THE SIGNIFICANCE OF HOLISTIC MARKETING ON MOTIVATIONS, EXPECTATIONS AND EXPERIENCES OF TRAVELLERS

A CASE STUDY ON QUEENSTOWN'S FIRST-TIME TOURISTS

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ABSTRACT

This thesis investigates the significance of holistic marketing on tourist motivations, expectations, and experiences through a case study of Queenstown, New Zealand. Queenstown's marketing initiatives and tourism operations were researched and critiqued to reveal a lack of holistic marketing. To investigate the impact of this lack of holistic marketing, a survey of 250 first-time tourists was conducted to collect raw data on tourists' pre-arrival knowledge, motivations, and expectations, as well as tourists' post-arrival experiences and recommendations. Raw data from this survey was analysed to reveal discrepancies in Queenstown's marketing. It was found that due to the limitation and selective destination marketing of Queenstown's Top 3 tourism offerings, first-time visitors were kept from understanding the destination's holistic nature. Results acquired from these surveys showed the impact of marketing practices on tourists' pre-arrival expectations. These expectations were shown to impact tourists' satisfaction levels. Tourists experienced overall positive disconfirmation, however, tourists' reported highlights of experiences suggested otherwise when compared to their primary aims for visiting. Results revealed that holistic marketing of Queenstown's offerings would further enhance tourist experiences, and development of under-rated offerings and operations would benefit the destination through improving quality and allowing for increased marketing. This research concluded with the recognition that holistic marketing is a tactical activity that destination marketers need to strategically implement in order for it to have a long-term and sustainable tourism activity.

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ATTESTATION OF AUTHORSHIP

"I hereby declare that this submission is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person (except where explicitly defined in the acknowledgements), nor material which to a substantial extent has been submitted for the award of any other degree or diploma of a university or other institution of higher learning."

Arnaz Minoo Master

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ACRONYMS

4Ps	Place, Product, Price and Promotion
DI	Destination Image
DMO	Destination Marketing Organisation
EDT	Expectancy Disconfirmation Theory
LOTR	Lord of the Rings
MTE	Memorable Tourist Experience
NZ	New Zealand
RMM	Regional Marketing Mix
RTO	Regional Tourism Organisation
RTONZ	Regional Tourism Organisations New Zealand
SPSS	Statistical Package for the Social Sciences
SWOT	Strengths, Weaknesses, Opportunities, and Threats
TOP 3	Queenstown's Alpine, Adventure, and Relaxing Environment
WOM	Word-of-mouth

1 INTRODUCTION

1.1 RESEARCH PROBLEM

1.1.1 My Experiences

A thesis topic can be selected in two ways: from the literature or from incidents and occurrences in the real world. The topic of this thesis was generated from incidents and occurrences in the real world – in particular, from my personal experiences with Queenstown. Nearly a decade ago, my family and I travelled to Queenstown during our Christmas holiday. The intent of our travel was to unwind in Queenstown's serene landscape and enjoy a few adventure activities such as river rafting, gondola rides, and luging. Our experience was pervaded by Queenstown's disruptive nightlife. This was due to coming into contact with hundreds of disruptive, rowdy party-goers on the streets while walking around exploring our dinner options. The disruption continued to hinder our experience due to the continuous loud noise upon our return to our accommodation on Shotover Street due to a crowd of drunken people who were fighting and causing commotion in the hotel corridor. By then, our mental image of Queenstown as being a peaceful, scenic, and adventurous destination was beginning to change. The rowdiness and disruption made us question the accuracy of destination's image, amongst other things, as being "peaceful." In addition, our expectations of the destination did not match our actual experience. I realised that if Queenstown had marketed all its tourism offerings to equal measure, our travel arrangements would have been better informed and we would have chosen a hotel farther from the city centre, leading to a more pleasant experience of Queenstown.

My second visit to Queenstown was with my three Australian friends, one of whom had come to celebrate her twenty-first birthday. While creating their itinerary, they were attracted to Queenstown's high level of adventure activities. In addition, my previous experiences allowed me to inform them of the nightlife Queenstown offered. Although my previous Queenstown experience as a tourist had been negative due to the disruptive nightlife, this time, my friends and I found it to be a motive for our travel. Being an international tourism scholar, I understood that different products and services attracted different types of consumers, and I realised Queenstown had the potential to cater to a vast range of tourist market segments. My second Queenstown experience was more

rewarding because I had additional information and was more informed about Queenstown's offerings.

While conducting preliminary field research, a tourist family told me about one of the activities they had done earlier in the day after visiting Queenstown's tourist information office: Skippers Canyon Scenic Tour. This scenic tour escorted tourists by bus through the Skippers Canyon on the way to Shotover River for a jet boating excursion. On the way back, tourists could discover the gold mining history of the area. Interesting as it sounded, I researched it further and felt that it was expensive (NZ$195 per person), but I took the tour anyway. I discovered this 4-hour tour was much more than what I expected. I experienced *positive expectancy disconfirmation*. As the bus took us through the canyons, I discovered through our guide that a lot of the area was used in the Lord of The Rings films. Jet boating on the Shotover River, in the middle of the canyons, was a breath-taking sight, as well as an exciting adventure activity. On our journey back, we were taken to Winky's Museum, which was a start-up by a local woman and set on the scenic grounds of the Sainsbury Gold Claim, where we learned about lifestyles and techniques used by historic gold miners in the area. We were even given time to undertake gold mining ourselves, which was an exciting and interactive experience.

I was grateful to the family who had recommended the Skippers Canyon Scenic Tour to me. I would not necessarily have known about it had it not been recommended. This exposed Queenstown's marketing shortfalls again. The biggest asset of this attraction was its holistic inclusion of various tourism offerings. The tour included a popular culture site, an adventure activity, and an aspect of the area's culture and heritage. However, Tourism New Zealand and Destination Queenstown (two marketing organisations) had not given this tour much attention in terms of increasing its popularity for tourists prior to their arrival. Likewise, neither did the supplier. Regardless of which market segment a tourist falls into, providing as much information as possible to tourists prior to their arrival is in the tourists' and Queenstown's best interests. This would allow tourists to plan enough time to experience attractions and to budget accordingly. Queenstown has a reputation of being an expensive destination, so it is only fair that tourists are given the right information to facilitate planning in advance.

As a result of my experiences and my background in international tourism, my belief, which is a significant component of this research process, is that Queenstown does not

market its offerings sufficiently holistically. This leads to the problem that first-time tourists do not recognise Queenstown's overall destination image due to the lack of holistic destination marketing. This is important, because tourists' expectations are formed based on the destination image advertised in marketing materials tourists use to research a destination. In addition, travellers have a pre-conceived plan of where they would most prefer to spend their time and money. Modern travellers decide to visit (or not visit) a destination based on these expectations and preferences. I believe there is a need for Queenstown marketers to strategically attract tourists by providing holistic information about everything that the location has to offer.

1.1.2 Importance of Destination Image

Over the years, tourism scholars have come to define the concept of *destination* as an amalgamation of a location that has a system of attractions and the geographical area where these attractions are based (Leiper, 1995). *Destination branding* plays an important role in tourism since it paints an image of the destination to create a vision in the travellers' mind of what they could experience (MacKay & Fesenmaier, 1997). Destinations use their strongest assets to pull potential travellers to visit, and these assets naturally become the basis of their *destination image*. Destination image (DI) is a theoretical concept described as a universal expression of all objective knowledge, predisposition, and beliefs of individuals or groups of people about a particular destination or location. It is also explained as an amalgamation of a destination's nature and the impression the destination gives in terms of being associated with a certain appearance (Govers & Go, 2003; Jenkins, 1999; Lawson & Baud Bovy, 1977). Bigné, Sánchez and Sánchez (2001) claim that DI is a tourist's subjective interpretation of the reality of a destination.

There are many factors that contribute to the development of DI. Figure 1 provides a conceptual model of DI as a flowchart that shows how DI is formed for travellers who consider visiting a destination.

Figure 1: Conceptual Model of Destination Image
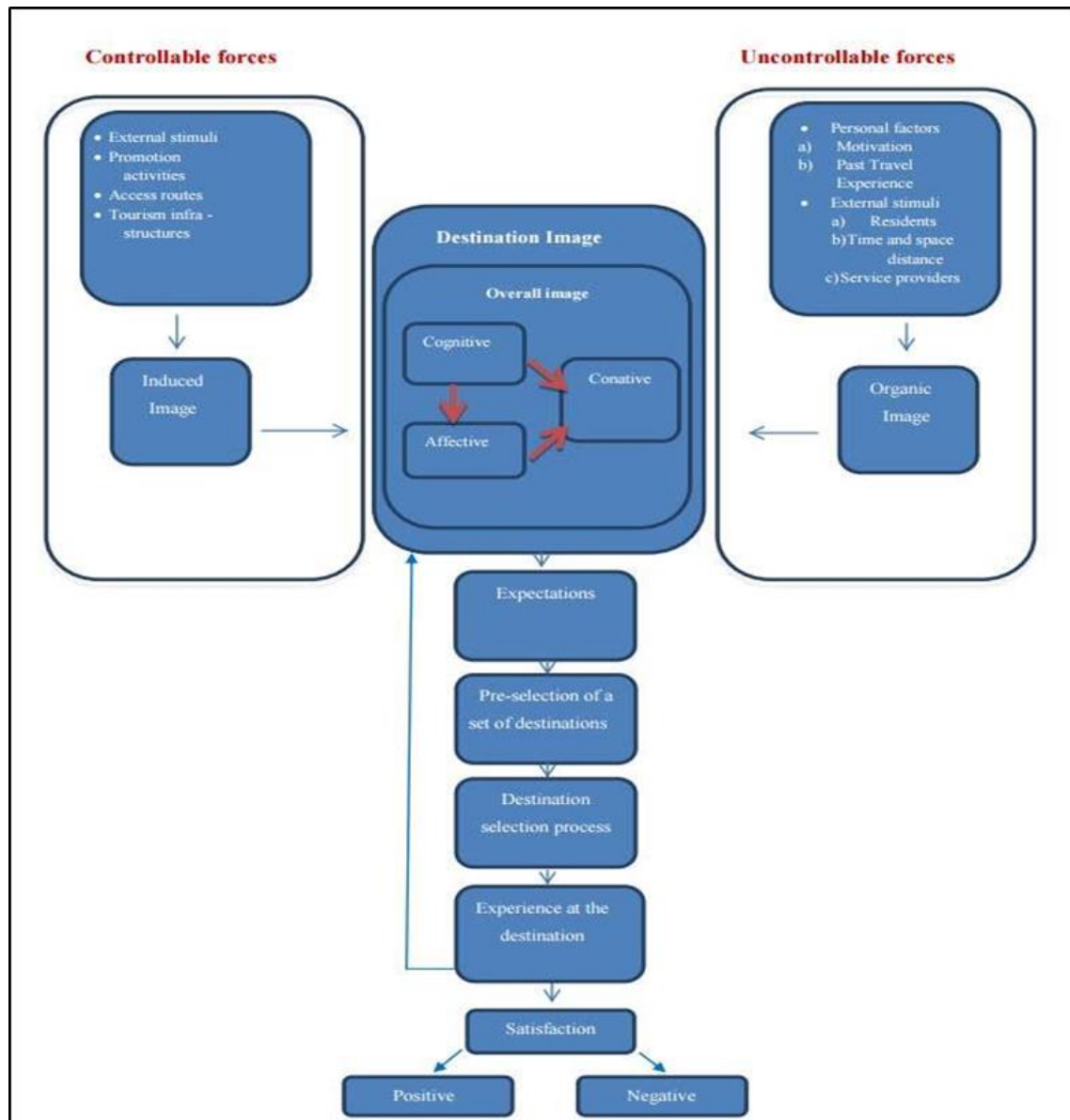
From "Revisiting the destination image construct through a conceptual model," by N. Matos, J. Mendes, and P.O. Valle, 2012, *A Multidisciplinary Journal*, *21*, p. 101-117.

As shown in Figure 1, the formation of a DI is influenced by controllable and uncontrollable forces. Controllable forces of things that can be controlled by destination operators, such as promotional efforts, tourism operations, infrastructures, and efforts made by tourism providers to motivate tourists to visit their destination. Uncontrollable forces are things that cannot be controlled by destination operators, such as the individual social and psychological characteristics of visitors (i.e., past experiences, personal travel motivations, etc.).

Overall image is formed through cognitive, affective, and conative components. The cognitive component includes the traveller's beliefs and knowledge about the

destination's elements (Stepchenkova & Mills, 2010). Tourism operators can use this cognitive component to interpret traveller demands and provide options to strategically develop tourism operations to cater to tourists' needs (Chen, 2001). The affective component is based on travellers' feelings towards the destination, the destination's people, and the destination's offerings *(*Ahmed, Sohail, Myers, & San, 2006). Tourists' travel values, which are reflected through their travel motivations, are at play here (Gartner, 1993). The conative component is behavioural, and it relates to individual actions, and in this situation, to the likelihood of a tourist visiting or revisiting a destination and recommending it to others (Pike & Ryan, 2004; Konecnik & Gartner, 2007; Bigné, Sánchez, & Sanz, 2009; Stepchenkova & Mills, 2010). It is through these components that a traveller's overall image of a destination is created. However, it is essential to note that this, just like all aspects of the tourism industry, is dynamic and evolves as situations change (Gallarza, Saura & Garcia, 2002).

The tourist's formation of a DI is crucial due to the relationship the DI has with certain external factors that influence it – social factors, demographic factors, and experience from past visits, to name a few (Lee & Lockshin, 2012; Li & Stepchenkova, 2011). As shown in Figure 1, when DI is formed, expectations are developed. Once expectations of a destination are developed, tourists progress down into the decision-making stages of pre-selecting and selecting a travel destination that they believe will be appropriate for their needs and wants. Finally, individuals have their own first-hand experiences at their chosen destination, leading to their level of personal satisfaction. If they are satisfied and their experience is positive, there is a chance they will revisit and spread positive feedback and recommendations to others. If they have a negative or unpleasant experience, recommendations could be negative, and this negative feedback may spread through word-of-mouth (WOM) sources, influencing other potential travellers to avoid travelling to the destination.

Expectancy disconfirmation theory (EDT), which is explained further in Chapter 3, can be used as a framework from which to understand tourists' satisfaction as positive or negative in light of the controllable and uncontrollable forces that influence DI and how DI is formed (Oliver, 1980). Using EDT helps determine the level of difference between what travellers expect from a destination's offerings and the extent to which their experiences matched their expectations. According to Oliver (1980), a consumer's satisfaction or dissatisfaction is dependent on their attitude during the expectation and

satisfaction stages. Further to this, Fishbein and Ajzen (1975) attitude theory was an extension from the expectancy-value theory which explained that a person's attitude is affected by their beliefs and evaluations of the product itself. Woodruff, Cadotte, and Jenkins (1983) added that the EDT paradigm is based on tourists' personal experiences, brand expectations, and WOM opinions as well as on the product's marketing.

