singapore and Japan. *Journal of Tourism and Leisure Research*, 26(7), 5-23. Retrieved from <http://www.dbpia.co.kr/journal/articleDetail?nodeId=NODE02490020>
- Wilkie, W. L. (1994). *Consumer behavior*. N.Y.: John Wiley & Sons, Inc, p. 179.
- Zhang, H. Q., & Chow, I. (2004). Application of importance-Performance model in tour guide' performance evidence from Mainland Chinese outbound visitors in Hong Kong. *Tourism Management*, 25(1), 81-91. [https://doi.org/10.1016/S0261-5177\(03\)00064-5](https://doi.org/10.1016/S0261-5177(03)00064-5)