1.1.3 DI Scale and Importance of Holistic Marketing

The tourist's decision to travel to a particular destination reflects a DI which has enough compelling characteristics to motivate a visit to that destination over others (Correia, Santos, & Barros, 2007). Tourism marketing uses visual images to highlight a destination's natural beauty or other features. With these images in mind, tourism marketers can determine how effective the marketed DI is in influencing tourists' behaviours and how the DI impacts on their decision-making processes (Baloglu & Brinberg, 1997; Chen & Hsu, 2000; Chen & Tsai, 2007; Tasci & Gartner, 2007).

In order to determine which characteristics are compelling for tourists, destination market researchers design DI scales using attributes that highlight the destination's strengths. These attributes promote attractions according to how marketers would like tourists to perceive the destination's DI (Beerli & Martin, 2004). There are two types of DI scale: evaluative perception and construct preference (Jenkins, 1999). Evaluative perception scales allow people to evaluate a particular construct by rating how good or bad it is, while construct preference scales allow people to rate the significance of a particular construct (Jenkins, 1999). An example of an evaluative perception scale would be to ask tourists how they rate a particular tourism offering on a scale of 1 (*very bad*) to 5 (*very good*). An example of a construct preference scale would be to ask tourists to rate the significance of a particular tourism offering in their travel decision-making process on a scale of 1 (*not at all important*) to 5 (*extremely important*).

Literature on DI from the past few decades has shown that while marketers attempt to promote their destinations authentically to their chosen target markets, there has never been a DI scale proving which attributes need to be included in order to ensure authentic promotion of a destination (Rodrigues, Correia, & Kozak, 2012). Destinations construct their DIs based on their own niche products, so there is no specific mould or template that determines what a "perfect destination image" should be or what attributes are needed.

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DI attributes are chosen based on marketers' perceptions of their best offerings (Stepchenkova & Mills, 2010). Perception of DI is equally subjective for tourists, as every tourist will have a different perception based on several factors, including experience of previous visits and personal opinions of what is considered as a tourist destination (Bignn, Sanchez, & Sanchez, 2001; San Martin & Rodriguez del Bosque, 2008).

DI has a profound impact on tourists' expectations, and dissatisfaction can result when tourists' expectations are not met or they have negative experiences due to a lack of prior information. With this knowledge, the importance of marketing authentically and completely, or holistically, becomes clear. Plenty of studies have explored the significance of marketing in tourism. However, few have focused on the importance of marketing authentically and completely.

The problem I identified through my personal experiences as a Queenstown tourist is that first-time tourists have incomplete information about the destination. Investigation into Queenstown's marketing practices (see Chapter 2) reveals that this is primarily caused by a lack of efficient marketing whereby marketing techniques are particularistic rather than holistic. In other words, some tourism offerings are at the core of marketing initiatives, while others are almost neglected. Currently, Queenstown's marketing activities give the most attention to the destination's Top 3 offerings, while secondary offerings are left for tourists to discover after they arrive.

When certain tourism aspects or offerings are not marketed, tourists may not know they are available, so tourists who would have been interested in these aspects may not be motivated to choose Queenstown as a travel destination. It is crucial for marketing initiatives to reach and attract as many tourist market segments as possible. Holistic marketing is therefore important because a destination's brand and DI influences whether travellers decide to visit. The importance of holistic marketing stands out in the context of EDT which purports that tourists' satisfaction levels are reflective of their pre-visit perceptions and the extent to which they matched or exceeded them. Furthermore, marketing is not simply based on promoting products that are already present at the destination. In fact, with marketing, a destination has the opportunity to further develop underlying aspects that need more attention, contributing towards a better economic future for the destination. For example, Queenstown's nightlife offerings are not marketed effectively enough. If they were promoted, it is possible that this would

contribute towards the city's destination brand and image as well as attracting suitable demographics. It is therefore imperative to research a new perspective, whereby tourists' expectations are broadened so as to increase the popularity of the destination and also ensure that DMOs and the Tourism Industry Association of New Zealand are constantly discovering ways to enrich the tourist's experience. This gives a practical perspective to Queenstown's marketing initiatives.

1.2 RESEARCH AIM AND OBJECTIVES

The overall aim of this research is to understand motivations and experiences of first-time tourists to Queenstown in order to assess the destination's marketing from a holistic perspective so as to broaden its appeal. The research objectives are as follows:

> **Objective 1:** To analyse the relationship between motivations of first-time travellers to Queenstown and their resulting expectations.
>
> **Objective 2:** To compare tourist expectations and experiences in the context of the Expectancy Disconfirmation Theory (EDT).
>
> **Objective 3:** To critique Queenstown's marketing efforts and its potential impacts that influence traveller decisions and restrict tourists from comprehending the holistic nature of the destination's offerings.

The objectives of this research are designed to accomplish the aim in a sequential manner and form a discussion in relation to the following key question: Does Queenstown's marketing equally promote all its aspects? This is intended to reveal shortcomings in Queenstown's marketing initiatives and highlight areas where marketers are not following a holistic marketing strategy. The overall result from these three objectives is the recognition of gaps in Queenstown's marketing initiative to reveal areas of improvement and enable marketers to broaden Queenstown's appeal. Aspects of tourist satisfaction and dissatisfaction will determine the efficiency of marketing initiatives and tourism operations based on tourists' pre-arrival expectations, perceived DI, and their experiences during the visit.

1.3 RESEARCH SIGNIFICANCE

This research provides valuable information for Queenstown marketers and tourism operators with regard to the types of tourists that visit Queenstown, the experiences tourists look for, and the expectations that tourists have of Queenstown based on its current marketing practices. The critique of Queenstown's current marketing practices provided by this study reveals untapped marketing potential for promoting Queenstown's secondary tourism offerings and increasing its popularity as a destination. New Zealand and Queenstown are in the far corner of the world. Therefore, destination marketers need to give visitors more reasons to visit than the Top 3 to convince them that they will get their money's worth.

This research identifies and discusses the implications of Queenstown's lack of holistic marketing strategies. Theories and concepts introduced in section 1.1.2 and section 1.1.3 emphasised the importance of destination branding and DI for a traveller's decision-making process and explained why it is beneficial to attract as many tourist segment types as possible. This study concentrates on the impact that focusing primarily on Queenstown's Top 3 offerings at the expense of its secondary offerings could have on whether marketing initiatives project an authentic DI of Queenstown to potential tourists. This marketing limitation in Queenstown's current marketing practices supresses the development and recognition of secondary offerings in the international market. In addition, previous scholars have already noted that strategic marketing for tourist destinations involves their enhancement in the global marketplace by managing the factors that may influence decisions about the image, attractions, infrastructure and people of a destination (Morgan, Pritchard, & Pride, 2002). Holistic marketing therefore needs to include marketing of these aspects – image, attractions, infrastructure, and people in order to present a complete, authentic image. This study provides empirical evidence for this theory.

Through assessing Queenstown's marketing practices, this research also assesses how current marketing techniques hold the power to influence tourist expectations and experiences. Previous literature has focused on the importance of marketing in general. This study, in contrast, focuses on the importance of holistic marketing and the influences of holistic marketing on tourists' expectations and experiences. Survey results from Queenstown's first-time tourists provide insights identifying areas where actual experience did not match expectations and which secondary offerings tourists had limited

knowledge of. Secondary offerings provide tourists with an enriching experience while contributing towards the destination's economy. The hypothesis is that if promoted more equally, secondary offerings could attract more tourists to Queenstown since the marketing would have tapped into wider traveller demands and market segments. In addition, with an awareness of all offerings, travellers would be well-prepared for the destination and be more informed prior to their arrival, which could result in them having a better experience.

This research helps fill an unexplored gap in the literature regarding tourist marketing of Queenstown and its effect on tourism development. In particular, it reveals that some secondary offerings are left underdeveloped and so are not marketed adequately, resulting in these offerings remaining underdeveloped. Usually all tourist destinations and attractions are in a dynamic state of progression to maintain and develop facilities and services for tourists. With marketing taking an initiative to address tourist demands, the destination managers would continually be motivated to maintain, grow, and develop as many attributes as they could – furthering the quality of the destination's overall offerings for tourists (Naidoo, Munhurrun & Ladsawut, 2011).

Finally, this research provides insights that can assist Queenstown as well as any other tourist destination in terms of leveraging a destination's full marketing potential, which can help ensure that tourist experiences match or exceed expectations, resulting in positive disconfirmation (Oliver, 1980; Weber, 1997; Zehrer, Crotts, & Magnini, 2011). The empirical, theoretical, and survey evidence presented by this research holds practical significance for Queenstown and theoretical significance for other tourist destinations around the globe. It contributes to the body of literature on the significance and implementation of holistic marketing practices.

1.4 METHODOLOGY

This research adopted a post-positivist approach with predominantly quantitative and some qualitative methods. A survey of 250 of Queenstown's first-time tourists was conducted to gather information on tourist demographics, pre-arrival knowledge, motivations, expectations, post-arrival experiences, and recommendations. In addition, background research was done on Queenstown's history, current marketing practices, and current marketing issues. Raw quantitative survey data was analysed using a combination of descriptive and comparative statistics and qualitative survey data was coded and analysed qualitatively.

1.5 STRUCTURE OF THIS THESIS

Chapter 1 introduces the research problem and provides readers with the overall research aim and objectives. It presents empirical and theoretical evidence that justifies the need to perform this research and explains its significance and its contribution towards future tourism studies.

Chapter 2 presents background information on Queenstown, including history, current tourism statistics, marketing initiatives, and state of development. It provides information about the ongoing tourism activities of Queenstown and forms a basis for identifying strengths and weaknesses in marketing and tourism operations. The purpose of the chapter is to familiarise readers with Queenstown using facts and figures to provide a practical perspective of its total offerings to visitors.

Chapter 3 provides a review of extant literature. It introduces and explains concepts and theories necessary to provide a theoretical framework for this study.

Chapter 4 describes the overall research process. It identifies and justifies the research paradigm chosen for this study. The research design, methodology, and analysis procedures are explained and justified with particular attention to survey development and implementation. Reliability, validity, and ethical considerations are discussed. The chapter concludes by addressing the potential limitations of the study.

Chapter 5 presents and discusses the research findings sequentially according to the three research objectives. The first major section presents tourist profiles. The following three

major sections present and discuss results pertaining to Objectives 1, 2, and 3, respectively.

Chapter 6 provides a concluding overview of the research. It highlights the significance of the research with regard to its contributions to marketing literature, to marketing practice, and to Queenstown as a tourist destination and suggests directions for future research.

2 BACKGROUND

2.1 INTRODUCTION

This chapter provides background information on Queenstown. First, it provides information on Queenstown's history and evolution as a tourist destination. Second, the destination's tourism statistics are presented. Third, an overview of current marketing organisations and initiatives is given with special attention to marketing strengths and weaknesses. Finally, current issues with Queenstown's tourism are highlighted with regard to weaknesses in marketing, infrastructure development, and tourism operations that may hinder Queenstown economically and prevent tourists from having enough information to form an accurate DI of Queenstown.

2.2 HISTORY OF QUEENSTOWN

Sheltered by majestic mountains and nestled on the shores of crystal clear Lake Wakatipu, Queenstown is New Zealand's leading lake and alpine tourist destination. The World Tourism Organisation defines a tourist destination as a place where tourists stay for at least one night and spend money on the tourism products, services, and resources that interest them (UNWTO, 2007). Queenstown has the resources to feed tourists' imaginations and satisfy the desire for adrenaline; as such, it can cater to multiple demographic cohorts. The city's success, like any successful tourist destination, can be attributed to a long history of progression and development since its discovery.

For over a hundred years, both Queenstown and the Wakatipu Basin have been popular tourist destinations in the Otago region. After the Otago Gold Rush in the 19th century, Queenstown became a summer destination for New Zealand locals, especially those from the Otago and Southland areas (Queenstown Adventure Group, 2017). The destination became increasingly popular as more families were drawn to spend their holidays there, attracted by the alpine backdrop and pure lakes. With the initiation of the Coronet Peak ski field, people started recognising the area as more than just a spot to come and relax in summer (Tourism New Zealand, n.d.b). When the ski field opened in 1947, people were introduced to the idea that Queenstown could become a two-season destination, and Queenstown started getting recognised internationally as a tourist destination. (Queenstown.com, 2017).

In the 1960s and 1970s, coach tours were organised for international travellers who wanted to experience New Zealand. These coach tours took tourists to experience the North Island tourism "triangle," which included Auckland, Waitomo, and Rotorua, and the South Island tourism "quadrangle," which included Christchurch, Mount Cook, Queenstown, and Milford Sound. Queenstown's inclusion in these tour packages augmented Queenstown's profile as a unique destination that successfully garnered international interest (Destination Queenstown, n.d.).

In the late 1980s and early 1990s, access to Queenstown was tested as travel to and from the city was challenging. Christchurch was the closest gateway to Queenstown by air and land, yet the drive to Queenstown was long and the flights were infrequent and uncomfortable. The first domestic jets offering flights to Queenstown in the 1990s helped expand the destination's tourist traffic to include lucrative market segments such as independent and corporate or conference travellers. Entrepreneurs looked to invest in developing sectors (e.g., hotels, restaurants, wineries, golf courses, spas, etc.) to cater to tourist numbers. With these advances, Queenstown's tourist traffic expanded to include diverse market segments that enjoyed its various offerings. In the later 1990s, tourists from Australia led Queenstown's international market, as there were direct flight options during the winter months, and later all year round. With growing recognition, Queenstown adopted additional cultural and adventure activities, namely skiing, rafting, and jet boating, which resonated with young backpacker tourists domestically and internationally. This led to the opening of the very popular AJ Hackett Bungy at Kawarau Bridge in 1988 (Queenstown Adventure Group, 2017). Despite the sceptical assumptions of critics who thought the attraction would not succeed, this became known as the "world's first commercial bungy operation" and it further boosted the tourism industry in New Zealand (Tourism New Zealand, 2016). After years of development and numerous awards for safety and quality assurance, the Kawarau Bridge Bungy site was the birth of adventure tourism for Queenstown and cemented the city with an unofficial title of "The Adventure Capital of the World" (Tourism New Zealand, n.d.b).

2.3 QUEENSTOWN TOURISM STATISTICS

Tourism in Queenstown appears to be increasing. Today, Queenstown has unofficially been labelled "NZ's favourite destination" (Queenstown New Zealand, n.d.a). Rightfully so, due to Queenstown having something to offer for everyone − regardless of age,

gender, nationality, or even personality. At the end of 2014, tourism in Queenstown had increased by a healthy amount, totalling 3,043,372 commercial guest nights – an increase of 10.4% when compared to 2013 figures. Queenstown's tourist market is approximately 35% domestic and 65% international, with its largest share of tourists coming from Australia, followed by China, the USA, and the UK (Stacey, 2015).

New Zealand had received 2.87 million visitor arrivals at the year end of January 2015, which was the highest visitor arrival figure ever recorded; this was a 4% increase from the year before which recorded 2.75 million (Stats NZ, 2015). Regional tourism organisation (RTO) statistics show that Queenstown had the highest activity in January 2015, a noticeable improvement from its performance at the same time the previous year. As reported in the New Zealand Herald, the total export earnings from tourism (including air travel) contributed NZ$12.17 billion or 17.4% of exports, according to analysis by the ASB (Bradley, 2017). This boom in tourism, with the number of visitors increasing by 1 million in the past 6 years, caused the tourism industry to surpass the dairy industry as New Zealand's top export earner (Bradley, 2017). Figure 2 shows the distribution of New Zealand's visitor arrivals according to country of origin for the year June 2014 – June 2015.

Figure 2: New Zealand visitor arrivals June 2014 – June 2015
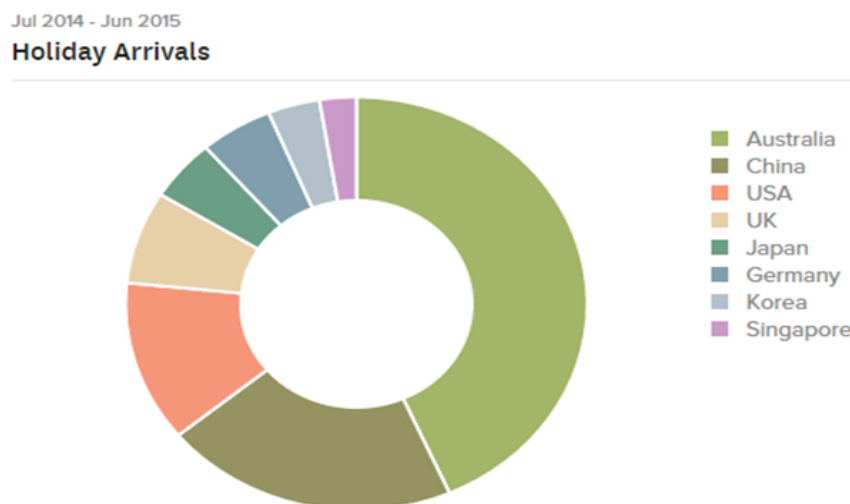
From "Market trends and stats" by Tourism New Zealand, 2015
(http://www.tourismnewzealand.com/markets-stats/markets/australia/market-trends/)

As Figure 2 shows, Australian tourists continued to dominate New Zealand's tourist traffic between June 2014 and June 2015. In fact, Australian tourists accounted for 4,934,888 visitor arrivals, a 3.3% increase from the previous year (Tourism New Zealand,

2015). In terms of segment growth rate, Chinese tourists dominated a 30.3% increase in visitor arrivals from China. In addition, for the first time, Indian tourists became a notable market segment with a share of 25.9%, though in terms of visitor numbers, Indian tourists ranked ninth (Tourism New Zealand, 2015). As reported in a New Zealand Herald article, Queenstown started becoming well-known as a honeymoon destination that was beautiful, clean, and friendly through WOM (Taylor, 2017).

In terms of length of stay, German tourists stayed the longest, with the average stay for this market segment being 51.5 days. Indian tourists followed this segment closely, with the average stay being 48.7 days. In complete contrast, Australian tourists stayed for a much shorter time, with the average stay being only 10.6 days, despite that they accounted for a large proportion of visitors (both first-time and repeat visitors) (Tourism New Zealand, 2015).

In order to keep up with growth in the tourism market and changes in industry patterns, Tourism New Zealand performs annual market research in relation to visitor experiences to assess the different sectors of tourism in the country. The latest assessment, which was done in June 2015, provided a perspective of the kind of assessment that Queenstown is likely to get individually. Tourists rated their overall satisfaction at 8.9 on a scale of 1–10, where 1 was very unsatisfied and 10 was very satisfied. Environment and safety have been rated at significantly high levels. In terms of matching their experiences with their expectations, 39% of tourists in the previous year believed that their expectations were exceeded overall, while only 6% went home with unfavourable or bad experiences (Tourism New Zealand, 2015). When tourists were asked which activities and attractions they came to visit, 75% stated that their motivation to visit was to see wildlife in its natural habitat, and 30% said they travelled for the bars and nightclubs (Tourism New Zealand, 2015). Given the substantial portion of tourists stating bars and nightclubs as a reason for travel, it is interesting that marketing material promoting Queenstown's nightlife or other secondary offerings is so scant.

2.4 CURRENT MARKETING ORGANISATIONS AND INITIATIVES

To begin reviewing how Queenstown can best access its marketing potential, this section seeks to understand the current strategic efforts and collaborates them with theoretical

studies. This will help identify untapped potential that can prove beneficial to Queenstown and other tourist destinations around the globe.

Queenstown New Zealand, or Destination Queenstown, is the primary marketing agency responsible for presenting the destination's identity and is one of the organisations Queenstown commissions to market its offerings domestically and internationally. This organisation was formed on 11 March 1985 by Queenstown Lakes District Council, which was approached by local tourism operators to develop a marketing body for Queenstown (Destination Queenstown, n.d.). Destination Queenstown then enacted a Board of Directors comprised of seven elected members who represent specific sectors. The Board meets annually to ensure that Destination Queenstown maintains a broad market and community that focuses on holding universal plans and actions for the continuous development of the destination. In addition, Destination Queenstown's Board of Directors has a Strategic Review Board comprising representatives of smaller communities in the Wakatipu Valley to ensure smaller stakeholders and suppliers of Queenstown are represented (Destination Queenstown, n.d.). Through the Board of Directors and the Strategic Review Board, Destination Queenstown's operations are effective in that they not only consider the bigger tourist operators but also the smaller stakeholders. Destination Queenstown's plan covers not only Queenstown itself but also the surrounding areas and neighbouring townships of Arrowtown, Gibbston, Glenorchy, and Kingston.

Destination Queenstown is responsible for marketing Queenstown through a variety of promotional mediums. A majority of travellers come from the long-haul market regions, such as the UK, Europe, Asia, and the Americas, which is why marketing for these regions is specifically operated by the Southern Lakes International Marketing Alliance. This alliance is comprised of three travel trade agencies: Destination Queenstown, Lake Wanaka Tourism, and Destination Fiordland. These agencies ally and aim to promote the Southern Lakes Region as a premier tourist destination for international travellers. With this combined effort, Destination Queenstown developed a corporate mission which includes "a broad statement of characteristics (product & market), goals, (profit and growth), and philosophies" that outlined their aims and objectives and ultimately defined what they believed to be their purpose of existence (Pearce & Robinson, 1991).

Tourism New Zealand and the Tourism Industry Association of New Zealand have identified opportunities for collaborating with Destination Queenstown on the goal of leveraging growth and development in Queenstown tourism. Tourism New Zealand is responsible for trade marketing activities in their offshore posts, especially, as they can get expensive. Tourism New Zealand prioritises targeting first-time visitors from Australia and has partnered externally with Australian agencies to extend marketing networks. Both Tourism New Zealand and the Tourism Industry Association of New Zealand aim to achieve more airline connections in and out of Queenstown and maximise value by enhancing visitor experiences. Tourism New Zealand's primary objective is towards its premium market, Australian tourists, with focus on increasing high value visitors by improving seasonal arrivals and ultimately increasing visitors' length of stay (Tourism New Zealand, n.d.a). Three market segments have been identified within this premium market: young adventure travellers, independent professionals, and silver surfers. Young adventure travellers are identified as being 18−29 years old, active, social, and seeking adventure. Independent professionals are identified as tourists in their early 30s, with high levels of disposable income, who enjoy luxury and seek a break from work and a busy lifestyle. Silver surfers are identified as active older couples with high levels of disposable income who crave new experiences (Tourism New Zealand, 2015). Tourism New Zealand is therefore strategising to promote touring, special interest and winter action. These aims are in alignment with the Tourism 2025 framework developed by Tourism Industry Aotearoa (Stacey, 2015).

In the interests of delivering on the Tourism 2025 framework, Destination Queenstown planned to increase the emphasis on driving shoulder season demand. A key focus for Destination Queenstown during the 2015 − 2016 financial year was a heightened emphasis on driving shoulder season demand (Stacey, 2015). Destination Queenstown's strategy for 2015 – 2018, as stated by its business plan, is to develop Queenstown's brand while executing activities relating to eight core priority areas (Stacey, 2015). These eight priority areas are shown in Figure 3.

Figure 3: Destination Queenstown's Eight Priority Areas 2015 − 2018

From "Destination Queenstown Business Plan FY 2015 – 2016", by S. Stacey, 2015.

In looking at Figure 3, it is clear Destination Queenstown has an impressive plan for enhancing Queenstown's brand. However, Destination Queenstown's 2015 – 2018 marketing business plan includes the vision to "position Queenstown as the Southern Hemisphere's premier four season lake and alpine resort" (Stacey, 2015, p. 4). While Destination Queenstown's marketing efforts are considered essential for Queenstown's progress, the focus on marketing Queenstown primarily for its natural environment inherent in the vision statement suggests an evident gap in what gets marketed. Starting with the vision statement itself, Destination Queenstown aims to market Queenstown primarily on the basis of its natural environment. This is justified, as it takes advantage of Queenstown's strengths and pushes two of its Top 3 offerings (its alpine and relaxing environment). However, what is missing from the vision statement is reference to the destination's secondary tourism offerings and attractions.

Destination Queenstown's mission statement is "to co-ordinate, facilitate, motivate and develop the marketing of Queenstown as the premier, four season, lake and alpine resort destination in the Southern Hemisphere." As such, Destination Queenstown works with an array of tourism industry bodies to attract domestic and international tourism markets. Industry bodies such as the Inbound Tour Operators Council, the Tourism Industry Association of New Zealand, and the New Zealand Backpacker, Youth and Adventure Tourism Association provide continuous information about the industry and its demands.

Destination Queenstown joined Regional Tourism Organisations New Zealand (RTONZ) and Tourism New Zealand benefits from Destination Queenstown's membership by getting updates about the tourism patterns and opportunities that arise.

2.5 DESTINATION QUEENSTOWN'S WEBSITE

As previously mentioned, a destination uses its strongest assets, which naturally become the basis of its DI, to attract tourists to visit. Queenstown's strongest assets are its natural alpine beauty, its adventurous activities, and its relaxing environment. For the purposes of this thesis, these assets will be referred to as Queenstown's alpine, adventure, and relaxing environment, or the Top 3. Any tourism offerings not considered Top 3 offerings will be referred to as secondary offerings.

One of the main marketing materials Destination Queenstown publishes is its website (www.queenstownnz.co.nz). When a potential tourist visits this website, they are presented with a video loop depicting what Queenstown has to offer. This video loop is primarily comprised of images of Queenstown's natural scenery and adventure activities. It also contains a few images of Queenstown's nightlife. In comparison to the amount of Top 3 offering images depicting adventure activities and natural scenery, images of secondary offerings such as golfing or clubbing are shown infrequently. Other secondary offerings such as casinos, dinner cruises, or vineyards are not shown. This highlights a missed marketing opportunity considering the number of vineyards that the Otago region has. There is also a lack of promotion of popular culture offerings such as the Lord of the Rings (Middle Earth) sites and tours. A DI that associates Queenstown with its Top 3 offerings is created consciously and sub-consciously in the tourist's mind. The video loop therefore seems to have a principle target market of adventure tourists.

If potential tourists decide to explore the website further, there are pages designed to advertise and recommend activities that are best suited to each particular season. At the time of writing, the images on the website were limited to Queenstown Beach (for summer months), ski slopes (for winter months), and natural scenery such as Lake Wakatipu, mountains, and lakes (for autumn and spring). The website has since been upgraded to include other seasonal images. Figure 4 shows the images provided on the website as of March 2017.

Figure 4: Retrospective Images from Queenstown Zealand Website
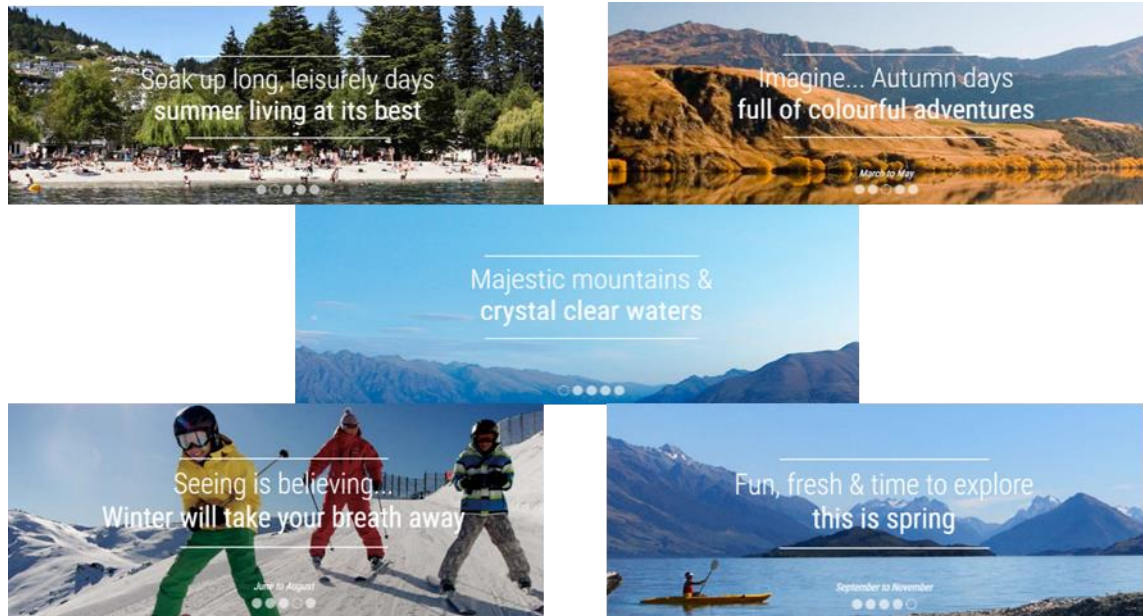
From the official website of Queenstown New Zealand at www.queenstownnz.co.nz. Copyright 2017 Queenstown New Zealand.

The website has some other issues, the first being that Destination Queenstown's website is very basic, with navigation issues and a lack of sufficient information. The website is not structured in a way that makes it easy for tourists to discover information, as navigating the website is unintuitive. Potential tourists either need to know exactly what they are looking for, or have the perseverance to continue searching the website until they find it. This could discourage potential visitors by making valuable marketing material inaccessible. The website's accommodation section lists the various types of accommodation, but it does not give the viewer an overall understanding of what is available. Rather, the design dictates that a potential tourist must select the type of accommodation they require – motel, hotel, backpacker, lodge, apartment or rental – to see what options they can select within that category. This could limit visitors who prefer to view options according to some other criterion, such as location or price. The same limitation applies to all the offerings categories that are provided on the website. With technology becoming the source for people's first point of information, it is critical that Queenstown develops and enhances the features on its tourism websites to make them more user-friendly (Buhalis & Law, 2008).

The second issue is the website's the lack of promotional material. While the website displays what destination marketing organisations (DMOs) believe would be sufficient products and services, there are no daily, weekly, or seasonal deals. Neither is there any

other marketing material that could motivate people to travel to Queenstown in terms of product promotion and distribution. For example, Destination Queenstown could develop and promote packaged deals that include accommodation, activities, and services to suit different types of travellers. Such packages could include the basics of accommodation and transport in addition to tours to neighbouring towns and activities at discounted prices. Another potentially appealing promotion could be to offer a "Queenstown Card" or tourist card that gives tourists access to activities and attractions they are interested in. Marketing agencies could develop such a card in collaboration with Queenstown suppliers and tourism operators.

2.6 CURRENT ISSUES WITH QUEENSTOWN'S TOURISM

2.6.1 Poor Image Resulting from Nightlife Mishaps

One current issue with Queenstown tourism is that many believe Queenstown's nightlife is having a detrimental impact on its reputation. Some have even gone so far as to label Queenstown a "party town" (Stuff.co.nz, 2013). In 2012, Mountain Scene, an independent, locally-owned Queenstown newspaper published an article highlighting that Queenstown's nightlife was reflecting poorly on the destination. This article, titled "Deport Bad Queenstown Tourists" covered various instances of mishaps and crimes caused by drunken tourists. In one incident, a man stole a NZ$300 camera from a woman after becoming intoxicated. The culprit was later reprimanded; however, the damage was already done, and it understandably ruined the woman's trip (Mountain Scene, 2012). A backpacker hostel owner was quoted as saying that "booze crime tourists" were creating havoc, which by extension would tarnish New Zealand's image. McDonald's franchise owner, Mark Julian, was quoted saying he believed that the town had a problem, while another veteran businessman, McGeorge, believed that the problem was getting increasingly worse with tourists behaving inappropriately, and he stated, "in certain market segments, it's certainly damaging us." McGeorge believed there needed to be strong consequences for trouble makers to set an example for other tourists and to keep the destination's image intact for those who may not partake in nightlife activities. He stated: "This diversion thing is to my mind a complete nonsense. For violence, people should be told to leave the country" (Mountain Scene, 2012). Many local suppliers also reported being frustrated with the behaviour of rowdy tourists engaging in Queenstown's nightlife (Mountain Scene, 2012).

2.6.2 Problems with Growth and Development

Others have discussed the destination's continual growth and the problems arising from that growth (Stuff.co.nz, 2013). Queenstown's nightlife was suggested to be comparable to that of Sydney, Australia, as Queenstown's clubs and cafes are held in high regard, and papers frequently promote Queenstown hospitality jobs and tourism opportunities. Furthermore, comparing it to Sydney, Australia, the article suggested that Queenstown's nightlife was similar. Unlike the rest of the country, Queenstown's city life is active 24 hours a day with shops being open until late, hospitality businesses operating, and self-employed people (e.g., buskers) working around the clock (Stuff.co.nz, 2013). One Queenstown local, Adam Feeley, having moved from Auckland to Queenstown around three years ago, stated Queenstown is no less than a metropolitan centre; on a normal day, the Queenstown township alone has more than 100,000 people, and while Auckland's cost of living seems to be a regular topic of discussion, it is in fact Queenstown that "has the most unaffordable housing in New Zealand" (Stuff.co.nz, 2013). For example, buying a house in Queenstown Lakes costs 8.74 times more than what an average local resident earns in a year. This is high compared to the New Zealand average of a house costing 5.33 times a person's annual salary. Moreover, these high prices pose challenges for the Queenstown locals since the average annual income is NZ$73,512 compared to Auckland averages which range from NZ$78,449 – $90,000 in Manukau City and North Shore (Stuff.co.nz, 2013). While Queenstown's tourism industry creates job opportunities, these jobs are not high paying and they therefore require transitionary workers, as few Queenstown residents take tourism jobs because they pay enough to cover the cost of living.

2.6.3 Underdeveloped Transportation Infrastructure

Thousands of destinations around the world invest in transportation infrastructure because it provides a competitive niche and improves residential and commercial operations. When a destination has functional transportation infrastructure, tourists can easily get to and from the destination's offerings. Improvements in transportation infrastructure and operation can cause a destination's spatial patterns or attraction locations to change; therefore, improvements could be planned to benefit future productivity. Transportation infrastructure controls the distribution of people to the areas that destination operators would want them in; and in so doing, they can direct tourist attention towards a wider range of offerings. By providing easy accessibility to secondary aspects through easy

means of transportation, visitors are more likely to undertake those activities. With time, interconnective transportation infrastructure can generate partnerships between cities and regions and augment productivity. (For example, scheduled trains or buses taking tourists from Queenstown to a loop of vineyards would give tourists an opportunity to explore the Otago vineyards). Transportation developments contribute significantly to the economic development of any destination. The following flow chart presented in Figure 5 shows that interlinking impacts of transport on economic development.

Figure 5: Transport Impacts on Economic Development
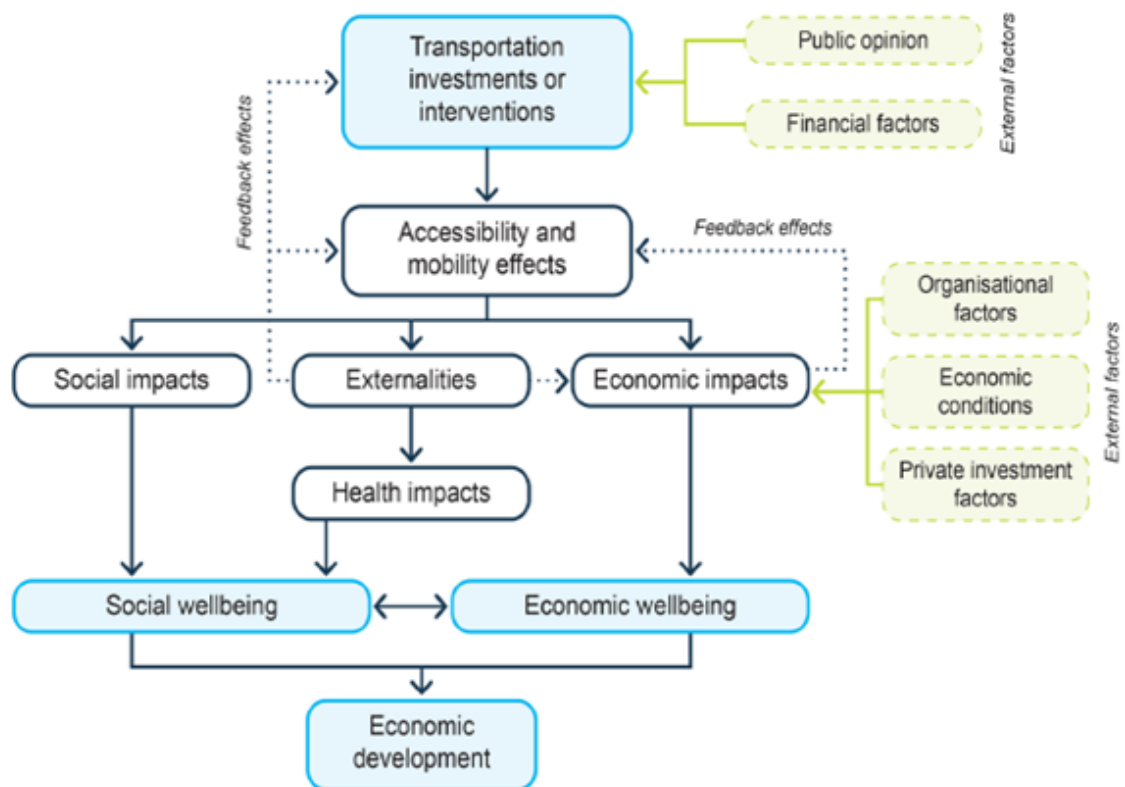
From "A literature review of theory and evidence in transportation and economic growth," by J. Leung, 2006, Paper presented at the New Zealand Association of Economists Conference, Wellington.

The growth and development of transportation infrastructure has historically been a significant priority for New Zealand's economy. For instance, the development of the Auckland Harbour Bridge in the late 1950s became a gateway to the North Shore for commercial and residential growth and development. In August 2016, the Ministry of Transport generated a two-year plan to develop what it considered to be transportation priorities that needed to be addressed urgently. According to the Ministry, by investing in this infrastructural development, the country will benefit economically with the

resulting increase in productivity and job opportunities. Unfortunately, none of the roads in the Otago region (where Queenstown is located) are earmarked for development.

Destinations in the Otago region, especially Queenstown, Wanaka, and neighbouring townships along the rail line, rely heavily on the tourism industry. Dunedin and its surrounding townships also do well to attract both domestic and international tourists. Queenstown is a very successful domestic and international tourist destination providing economic benefits to the Otago region through its heavy tourist flow. In fact, statistics show that the total number of visitors to Queenstown was 984,187 in 2016, which is a significant jump compared to 758,205 visitors in 2015 (Stats NZ, 2016). Queenstown is the fastest growing district of the Otago region and with its reliance on tourism, its population is projected to grow by 87.6% between 2016 and 2031 (Otago Regional Council, 2011). With tourist traffic increasing as evidently presented in these statistics, the pressure for the Otago region, specifically Queenstown, to develop its transport system becomes stronger. Improvements to transportation and associated facilities could usher in new opportunities for Queenstown to be more globally accessible.

2.6.4 Expensive Products and Services

Queenstown is also infamous for being an expensive tourist destination. Previous surveys have concluded that in 2015, the average hotel room rate for Queenstown was NZ$226, a 14% increase from the previous year (Gorman, 2015). In comparison, the average hotel room rate for New Zealand was NZ$171 in the first half of 2015 and this represented only a 9% increase from the previous year (Gorman, 2015). In addition, due to a 21% decrease in Paris rates for the same timeframe, it was cheaper to book a hotel for one night in Paris at NZ$211 than it was to spend a night in Queenstown (Gorman, 2015).

2.6.5 Lack of Coordination between Tourism Sectors

Gunn (1988) and Inskeep (1991) discussed the connotations of sustainable tourism by claiming that one of the major drawbacks that may impact a destination is the lack of coordination between various tourism sectors, such as accommodation, transport, activities, and food and beverage services. Leiper (2004) suggests that a consideration for the combination of tourism components, such as the tourists' regions of origin, the tourists themselves, the destination's region, the tourism organisations, and the destination's environment, would result in well-oiled tourism and marketing operations. While

Queenstown's development and operation has been moderately successful through the years, as previously explained, there are some weaknesses that may end up restricting Queenstown's further development as a tourist destination. In line with Leiper's (2004) suggestion, Queenstown's tourism sectors should be reassessed in terms of their coordination with each other and offerings integrated to create an environment conducive for tourism growth.

2.7 SUMMATION

This chapter provided an overview of Queenstown, its tourism history, and its current place in the tourist market. It also reviewed the organisations and initiatives that aim to boost Queenstown's tourism sector and implement effective marketing. What this review has shown is that while initiatives are justified in heavily promoting Queenstown's biggest assets—the Top 3—secondary offerings are not promoted or marketed well. In addition, the Destination Queenstown website, a key source of marketing and promotional material for tourists all over the globe, is underdeveloped, difficult to navigate, and biased towards Top 3 offerings. The lack of holistic promotional material and initiatives to convey all aspects to appropriate market segments. Considering statistics show that Queenstown is becoming more popular in the tourism market, the flaws and gaps in Queenstown's marketing initiatives, tourism operations, and underdeveloped facilities are concerning. It is clear that Queenstown's current marketing initiatives are not holistic, considering that there are minimal focused attempts to promote aspects other than the Top 3, and that this minimal focus is represented in Destination Queenstown's vision and mission for 2015 − 2018. Finally, there are a number of issues with Queenstown's tourism operations, particularly transport operations that run the risk of damaging Queenstown's reputation and preventing Queenstown from the economic benefits further development could bring.

3 LITERATURE REVIEW

3.1 INTRODUCTION

This chapter provides a review of extant literature in order to provide a theoretical framework for this research. First, the overall concept of tourism is introduced. Second, literature on tourist motivations and the connection between tourist expectations and experiences is discussed to provide the theoretical framework necessary for achieving objective 1. Third, tourist satisfaction and EDT is defined and discussed to provide the background necessary for achieving objective 2. Finally, theory on marketing and promotion is presented with special focus on strategies, concepts, and operations that are important in promoting a destination's offerings authentically. The concepts and theories presented in this chapter will be helpful in achieving objective 3.

3.2 TOURISM

Tourism is one of the most important industries of the world economy, and its sustainability is critical for its continual growth (Ferreira, Rial & Varela, 2009; UNWTO, 2015). Tourism is an economic activity that serves a valuable economic function in any destination's economy. As an economic function, tourism generates financial activity and revenue for the destination's economy. In fact, tourism is vastly different from other economic functions, due to its dependence on the complex relationships between the tourists, the locals, and the destination itself. Once tourists decide to travel to a certain destination, it is then the combination of destination services and local attractions that contribute toward the overall economy and determine travel patterns (Drummond & Yeoman, 2001). In order to maintain its growth and development, a successful destination designs its tourist services and offerings to be sustainable. Sustainable tourism is defined as an initiative that links environmental, socio-cultural, and economic aspects of tourism development to prolong its maintenance and provide long-lasting benefits (UNWTO, 2016).

3.3 TOURIST MOTIVATION

A traveller's subjective opinions, decisions, or experiences determine where to travel and why to travel (Castano, 2005; Ross & Iso-Ahola, 1991; Rubio, 2003; Wacker, 1996, as cited in Devesa, Laguna & Palacios, 2009). Motivation and satisfaction are essential elements that determine a traveller's behaviour. Motivation as a concept is one that

functions as a bridge between travel behaviour and tourist activity, that is, why people travel, where they travel, and what their post-travel satisfaction levels are (Castano, Moreno, Garcia, & Crego, 2003, as cited in Devesa, et al., 2009).

Numerous acclaimed academics deem tourism to be a socio-psychological experience and a complex process arising from a number of factors that may motivate the traveller to visit a certain destination (Castano, 2005; Ross & Iso-Ahola, 1991; Rubio, 2003; Wacker, 1996). A traveller's decision to travel is influenced by three factors: (1) who their travel companions will be, (2) where they will travel, and (3) the type of experience that they intend to have.

Maslow's theory of human motivation, and in particular Maslow's hierarchy of needs, has frequently been used by academics as a reference for gaining insight on people's decisions to travel. Maslow's theory of human motivation posits that human actions are motivated according to the goal of satisfying needs which can be categorised into five levels based on their importance. These needs are represented by a pyramid with more basic needs at the bottom (Maslow, 1943). Maslow's hierarchy of needs is shown in Figure 6.

Figure 6: Maslow's Hierarchy of Needs
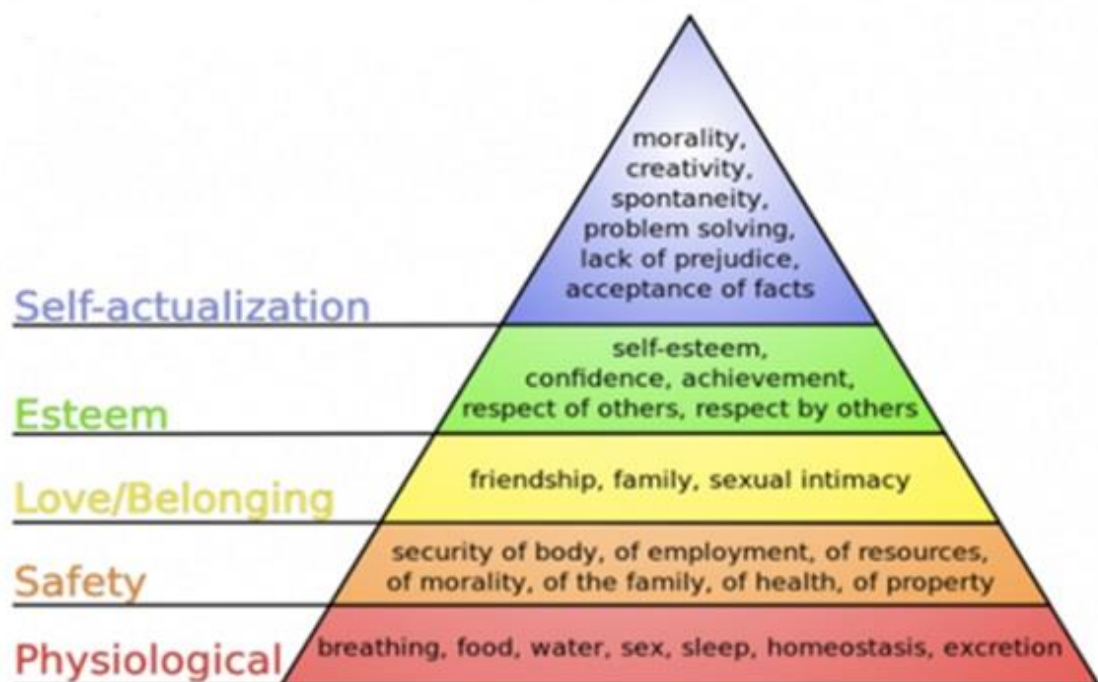
From "A theory on human motivation," by A. H. Maslow, 1943, *Psychological Review, 50*(4), pp. 370-396.

As shown in Figure 6, there are five levels of needs: physiological, safety, love/belonging, esteem, and self-actualization (Tikkanen, 2007). The placement of these categories on the pyramid show the prioritisation of human needs and wants with the most important (physiological) at the bottom and the least important (self-actualization) at the top, thus providing a framework for behavioural patterns (as cited by Stratton, 1994 in Rakowski, 2008). Once the needs of one level are met, people will turn their attention to meeting their needs at the next level. As they progress up the pyramid, needs could be said to transform from needs to wants, as they are less necessary for survival.

When using Maslow's hierarchy of needs to understand travel motivations, these levels provides certain insights into travel behaviour. Humans are most heavily motivated by physiological needs, which are the ones that are needed for basic survival, such as air, water, sleep, food, and sex. Once physiological needs are met, humans are motivated to focus on safety needs. These needs range from physical safety to security in terms of employment, resources, family, health, property, and so on. Within the context of tourism, safety is an underlying aspect that would be an elementary factor in motivation to travel, influencing where, when, and with whom people travel. Safety factors such as safety or security of employment, resources, family, and health would also be factors that determine whether travel is feasible. The next level of need is love and belonging. This need causes humans to seek love and belonging, to feel like they belong somewhere and are wanted. In terms of travel motivations, this need can motivate people to travel to meet new people or perhaps visit friends or family and get away from the daily routine (McIntosh, Goeldner, & Ritchie, 1995). Self-esteem is the next level of need, involving the human desire to be respected and admired by others. In terms of travel motivations, there is a superiority complex in this factor, as travellers may want to visit certain destinations not only to show off their experience, but also to feel more confident in sharing their travel stories. Sharpley (2004) adds to the above by stating that people are motivated to travel in order to distinguish themselves from their peers, in other words, they travel so they can show off their experiences. Self-actualisation is the final level of need. In terms of travel motivation, self-actualisation motivators refer to situations that would lead someone to travel in order to reduce physical tension and rid themselves of daily stresses by engaging in recreational activities. Escapism is another word that can be used for this situation, as travellers seek distraction from their mundane routines seek to indulge in activities that would portray a more fun-loving and charming side of their personality (Pitchford, 2008). Although these explanations of travel behaviour were a

new way to apply Maslow's original theory, their ideas are also fairly outdated. They can be used to gain an understanding of tourists' motivations for travel, but it is important to remember these theories and explanations were developed more than a decade ago, and tourism is far too dynamic of an industry to have concrete patterns.

Aside from motivators that can be derived from Maslow's hierarchy of needs, another motivating factor can be a traveller's previous experiences, such as with the repeat customer or traveller who, due to past experiences, develops loyalty towards a product, service, brand, or destination (Barsky & Nash, 2002; Sanchis & Saura, 2005; Yoon & Uysal, 2005). With this factor, WOM also becomes a strong motivator in the decision to travel as people tend to be guided by the real-life experiences of others more than by what they may believe based on what they read (Oh, 1999; Oppermann, 2000; Rodriguez del Bosque, San Martin, & Collado, 2006).

With the various motivators outlined thus far, it makes sense that travellers have internal reasons that "push" them to travel; however, it is a destination's attributes and offerings that serve to "pull" tourists to decide to travel to that particular destination (Crompton, 1979; Dann, 1977; Dann, 1981; Uysal & Jurowski, 1994). Push factors are based on an individual's personal circumstances and could be anything from their need to escape, rest, or relax to a desire to explore social interaction away from daily life. Pull factors are external and cognitive aspects which are linked to the attributes that increase the novelty of a destination. For instance, infrastructure and natural or cultural attractions may be strong pull factors (Yoon & Uysal, 2005). This discussion on tourist motivation reveals that it is the internal reasons that "push" a person to travel, whereas a destination's successful marketing of attributes provides the external reasons that "pull" a person to travel by promising an experience that will satisfy a traveller's desires (Klenosky, 2002).

3.4 INTERTWINED EXPECTATIONS AND EXPERIENCES

According to Tussyadiah and Fesenmaier (2007), a tourist experience is a "process that begins with the ordinary, progresses to heightened moments and returns to the ordinary" (p. 226). Tourism in the modern era offers experiences for travellers who crave a diversity of scenic, cultural, and social lifestyles, depending on the different destinations that they visit (Ritchie, Tung, & Ritchie, 2011). Tourist destinations are amalgams of products and services offered by places to deliver a unique, outstanding, and unforgettable experience

that make the destination sustainable in a competitive market (Hudson & Ritchie, 2009; Ritchie & Hudson, 2009). This has resulted in tourism academics recognising and practicing the notion of the memorable tourism experience (MTE). Tourism organisations and suppliers find themselves reliant on MTEs to monitor tourist behaviour towards their products to understand the rate of success they are able to achieve with each experience and to create their niche (Canadian Tourism Commission, 2004; Kim, 2009; Kim, Ritchie, & McCormick, 2012; Pizam, 2010; Tung & Ritchie, 2011).

With the extensive use of technology and increased international travel around the world, travellers are now expecting to take away diverse experiences from their trips, as their imaginations are fed by various channels (Azevedo, 2010; Lagiewski & Zekan, 2006). Research on MTEs has suggested that while satisfaction and quality are the most basic marketing attributes, they are no longer the only factors that today's tourists seek in their experiences (Kim, 2013. While the quality of tourism facilities is often reflected by travellers' experiences, tourist demands have developed further in terms of prioritising the need for a unique experience. This in turn has challenged DMOs to find new ways to pull people to travel and generate experience-based travel (Hudson & Ritchie, 2009; Williams, 2006). This therefore leads tourism academics to want to have a fundamental understanding of traveller psychology and tourist behaviour in order to help DMOs cater to tourists' demands. Larsen (2007) states that travel experiences are psychologically subjective for each individual and that travel experiences depend on an individual's assessment of their experience. This makes it vital for tourism operators and suppliers to deliver an environment (in this case, a destination) that satisfies the traveller's expectation and creates an MTE.

The process of tourist expectation formation is inherently complicated, as it develops while the tourist is making purchase decisions, and the entire process is based upon assumptions (Gartner, 1989; Zehrer, et al., 2011). Tourist experiences depend on previous experiences and are based on information travellers collect in order to form their expectations (Wang, Chen, Fan & Lu, 2012). To develop a concrete idea of the destination and its offerings, tourists then gather information, and work towards reducing the risk of an unfamiliar product (Zehrer, et al., 2011). Quan and Wang (2004) specified that experiences are based on how well, or how efficiently, related resources such as food, services, accommodation, travel services, and transport work together to meet tourists' expectations. It is crucial that the quality of tourism products and services meet travellers'

expectations so that their experiences can generate positive satisfaction and a higher rate of recommendations (Beeho & Prentice, 1997; Quan & Wang, 2004). At this stage of the decision-making process, personalised and WOM recommendations can be very influential for the purchaser because experienced consumers can be relied upon for product knowledge and developing expectations (Keeley, 1995).

Personalised recommendation is a one-on-one tactic of understanding individual personas (Good et al., 1999; Resnick & Varian, 1997). Personalised recommendation has recently developed to be an efficient system that travellers use to make their travel plans (Loh, Lorenzi, Saldana, & Licthnow, 2003; Ricci, 2002; Ricci & Werthner, 2002; Wallace, Maglogiannis, Karpouzis, Kormentzas, & Kollias, 2003). These plans can include a number of segments from selecting a destination, its tourist attractions, the type of accommodation, mode of transportation, etc. (Ardissono, Goy, Petrone, Signan, & Torasso, 2003). The formation of tourist expectation is also influenced by the internet and its proliferation of WOM feedback. The internet has increasingly become a primary source of information for travellers due to its widespread availability and its ability disseminate a mass of information in a way that travellers can consume it and use it to plan their travel (Buhalis & Law, 2008). Not only does the internet provide primary information about the destination, but it also hosts countless travel blogs and sites, such as Trip Advisor or Holiday Check, where travellers can share their experiences globally and provide feedback on the products and services they purchased (Schmalleggar & Carson, 2008). In a way, travel blogs are a form of digital WOM communication that allows readers to gain insight into other travellers' experiences with a destination. Due to its functionality, the internet has essentially become the "gateway" to travel-related information and a significant marketing tool through which destinations are able to promote themselves and their operational enterprises (Xiang, Wober, & Fesenmaier, 2008).

Tourists' pre-arrival expectations are formed as a result of information and WOM recommendations available on the internet. Research has shown that support for tourism product brands is developed through WOM communication because it provides examples of actual experience of a product rather than just the product experience promised by promotion. Furthermore, consumers tend to trust consumer feedback and consumer opinion more, and consumer opinion tends to hold more credibility (Johnson & Kaye, 2004; Litvin, Goldsmith, & Pan, 2008; Nielson Company, 2007; Mack, Blose, & Pan,

2008). Darke and Richie (2007) explain that consumer distrust in product promotion may originate from various circumstances. For instance, it may stem from a consumer's past experiences with being unsatisfied when their actual experience of a destination did not match the expectations they formed as a result of the destination's marketing and promotion. It seems that the above pattern of trust or distrust has a lot to do with how destination offerings are marketed and how a destination's portrayal is perceived; this in turn determines the consumer's level of satisfaction or dissatisfaction.

3.5 TOURIST SATISFACTION

Cambridge Dictionary (2015) defines satisfaction as "a pleasant feeling that you get when you receive something you wanted, or when you have done something you wanted to do." While this definition is the literal meaning of the word, its definition in the context of tourism is more complex. In terms of measurement, satisfaction is a scale that measures the difference between a customer's anticipated product or service and the product or service they ended up receiving. This scale is formed to anticipate the level of fulfilment of their needs, wants, goals, and desires. If the received product or service is perceived to outperform the anticipated product or service, the product or service provider earns the consumer's loyalty; this can benefit the service provider in future as the consumer may offer their repeat custom or recommend the product or service to others (Hansemark & Albinsson, 2004). In the context of tourism, *satisfaction* has been defined as the consumer's attitude towards the product or service that they experienced (Hansemark & Albinsson, 2004).

There are many factors that influence tourist satisfaction. Consumer satisfaction can be influenced by product or service quality, value, pricing, employee behaviour, and the extent to which the advertised description matches the actual experience (Hokanson, 1995). A product can be anything tangible or intangible that an organisation offers to its potential customers that caters to their wants and needs (Palmer, 2009). A service is an intangible concept that marries a management's understanding of what a customer expects with maintaining quality and delivery specifications. Service is subjective and dependent on the consumer and the consumer's socio-cultural background, knowledge, expectations, and experiences (Seaton & Bennett, 1996). The price of a product or service reflects what a consumer is willing to pay for the product or service, or what a consumer feels it is worth; that is, the consumer's perception of value for money. In tourism, the

prices set on products and services convey the nature of the attractions. Furthermore, customers all around the world rely heavily on pricing in developing their expectations of what the attraction or destination has to offer and the resulting value of that experience (Kurtz & Clow, 1998).

Attitudes tend to impact, explain, and predict behaviour. People tend to seek consistencies between attitudes and behaviours in trying to understand behavioural intentions. By being rational and consistent, they avoid conflicts between two attitudes or one attitude and one behaviour that are in disagreement (Wade & Tavris, 2000). Internal and external variables are said to have an influence over what attitudes are reflected in overt behaviour (Kusluvan, 2003). Due to this belief, "attitudes and personality traits are thus assumed to interact with other variables in their effects on specific behaviour" (Ajzen, 2005, p. 42).

In an industry as dynamic as tourism, tourism and hospitality employee behaviours have a significant influence on a customer's experience and resulting satisfaction level. Organisations need to ensure that they implement procedural and psychological processes that empower their employees to perform and deliver to the best of their abilities (Kusluvan, 2003). Furthermore, with global consumers, it is essential for tourism and hospitality employees to recognise instances where they need to go "above and beyond" their job descriptions to deliver a higher level of satisfaction than expected. A "customer first" attitude demonstrated by employees will go a long way towards enriching a traveller's experience and ensuring satisfaction.

Another factor that can influence tourist satisfaction is authenticity. Authenticity is the regulation of the degree to which something ought to be as it is presented (Appadurai, 1986). Subjective to those who perceive it, this can be a controversial topic, as everyone has different ideas of what they would describe as authentic and what they would describe as a "duplicate" or "fake persona" (Flynn, 2009, p. 90). The notion of authenticity is central to satisfaction in cultural tourism, as authenticity in cultural tourism has the power to have a strong positive influence on those who experience it (Chhabra, 2008; McKercher & du Cros, 2002). Some academics claim that an individual's amalgamation of philosophical, psychological, and spiritual concepts influences how they perceive authenticity (Steiner & Reisinger, 2006, p. 299). On the other hand, Heidegger (1996) asserts that tourists are not simply evaluating experiences as authentic or inauthentic. Authenticity reflects on how an individual's personality shapes the nature of their

experience (Brown, 2013). Furthermore, the concept of authenticity may be different to different individuals as their understanding of the concept is subject to their personality. Cole (2007) contributes to Heidegger and Brown's theories, adding that the social context discussed at the time of travel may also influence travellers' ideas of authenticity. With the growth of independent travel, the search for authenticity is not only about looking for genuine and reliable sources of information, it is also about tourists' needing to understand and interpret what is real and what is fake for themselves (Spooner, 1986, as cited in Ramkissoon & Uysal, 2011).

Another factor that influences tourist satisfaction is tourist identity or traveller identity. Oyserman, Elmore, and Smith (2012) define identity as the combination of traits, characteristics, morals, and roles in society that define who a person or tourist is. This identity can be the result of who a person used to be (past), who that person is now (present), and who that person wishes to be become (future). A person can develop a sense of identity through lifestyle, background, and practices (Stone, 1962, as cited in Heiden, 2007). An individual's identity can shape their travelling motivations in terms of where they would travel and what activities they want to take part in (Sharpley, 2006). Motivation falls between what a person "feels the need to do" and what "action the person would take" to accomplish it.

Interestingly, travellers' identities do not always remain consistent from the start of the travel planning process to the end of their travel experience. In other words, people's identities can change with changes in environmental context, and such changes in environmental context are inherent in travelling or going on holiday. Various academics label this change in identity to be a form of escapism: a notion to take a break from everyday routines, jobs, and responsibilities to indulge in something different and return to their everyday lives refreshed. Escapism is not necessarily a negative thing; rather, it is an intangible concept which appeals to travellers as it offers the promise of a mental and physical break from the norm (Crompton, 1979; Dann, 1977; Riley, 1988). When people travel, they escape from their usual world and become completely immersed in their travel world, leaving their worries behind. More often than not, people transform into counterparts of themselves, perhaps even happier and more charming counterparts (D'Andrea & Anthony, 2009; Hannerz, 2002). Pitchford (2008) deems this to be a stereotypical form of an escaped traveller. Given the new atmosphere of relaxation, escaped travellers are more likely to step out of their comfort zones and take on new

challenges and experiences that they may not have back home. Escapism benefits travellers because it gives them the opportunity to escape from everyday lifestyles that may dampen aspects of their personalities. When people escape the everyday, inhibited aspects of their personalities can be released, and they can get a break from their real lives and reclaim the parts of themselves that are fun-loving and willing to have a good time. Having a good time is generally the whole purpose of going on a holiday, however travellers' identities can have an impact on what they consider to be "a good time" (Pitchford, 2008). That being said, the concept of tourist identities plays a significant role in helping to determine the factors of where people will travel, who they will travel with, and what their travel choices will be once they arrive at their destination; consumers hold these factors in high esteem, and these factors can determine the extent of tourist satisfaction levels. Therefore, they are the key to creating and maintaining customer relationships with business organisations and service industries (Reichheld & Sasser, 1990).

3.6 EXPECTANCY DISCONFIRMATION THEORY (EDT)

Theories of consumer satisfaction have been derived from various fields, including marketing theory, psychology, social science research, and business management (Oliver, 1980). An understanding of how satisfaction could be conceptualised emerged from these fields. Oliver's (1980) EDT posits visitor or customer satisfaction as a functional relationship between initial expectation and the confirmation or disconfirmation of the expected experience. According to EDT, customer satisfaction is primarily related to the extent and direction of the consumer's actual experience when compared to the customer's pre-purchase expectations of the product or service; this is academically known as *disconfirmation*. Disconfirmation is a concept originating from Oliver's 1977 expectations paradigm that was subsequently developed further by considering the role of product performance (Oliver, 1980).

From a marketing perspective, EDT predicts and explains consumer satisfaction with products or services (Oliver, 1980; Patterson & Spreng, 1997; Spreng & Page, 2003). The theory springs from the idea that consumers form expectations of products and services prior to utilising them and then form post-performance perceptions about their experience. This involves a natural comparison between the consumer's initial expectation and the consumer's post-performance perception in analysing overall

experience. Oliver outlined four elements within the theory that show the journey of customers' perceptions: pre-purchase expectations, perceived performance, disconfirmation, and satisfaction (Oliver, 1980, as cited in, Akama & Kieti, 2003; Alegre & Garau, 2010; Baker & Crompton, 2000; Crompton, 2003; Hui, Wan, & Ho, 2007; Kozak & Rimmington, 2000). The comparison process between the two stages of pre-purchase expectations and perceived performance is known as disconfirmation of expectations (Bhattacherjee & Premkumar 2004; Spreng & Page 2003; Oliver, 1980). Disconfirmation can be positive or negative. While positive disconfirmation refers to a positive experience which exceeds expectations, negative disconfirmation refers to a negative experience which fails to meet expectations resulting in a low satisfaction level (Spreng & Page 2003; Yi, 1990). Theoretical studies on satisfaction have revealed that a product's success is determined by its performance relative to consumers' initial expectations. In addition, studies have shown that expectations are set according to the norms established by brands and according to how marketers promote the product for it to be perceived in a particular manner (Spreng, Mackenzie, & Olshavsky, 1996). EDT has since become the principal model to explain satisfaction or dissatisfaction and to measure satisfaction or dissatisfaction when consumers purchase certain products and services (Woodruff, et al., 1983).

3.7 MARKETING AND PROMOTION

3.7.1 Marketing

It has been suggested that marketing is about "managing customer relationships to attract new customers by promising superior value and delivering satisfaction to maintain current customer relationships" (Kotler & Armstrong, 2006, p. 6). Others have stressed that marketing is about selling the right product at the right price to carefully targeted people, using the best possible and most appreciated promotional methods (Briggs, 2001). This identification and classification of people is better known as *market segmentation*. A *market segment* is a group of people sharing common characteristics who would respond favourably to a certain type of marketing or to the specific products and services that are offered (Hsu & Powers, 2002). When promoting products to a market segment, it is essential that marketers abide by certain principles, and by doing so, stay true to their products and to the people they are trying to attract with their marketing efforts. This highlights the importance of the regional marketing mix (RMM) and the 4Ps: place, product, price, and promotion (Heath & Wall, 2002).

PLACE: The first "P" refers to place. This refers not only to a destination itself, but also to the places a destination can be accessed from. The accessibility of the place is crucial, not only physically, but also through the web in terms of distribution channels, market coverage, transportation, distribution sites, et cetera (Bahman, Kamran, & Mostafa, 2013). Destination marketing has experienced dynamic improvements with the expansion of distribution channels. Allowing travellers to access online booking tools to arrange for their own travel makes the booking process easier and gives them more control over all their purchases, such as accommodation, transport, facilities, and activities (Bowdin, McDonnell, Allen, & O'Toole, 2012, p. 142).

PRODUCT: The second "P" refers to product and is possibly the most important principle of the RMM concept. Product refers to the facilities and services that the consumer believes he or she has purchased based on WOM communication and the tools relied upon for reference. Given that in tourism the product is the sole reason for a person to travel, it is essential that the product be promoted to target market segments as appropriately as possible and in a manner as true to the brand, quality, nature, and features of the overall product as possible (Holloway, 2004). This is where EDT comes into play; expectations of the nature of a product are generally formed in travellers' minds according to what they have seen, read, or heard. This makes the product principle even more relevant.

PRICE: The third "P" refers to price. It references the traveller's level of expenditure in purchasing a product to satisfy expectations. The value aspect of a RMM puts into perspective the quality of service a consumer expects with the hope that it will be well worth the expense at the end of the trip (Parasuraman, Zeithaml, & Berry, 1985).

PROMOTION: The final "P" refers to promotion and it includes the promotional methods applied by a destination to present its products in the marketplace in a way that will pull the right people at the right time (Holloway, 2004). This principle of the RMM not only promotes the product, but also creates trust through the distribution channels over a period of time, therefore assuring consumers that what they receive will be of a certain quality and standard (Tepeci, 1999).

3.7.2 Holistic Marketing

Holistic marketing is about recognising and addressing the multi-dimensional nature of marketing (Sheth & Sisodia, 2015). It integrates value exploration, creation, and delivery activities that aim to maintain sustainable and satisfying relationships between all stakeholders (Kotler, Jain, & Suvit, 2002). Holistic marketing is "based on the development, design and implementation of marketing programmes, processes and activities that recognise their breadth and inter-dependencies" (Kotler, as cited in Govindarajan, 2009, p. 10). Theoretically, holistic marketing is based on the idea that "everything matters with marketing" (Kotler, 2006, as cited in Govindarajan, 2009, p. 10). Holistic marketing encourages marketers to adapt a broad scope of the complexities of marketing activities. This can improve marketing management and help marketers recognise opportunities that arise as a result of implementing a holistic marketing approach.

Holistic marketing has four significant components: relationship marketing, integrated marketing, internal marketing, and social responsibility marketing. *Relationship marketing* is focused on developing relationships between various aspects of an organisation. This focus is based on not only developing, but also maintaining sustainable relationships that create and enhance value (Rao, 2011). *Integrated marketing* focuses on the value provided to customers, such as when companies use the RMM to determine their status in the market. The 4 Ps of the RMM are strategic templates that marketers use to examine the efficiency of their products and also to assess return-on-investment and profitability (Rao, 2011). *Internal marketing* focuses on employees as internal customers. The focus is on building a motivated, service-oriented, and efficient environment whereby the internal customers' (employees') needs, wants, and desires are matched or exceeded by the organisation. These needs, wants, and desires can be derived by conducting employee satisfaction surveys to mitigate internal problems and rectify issues efficiently, while sustaining the internal customers' loyalty and morale (Rao, 2011). *Social responsible marketing* is based on the organisation's duty towards the values, normalities, and regulations of the society beyond the target market. Ethical, legal, political, economic, and environmental contexts need to be considered when developing and executing marketing activities (Rao, 2011).

3.7.3 Destination Marketing

Destination marketing has been defined as "a proactive, visitor-centered approach to the economic and cultural development of a destination that balances and integrates the interest of visitors, service providers and the community" (Wang, 2011, p. 3). Some researchers have suggested destination marketing and management involves "the consistent orientation of tourist services and service providers towards the needs of potential guests," explaining that "the guest's subjective feeling, his expectations and experiences during his journey and his stay make his satisfaction a vital factor of competence of a destination management" (Zehrer et al., 2005, p. 148, as cited in Pearce & Schänzel, 2013, p. 138). Researchers have theorised that "the major role of destination marketing is to understand the nature of the interaction between visitors and tourism providers at the destination. This interaction naturally represents both the demand and the supply sides of tourism" (Uysal, Harrill, & Woo, 2011, p. 102). In order to achieve this, destination marketers need to research potential consumers' needs, wants, and demands to ensure sustainable survival in the competitive market (Morrison, 2002).

The aim of a destination's marketing process is to create an image that the target market will perceive as appealing. The process is shaped according to a destination's reality, which in turn is reshaped according to tourists' perceptions of that that image, which are directly or indirectly influenced by media, blogs, and personal experiences. Furthermore, this marketing process can be understood as an interpretive process where some customer needs are compromised in order to keep the image true to the destination's reality (Sonnenburg & Baker, 2013).

In order to have successful destination marketing, it is essential for the marketers to understand the expectations that customers have of its goods and services so that tourism operators can cater to those demands (Stevens, 1992). It is also important to realise that marketing can influence expectations, which in turn influences customer satisfaction because customer satisfaction is based on whether a product lives up to a customer's expectations. Uysal and Williams (2013) state that service providers need to know what satisfies their customers in order to design and market products to satisfy their target market. It is essential for destination operators to know tourists' expectations so that operators are able to recognise how they can shape their products accordingly.

Customer demands can be determined by conducting research that allows travellers to express what they would like to see or do at a destination. Reisinger and Turner (2003) highlight the significance of understanding cultural factors that could be reflected in tourists' satisfaction levels of a particular destination. The best way to gather this sort of information is by conducting interviews or surveys that assist in understanding the expectations of customers from different cultures (Pearce, 2005).

Before conducting any research into tourists' expectations or satisfaction levels, however, it is essential to understand the destination's current image based on its marketing. DI and reality are two very different concepts. A pre-visit DI is an underlying perception that is created from information sources that tourists are exposed to (Bowen & Clarke, 2009), while a post-visit DI is more "realistic, complex and differentiated" (Chon, 1991, as cited in Bowen & Clarke, 2009, p. 121). Post-visit DI involves tourists' actual experience of a destination's attractions. These attractions are an "integral feature of urban tourism, which offer visitors passive and more active activities to occupy their time during a visit" (Page, 1995, p. 6). In addition, "people with the means and inclination to do so have been drawn to towns and cities just to visit and experience a multiplicity of things to see and do" (Karski, 1990, p. 15, as cited in Edwards, Griffin, & Hayllar, 2008, p. 6). Destinations therefore have a challenging responsibility to keep up with the changing tastes, interests, and concerns of their tourists (Law, Buhalis, & Cobanoglu, 2014). As marketers recognise a destination's potential to a tourist market, they are then able to utilise that information to portray it through appropriate marketing techniques.

3.7.3 Place Marketing

Warnaby and Medway (2013) explored the role of "place" in place marketing and suggested that a DI is based on the foundation of various understandings, and not simply on geographical location. The concept of place is based on three core elements: material form, location, and sense of place (Agnew, 1987; Van Patten & Williams, 2008). Tourists' emotional reactions to a place and their expectations of what their experience will encompass are induced by a combination of these three core elements (Stedman, 2003). As a result of their emotional reactions, tourists formulate strong ideologies and feelings about the consequences of their visits (Gunderson & Watson, 2007; Lichrou, O'Malley, & Patterson, 2014). With visitors having a fundamental perspective at this stage, places become "fluid, changeable, dynamic contexts of social interaction and

memory to visitors" (Redlift & Manual-Navarrette, 2016, p. 18). Understanding a place's offerings helps marketers recognise the destination's products, enabling them to focus their marketing efforts according to tourist behaviours and the target market (Davenport & Anderson, 2005; Stokowski, 2002).

Researchers have stated that "place marketing means designing a place to satisfy the needs of its target markets. It succeeds when citizens and businesses are pleased with their communities, and meet the expectations of visitors and investors" (Kotler et al., 1993, p. 99, as cited in Mohr, 2013, p. 3). Narration of successful place marketing is an elementary activity in a destination's overall operation and success (Bendix, 2002, p. 476). Marketer narratives (i.e., any promotional material) help create "imagery geographies" about the place, help create the DI marketers want portrayed to potential visitors, and help bridge the boundaries between reality and perception (Hopkins, 1998; Larsen, 2007; Young, 1999). According to Ashworth, Kavaratzis & Warnaby (2014) place marketing is important, and implementing it offers the following five advantages:

- Place marketing helps the destination stand out in the competitive market.
- Place marketing provides strategic guidance for the destination's development and position in the global marketplace.
- Place marketing provides a basis for stakeholder cooperation where suppliers can find common ground to work towards collective goals such as designing promotional packages.
- Place marketing helps with discovering place-related problems that may be keeping an operation from performing to the best of its ability.
- Place marketing helps with maximising the overall place experience for visitors so visitors can feel that they got the best deal for their overall spend, or the best value for money (Ashworth, Kavaratzis, & Warnaby, 2014).

In tourism, correct place brand positioning is a complex activity that has flexibility in terms of which offerings need to be promoted (Pike, 2009). If a destination has a range of offerings, it takes strategic marketing of those offerings to develop the place image and get customers to form associations without causing customer confusion (Hankinson, 2009). Place marketing is a strategic process for three fundamental reasons: (1) its principles and practices are based on business marketing, (2) it is a multidimensional process that relates different locations with their individual niche characteristics, and (3)

it requires a well-structured marketing mix. Any tourist destination relies on its development and distinctive characteristics. This creates a brand that needs support from its marketing organisations for it to be strategically and accurately associated with its chosen image (Metaxas, 2010, p. 231).

3.7.2 Promotion

Promotion, as a concept, is often mistaken to be similar to marketing. However, the two concepts are different. Promotion is a form of marketing whereby products are advertised, whereas marketing is the system of understanding visitors' expectations and demands (Neill, 2009). Promotion is an intermediary process between advertising and selling with the main purpose being to inform customers about the product or service and to stimulate demand through deals or different means of marketing (Gabriel, 2003). With the dynamic advancements in technology, the internet is becoming one of the most common promotional tools for industries to network with consumers about their products and identify customer demands (Nyheim, McFadden & Connolly, 2004). Due to their importance in any social, economic, or cultural industry, the successful promotion of products and services is a prerequisite to ensuring that the information reaches all potential markets.

For organisations to promote their products, it is imperative that they focus on the right type of people – on their target market segment. A *target market* segment is described as a specific segment of people who, when grouped together, have a similar idea as to what they expect from a particular product or service (Lovelock, Patterson, & Walker, 2001). Once a target market is identified, the organisation is able to design and distribute promotional material in a manner that would appeal to the target market in the most effective way by designing the material to appeal to different demographic characteristics of each target market, such as age, gender, or traveller type. By doing so, products and services can be promoted to the people most likely to be interested in them. Tourism destinations in particular have a wider range of target markets, as they have a variety of attractions and activities to offer. Promotions for tourist destinations are therefore determined by the market segment they want to target and the best ways of attracting that market segment in terms of enticing people to purchase the product and/or service (e.g. deals, discounts, packages, etc.).

3.8 SUMMATION

This chapter covered essential concepts and theories related to tourists' motivations, expectations, experiences, and satisfaction levels. It was revealed that tourists' motivations lead them to investigate a destination and collect information on its associated offerings. As tourists collect information, they form opinions about the destination, and this pre-visit DI is responsible for the formation of tourists' expectations regarding the nature of their experience. According to EDT, tourists inevitably compare these pre-purchase or pre-visit expectations with their actual experiences. This comparison can result in satisfaction (positive disconfirmation) or dissatisfaction (negative disconfirmation).

The purpose of measuring tourist satisfaction or dissatisfaction with a destination is to obtain an understanding of its marketing operations. Promotional marketing is a strategic operation that needs to target the correct market segment at the right time to match and cater to their travel motivations. Various theories have further elaborated on influence that marketing material has on travellers' expectations. With technology becoming an integral component of daily life, travellers' expectations are easily formed by looking at blogs or at photos, posts, WOM recommendations, and comments that appear on social media (Xiang & Gretzel, 2010; Zehrer et. al., 2011). This, in turn, provides DMOs with a considerable challenge in promoting their products and services in the most holistic manner so as to meet demand resulting from these expectations.

4 METHODOLOGY

4.1 INTRODUCTION

This chapter outlines the research methods, methodology, and research design used to achieve the overall aim and objectives of this study. First, it provides a description of the overall research process, followed by a discussion on methodology and the rationale for choosing a post-positivist paradigm and predominantly quantitative methods. Second, it explains the choice of the case study method and survey method. Fourth, it outlines the survey development and survey testing process. Fifth, it details the data collection and data analysis processes. The significance of reliability and validity of this study is then addressed, and finally, ethical considerations and limitations of the study are noted.

4.2 OVERALL RESEARCH PROCESS

Sekaran (1992) describes research as a "systematic and organised effort" (p. 4) to investigate an issue about a topic that requires a solution. To begin, the researcher identifies a question and the variables that require sufficient external research. This is done when the researcher conducts preliminary research using secondary source material, such as Internet searches, books, journal articles, and any other literature that contributes towards formulating a logical base for the research. This collection of information, or a literature review, offers the research a framework for discussion and the researcher a sense of conceivability (Neuman, 2006). A compilation of these secondary sources provides theories and ideas that support the development of a hypothesis. This is the process I applied to my research.

A disconnect between my expectations of Queenstown and my actual experiences of Queenstown as a first-time tourist there led me to envisage what other first-time tourists may experience. This prompted an inquiry into tourists' experiences in Queenstown and a critique of Queenstown's marketing practices. I then conducted preliminary research, reviewing literature from a variety of relevant sources: academic literature found in journal articles and published research and tourism patterns from Statistics New Zealand. I spent three months on this preliminary research before visiting Queenstown to gather background knowledge and study the destination's tourism nature. I adopted a post-positivist approach to this research; therefore, my hypothesis was an assumption that formed into a research problem during my preliminary stage, during which I recognised

deficiencies in Queenstown's marketing practices. The research process highlighted potential problems that could arise if the research issues were not addressed and guided me to choose the most appropriate design method and process to collect my primary data.

Research also has two distinctive stages: planning and execution (Black, 1999). During the planning stage, the researcher identifies the research problem, identifies factors that instigate the issue, and then formulates a design and structure for data collection. During the execution stage, the researcher collects the data and analyses the results. This is known as a deductive approach (Lancaster, 2005). With a tentative topic in mind, the researcher tests the theory using observations of empirical evidence from other researchers (Chang & Caneday, 2011; Orellana, Bregt, Ligtenberg & Wachowicz, 2012; Shoval & Isaacson, 2007). After gathering sufficient background evidence to show there is a research problem needing investigation, and with a sufficient argument and consensus about the need for research, the researcher will then merge and present their theory with primary findings and observed data to hopefully confirm the hypothesis and conclude with a successful argument (Lancaster, 2005).

4.3 METHODOLOGY

4.3.1 Research Paradigm

There are many factors to be considered when choosing an approach to research. The first of these is choosing an appropriate paradigm. Guba (1990) describes a paradigm as a set of principles that guide and inspire the researcher. Kuhn (1962) defines a paradigm as "an integrated cluster of substantive concepts, variables and problems attached with corresponding methodological approaches and tools (p.25)." Denzin and Lincoln (2003) define a paradigm as a framework containing premises from three schools of thought: ontology, epistemology, and axiology. Ontology is a philosophical field of study that deals with the nature of reality and truth (Johnson & Christensen, 2010). Epistemology deals with the theory of knowledge and the justification of its methods and validity; essentially, this deals with the relationship between reality and the researcher's views (Johnson & Christensen, 2010). Finally, axiology is the study of the influence of values and ethics in research (Klenke, 2008).

There are many available paradigms in the social sciences. Of these, there are two main paradigms with conflicting principles: phenomenology and positivism (Munsters &

Richards, 2010). Proponents of each paradigm strive to prove that their concepts have better criteria in defining problems and conducting successful investigations. When applied to individual circumstances where these paradigms fit best, these paradigms and their methodologies can be used to collect data and analyse results. The phenomenology paradigm allows the researcher to be informal, flexible, and subjective. The researcher is more involved in developing ideas based on the collected research data since the phenomenology paradigm aims to study social scenarios (Altinay & Paraskevas, 2008, p. 75). On the other hand, the positivist paradigm involves a researcher being consciously objective, and while doing so, hoping to analyse the causes of why people behave the way that they do (Finn, Elliott-White, & Walton, 2000). Of these two main paradigms, positivism was more suitable for the requirements of this research.

Positivist ontology is based upon the world being external (Carson, Gilmore, Perry, & Gronhaug, 2001). There is a singular situation in a research phenomenon that is irrespective of the researcher's perspectives or beliefs (Hudson & Ozanne, 1988). Thus, the researcher performs structured research by identifying an appropriate topic, formulating hypotheses, and following methodology which is suitable for the research requirements (Churchill, 1996; Carson et al., 2001; Crowther & Lancaster, 2008).

Positivist epistemology is based on the principle that the researcher remains disconnected from the research participants. The purpose of this is to distinguish between actual reality and subjective reality (Carson et al., 2001). The significance of this characteristic is to ensure that the positivist researcher remains objective, so as to have a rational and logical progression of the discussion (Hudson & Ozanne, 1988; Wilson, 2010). Positivists' thoughts are governed by hypotheses and studied theories. In positivism, researchers remain indifferent to the participant in terms of what researchers individually believe to be their theories, backgrounds, beliefs, and opinions (Ryan, 2006).

Positivist axiology is based on honesty and integrity, which are values that develop trust and understanding; without these values, the research would not function (Indiogine, 2010). With this axiological basis, the reality of positivist research can be trusted. A reader can put their trust in the objectivity of positivist research. The reader can expect that the material presented is the reality. Positivist researchers are vigorously strict about not misrepresenting experimental data as they are conscious about compromising knowledge in the ethical system (Indiogine, 2010). Attributed to this axiology, any facts

presented can be affirmed in terms of their legitimacy, relevance, and contribution to the research field (Merriam, 1991).

Another paradigm, post-positivism, emerged as an alternative to positivism, because as the social sciences progressed, researchers began to argue that the positivist approach was too rigid in its philosophy; thus, rather than rejecting positivism, they upgraded it, thereby introducing another approach (Adam, 2014). Ontologically, post-positivists believe that reality does exist, however it is situational and imperfect. Post-positivists believe that phenomena may exist depending on various perspectives and theories about them (Phillips, 1987). Epistemologically, post-positivists posit that knowledge is not concrete (Ryan, 2006). Rather, human knowledge is speculative and develops through human experience (Hetherington, 2000). In addition, people's opinions are based on their personal experiences and beliefs (Ryan, 2006). As human knowledge is speculative and developed through experience, these beliefs are similarly dynamic, thus being warranted in sets that can be advanced and amended with further research (Hetherington, 2000). Axiologically, post-positivism challenges positivism, as post-positivists reject the notion that researchers can remain completely uninfluenced by the research participants. While researchers can exercise caution by trying to remain separate, the interrelation between the researcher and the participants' opinions may affect the intended objectivity (Adam, 2014). Therefore, post-positivists created this paradigm to enhance objectivity and gain insight into the explanations of the social world.

A post-positivist researcher, in contrast to a positivist researcher, will likely be influenced by the research candidates, as candidates' responses would reflect their values, ethics, and beliefs. With the nature of this approach being so flexible, the researcher is able to be compassionate towards the candidate, by learning with them rather than studying them or basing results on them. This, however, can be seen as a drawback, since too much subjectivity can be reflected in the results (Wolcott, 1990; Richie & Rigano, 2001). Researchers who implement the post-positivist approach need to examine their own epistemological views and the impact these have on them in order to recognise how their research activities may be affected, thereby acknowledging the difference between facts and perceptions. (Ryan, 2006).

Unlike positivism, in post-positivism the researcher sets out to learn rather than challenge the social investigation (Agar, 1988). A post-positivist researcher seeks to discover issues

and even introduce new problems, depending on how the researcher collects data and on the responses that may arise as a result of the questions that are posed (Hammersley, 2000). Post-positivist researchers primarily investigate and state the issues discovered through the course of their research. They answer questions, indicate the reasons why problems occur, and sometimes even propose how to resolve the problems (Hammersley, 2000).

Rather than concentrating on a specific aspect, post-positivist research is broader, and concentrates on the overall picture of a phenomenon (Ryan, 2006, p. 12). This allows researchers to understand what is being researched by allowing them to assert their own values and passions into the topic, and considering these as crucial characteristics to the approach when applied with honesty, imagination, discipline, and patience (Eagleton, 2003). In saying this, the researcher still needs to set a generic concept in mind in order to work towards logical aims and objectives; while the researcher can be open-minded about the results, it does not mean that they will not have a set of ideas while choosing their research motive (Wolcott, 1990).

In order to mitigate for the potential of too much subjectivity in post-positivist research, post-positivists use the scientific method to develop theories, gather information, and test theories which are then scrutinised by academics to ensure the authenticity of the research (Hacking, 1983). Theoretical concepts and observations are scientific techniques that are utilised to ensure that the research remains unbiased and to enforce the elimination of any influences of the observation (Ritchie & Rigano, 2001). The scientific method regulates standards of research by exercising control over the study procedures. This helps to eradicate the researcher's subjective values and potential biases, thereby enhancing the objectivity of the research.

I chose the post-positivist paradigm as it was better suited for the nature of this research. The positivist paradigm was too concrete and inflexible to allow for exploration of the influence of marketing on the formation of first-time tourists' expectations and their experiences after arrival. It was imperative for me to utilise the observation technique prior to administering the survey to study tourist flow and behaviour.

While the post-positivist paradigm has some pitfalls, this paradigm played an essential part in allowing me to understand traveller motivations, compare their expectations and

experiences, and critique inadequacies in Queenstown's marketing initiatives. Ontologically, post-positivism fit with my beliefs as a researcher. My family and I started recognising imperfections with the existing reality of Queenstown's marketing during our own tourist experiences in Queenstown.

Through my research, I aimed to determine whether my notion was justified and discovered new touristic aspects that created an expectancy disconfirmation (ED). To contextualise, my first trip to Queenstown was with my family and we expected a nice, quiet holiday in a convenient location. The situation involving rowdy tourists disrupting our evening, and our displeasure with the inauthentic DI, provides a real-life example of our post-positivist beliefs. My family and I accepted that we had a preference for how the holiday would eventuate, but we had to adapt our perspectives to the imperfect reality of the situation. This epistemological belief led me to perform research to determine whether other first-time Queenstown tourists had similar experiences. Recollecting my experience during subsequent trips to Queenstown, I realised that my first trip had already prepared me to adapt to different experiences. As my perceptions were amended to accept deviations from my expectations, I was able to form opinions based on experience, in addition to my beliefs. Subsequently, this became the axiological belief that allowed me, as the researcher, to gain knowledge of the social world, while also enhancing the objectivity of the research.

4.3.2 Qualitative versus Quantitative Methods

All research is informed by qualitative and/or quantitative methods. Auerbach and Silverstein (2003) define qualitative research as research that implements an inductive approach, analysing and interpreting respondent interviews with the intent of finding a particular set of results or patterns relating to a particular phenomenon. Qualitative research, in its inductive form, studies the rationale of why people choose to make certain decisions, which eventually helps to generate a hypothesis (King & Horrocks, 2010). This type of research is heavily dependent on trust, as it is dependent on the respondents' opinions (Sirdeshmukh, Singh, & Sabol, 2002). Respondents' opinions are highly subjective, as people may perceive research questions and research situations in different ways. Therefore, inductive qualitative research methods work best in small sample sizes (Denzin, Lincoln, & Smith, 2008). These types of methods are also completely dependent

on the researcher's personal beliefs and discretion, so their results can be potentially biased (Denzin, Lincoln, & Smith, 2008).

Quantitative research evaluates objective data using numerical statistics to form graphs and uncover patterns in the data to confirm a hypothesis that was generated during the planning stage. Quantitative methods aim to determine how certain variables affect others by using scales to measure the variables and quantifying the relationships between them (Altinay & Paraskevas, 2008).

There are three types of quantitative methods that can be used when approaching research: experimental research, surveys, and non-reactive research (Neuman, 2006). The experimental research method allows researchers to manipulate the conditions of different groups to compare results between them. The survey method allows researchers to ask multiple respondents the same questions and collect respondents' responses for analysis. The non-reactive research method allows researchers to study phenomena by observing research participants who are unaware that they are being observed.

I incorporated aspects of qualitative and quantitative research into the research design for this study, however it was conducted using primarily quantitative methods. The quantitative data collection method was chosen for its relevance to achieving the set objectives and for its ability to allow me to create patterns, figures, and opinions from a mass dataset. Black (1999) states that quantitative research is highly efficient in understanding social patterns, which was beneficial for this research as it aimed to identify tourist demands. The survey method was chosen as the most suitable quantitative method. The study used a few aspects of qualitative research to analyse the interpretive responses.

4.4 CASE STUDY

The overall aim of this research was to understand motivations and experiences of first-time tourists to Queenstown in order to assess the destination's marketing from a holistic perspective so as to broaden its appeal. I used the case study method to investigate the motivations, expectations, and experiences of Queenstown's first-time tourists. As part of this case study, I collected background information on Queenstown as a tourist destination, on Queenstown's current tourism marketing practices, and on current issues

with Queenstown's tourism. This background information was then consolidated into a report evaluating Queenstown's reputation as a tourist destination and its tourism marketing strategies (see Chapter 2). This report was completed to help address research objective 3 which was to critique Queenstown's marketing efforts and its potential impacts that influence traveller decisions and restrict tourists from comprehending the holistic nature of the destination's offerings.

This report also highlighted the importance of this research. Facts and figures about Queenstown's tourism were presented quantitatively to present the status, growth, and nature of the destination's past and current success. Qualitative methods were also utilised in this report where Queenstown's current issues were discussed to express the concerns of the drawbacks of its tourism as well. The combination of these methods presented a justifiable case as to why the research was imperative. While the figures presented the growth of tourism in Queenstown, factual statements and deficiencies in the destination's current tourism operation and marketing practices also highlighted opportunities for improvements that could be applied to ensure Queenstown as a sustainable international tourist destination. The information on Queenstown tourism and marketing deficiencies presented in the introduction and background chapters provided necessary reasoning for the overall purpose of the research.

4.5 SURVEY METHOD

According to Hayward (2000), market research is about collecting data. There are four widely used methods for collecting primary marketing research data: surveys, telephone questionnaires, one-on-one interviews, and observation. A survey is a quantitative data collection technique that can be described as "a map of detailed and quantified descriptions" (Sapsford, 1999, p. 1.) Surveys are used to collect results in a manner from which prospective conclusions can be acquired that support the researcher's discussion. Surveys are also widely used within the tourism industry to gain information about tourist opinions and demands. In addition, surveys can help elicit specific data from which a sequence or pattern of responses can be revealed because closed-ended survey questions can restrict the respondents from drifting off topic (Brunt, 1997; Easterby-Smith, Thorpe, & Lowe, 2002). Surveys can be used to collect raw data for revealing patterns and preferences, and thus prove to be useful in recognising travel patterns or segmenting similar traveller profiles according to their characteristics (Hsu & Powers, 2002).

Marketing campaigns can then be strategically presented to cater to the appropriate target market (Hsu & Powers, 2002).

This research was conducted by implementing a survey technique. The survey method met the need for a quantitative data collection process. In addition, the survey was also chosen for its relevance to and common use within the fields of marketing and tourism. Surveys are commonly used in market research. This study benefited from using the survey technique to ultimately achieve the research objectives. It allowed me to collect both quantitative and qualitative data from a large number of respondents. It also ensured that my research views were kept completely separate, that data was unbiased, and that respondents were comfortable being honest and candid with their responses, thus helping to maintain the authenticity of a post-positivist study. The survey technique was key to helping me collect information that would allow me to address the research objectives of (1) understanding the relationship between motivations of first-time travellers to Queenstown and their resulting expectations and (2) comparing tourist expectations and experiences in the context of EDT.

4.6 SURVEY DESIGN

4.6.1 Instrument Development

Survey development is a complex and critical process that involves the researcher having a definitive understanding of the research aim and objectives. Survey questions need to be allotted to the related variables so that the researcher can confirm the first draft of their questions and write a cover letter that explains the purpose of the survey (Blair & Czaja, 2005). Surveys should include a range of open-ended and closed-ended questions so as to elicit a large variety of answers. Closed-ended questions are to-the-point and demand specific answers, which means they can be analysed to reveal patterns (Sapsford, 1999). Open-ended questions, on the other hand, allow respondents to express their personal opinions, which may reveal new insights and provide a different perspective with regard to the hypothesis (Sapsford, 1999).

A fundamental part of my research was designing the survey questionnaire. Walliman (2006) states that primary data collection requires the researcher to record first-hand observations on the field prior to beginning data collection. Qualitative sources for this research included pre-field observations (see section 4.6.2).

The survey was designed based on previous marketing theories enabling the data collected to reveal how marketing operations can influence the formation of tourists' expectations and impact their individual experiences. This allowed me to design my survey questions to relate to any traveller without the questions being steered to match my hypothesis. I aimed to design a fair questionnaire to collect honest answers that could either help me achieve my research aim or present me with a new perspective. In saying that, I included questions about Queenstown's nightlife as one of the secondary offerings of interest because of my belief that nightlife marketing was scarce, and this may affect tourists' expectations and experiences.

The final survey questionnaire included questions to collect raw data on the following: tourist demographics, tourists' prior knowledge of Queenstown, tourists' motivations (primary aims) for visiting, tourists' expectations formed as a result of their prior knowledge, tourists' experiences (satisfaction or dissatisfaction), and tourist's recommendations or suggestions for improving future tourist experiences. Most questions were closed-ended Likert-scale questions, multi-response questions, and scale questions to collect quantitative data. The survey also included a few open-ended questions to collect qualitative data. Being more of an interpretive form of research, the open-ended questions were designed to investigate the traveller's subjective perspective, in so trusting that they would provide honest and effective answers, providing a legitimate conclusion to the research (Neuman, 2006). In addition, the multiple-response approach for predicting tourist expectations was identified as being most effective for this particular research (Witt & Witt, 1995). For the final survey given to respondents, see Appendix A.

Survey language was kept simple and comprehendible in consideration of various language literacy backgrounds (Walliman, 2006), and simple explanations were provided for any unusual terms used in the questionnaire (e.g., traveller types). When performing quantitative research, it is imperative that the scientific methods employed are unbiased to maintain the integrity of the raw data, of the data analysis, and of the resulting conclusions. Questions were structured so as not to steer respondent's answers in any particular direction, ensuring that respondents answered according to their own opinions, and therefore preserving the integrity of the research. Due to this, the results collected were unbiased and reliable. This allowed me, as the researcher, to make comparisons

between various responses to analyse the data and derive a legitimate conclusion from the results (Brunt, 1997).

4.6.2 Pre-field Observation

I conducted some pre-field research which involved observation of the study site. My pre-field observations determined the final research technique and location for data collection. I began with making my own field observations from the perspective of the tourist. I wanted to remind myself of what it felt like to be a tourist: What experiences would I like? What were my needs? What did I want from my travel experience? This pre-field observation took five hours a day (10 a.m. − 3 p.m.), and lasted for four days (9th December 2015–12th December 2015). During this time, I used a number of methods such as observation, talking to locals, talking to tourists, and talking with individuals working for different service providers. Specifically, I spoke to the employees in the Queenstown Tourism Information office about the destination's most popular attractions and activities based on the number of enquiries the office received. I also spoke with accommodation employees to discover that Queenstown usually hits a high occupancy rate, and the city has a room shortage for the number of tourists it receives. This assisted me in forming questions for my survey and wording my questionnaire to ensure that respondents found the questions comprehendible. Furthermore, as a researching tourist I observed aspects that attracted more tourist traffic than others which assisted me in my research aim of recognising holistic marketing deficiencies.

In the observations stage, I made some final adjustments. I didn't add new questions to the survey, but I had added a few more multi-response options to choose from based on what I had observed in the first 3 days. I also changed the location for survey collection. I had initially planned to administer the survey on Shotover Street, but quickly realised this site was too crowded with people wanting to move along with their activities. After observing the tourist flow, I selected the Queenstown Trail, a boardwalk overlooking Lake Wakatipu and running parallel to Shotover Street, for the new site. Tourists and locals use the Queenstown Trail for going sightseeing, having picnics, visiting local street markets, gaining walk-through to access the beach, and checking in for jet-boating activities. The Queenstown Trail was also selected considering that the location catered to the interests of all age groups, as it had scope for people to have picnics on the grass, relax on the beach, or go jet boating opposite Lake Wakatipu. Therefore, it was a location

frequented by tourists of all age groups, which would assist in attracting respondents to represent all age groups. This site proved to help elicit more attentive responses from tourists, as it was relatively slow in tourist traffic compared to Shotover Street, and tourists were able to spend time taking the survey as they overlooked Lake Wakatipu.

4.6.3 Preliminary Survey

I conducted a preliminary survey on the final day of pre-field observation with 10 Queenstown tourists to ensure that all questions were applicable, relevant, and ethically secure. The test survey was conducted at the Shotover Street site, the main street of Queenstown, and the final survey was conducted at the Queenstown Trail site. A day was spared in between the preliminary survey and the final survey to make minor alterations (see section 4.6.2) that were revealed as necessary during the preliminary survey.

4.7 DATA COLLECTION

4.7.1 Sample Size

Walliman (2006) states that a larger sample size is more convincing than a smaller one because a larger sample size has the ability to represent differences between respondents with greater definition. In order to get a variety of answers to provide enough raw data to reveal patterns to better understand tourism in Queenstown, I aimed for a larger sample size, which ultimately encompassed 250 respondents.

4.7.2 Survey Administration

Surveys for this research were conducted on-site at the Queenstown Trail between 14th December and 26th December 2015. Each survey took approximately 10 minutes to complete. In a conscious effort to communicate the importance of respondents' contributions, ensure they felt recognised as fundamental to the research, and impress a sense of responsibility to them, I conducted the survey wearing formal attire and approached people in a professional manner. I walked the length of the entire Queenstown Trail to cover it entirely, using visual characteristics (e.g., cameras, language, clothing) to estimate whether an individual was a tourist or a local. Potential tourists were approached and verbally screened to ensure they met the following three criteria:

1)   It was the respondent's first visit to Queenstown.
2)   The respondent must have been in Queenstown for two days or more.
3)   The respondent must be aged 21 years or over.

It was important to identify first-time travellers to Queenstown because this would ensure the collection of unbiased opinions and responses that were as authentic as possible. Respondents needed to have been in Queenstown for two days or more to ensure that they had sufficient experiences as tourists to provide informative responses. The USA and many other countries have set the minimum legal drinking age at 21 years, so I used this age as the criteria. It was important for respondents to be at least 21 years old to ensure that survey questions covering Queenstown's nightlife would be relevant to them. The responses from adult travellers over the legal drinking age added a layer of legitimacy to the survey responses.

Willing candidates who met all three screening criteria were given a brief introduction before being given the survey so that they understood what was being researched (Yu, Chang & Huang, 2006). Surveys packets were then provided to willing participants. To ensure respondents agreed to participate in the research, the survey included a tick box for them to mark their consent. Respondents were given space and time to complete the surveys at their leisure and to warrant that my opinions as the researcher were kept completely separate from the results. I also monitored that only those who agreed to participate were submitting answers. I observed that a number of respondents would take their time in answering the surveys because they would look away from the clipboard to observe their surroundings to look for ideas while they formulated their answers (Myers, 2009). As respondents filled out their own surveys, the surveys were treated as the final transcripts from which results were analysed. When respondents completed their surveys, I offered them pens, hats, and sunglasses as a token of my appreciation for their participation. All participants were assured absolute confidentiality. Most respondents were kind and gracious, offering comments such as "I liked the quality of the questions you asked," "I hope they use your survey results for something good," "all the very best with your thesis and may your survey give you the best answers," and "interesting questions."

During the two weeks of data collection, I compiled survey results and entered them into a Microsoft Excel file on a daily basis. I ensured that that all surveys collected and entered were complete and the respondent had indicated consent by ticking the consent box on the survey. If a survey had incomplete responses or was missing the tick of consent, it was not counted. A total of 268 questionnaires were collected. Of these, 11 were

incomplete and 7 lacked consent. A total of 250 complete surveys were successfully collected, counted, and entered into Microsoft Excel.

4.8 DATA ANALYSIS

The raw survey data was recorded, coded, and analysed using SPSS (Statistical Package for the Social Sciences) software. Descriptive and comparative statistics were generated and analysed. I tabulated the research results in SPSS using nominal and ordinal scales of measurement to determine the most effective manner of analysis. The resulting analysis aimed to achieve the research objective by utilising the SPSS features that created scales and graphs of variables. For instance, the demographics were analysed using frequency charts to discuss each variable. I performed mean analyses to examine tourist expectation and tourist satisfaction, and I used a scale that compared the extent to which they matched (Akama & Keiti, 2003). Comparative tests were performed to compare the relationships between variables. Survey responses helped me to develop an understanding of tourist motivations and the efficiency of distributed marketing techniques. Furthermore, tourists' prior knowledge and post-arrival experiences provided insights into the effectiveness of Queenstown's marketing from the tourists' perceptions and expectations.

While this research was primarily conducted using quantitative methods, there were a handful of questions that required qualitative techniques for analysis. The research also employed qualitative analysis to tie the responses collected for this research with existing and seminal literature. Qualitative analysis was also used to code open-ended survey question responses. Coding is an application in the qualitative data collection process whereby the raw collected data are "reduced" or "compressed," thereby forming patterns of motivations and formulating theories that may contributing to justifying the primary discussion (Richards, 2009, p. 95). For this research, I used coding to identify anchoring points that drove research discussions and helped me to accomplish my objectives. For example, open-ended survey questions relating to recommendations by tourists were condensed so that responses could be categorised. This allowed for the formation of a logical scale to tabulate the frequency of repeated recommendations.

4.9 RELIABILITY AND VALIDITY

I took measures to ensure reliability and validity of procedures and results. To ensure reliability, I used standardised measuring techniques for the survey questions. In addition, I used theoretical evidence from existing models, frameworks, and literature to validate the research, create a theoretical foundation for this research, and guarantee a solid structure. Furthermore, I avoided unintentional data manipulation by analysing the data using SPSS to gain a valid, unbiased, and honest statistical conclusion as well as entering the data to be analysed precisely. Great care was taken to record data exactly as it appeared on respondents' survey manuscripts, particularly for all open-ended responses.

When using questionnaires as a data collection technique, the researcher should ensure survey questions are developed and presented in an unbiased manner, taking care to keep their personal opinions and feelings separate from those of the respondents (Maffesoli 1991, as cited in Sharpley & Stone, 2009). If the survey steers the respondent towards a certain answer, then the research motives may be revealed, causing the study to lose its authenticity. As previously explained, care was taken to develop and present unbiased questions so as not to influence the respondents' answers in any way.

Quantitative research depends on its final results to provide proof of efficiency, trustworthiness, reliability, and validity of the study. To the best of my ability, I remained unbiased prior to and throughout the data collection process. Respondents were made aware of the importance of expressing their genuine opinions about Queenstown and were given the personal space and time to complete the survey. I did not approach respondents to collect their surveys until they indicated that they had completed them. This helped maintain an unbiased survey by ensuring respondents had a private, confidential, and fair survey experience.

4.10 ETHICAL CONSIDERATIONS

When conducting any sort of social research, it is essential to consider ethical issues (Oliver, 2010). This research involved human participants, which required an ethics approval from the AUT Ethics Committee (AUTEC). AUTEC approved the undertaking of this research under application number 15/339. As the researched involved respondents offering their candid opinions, it was imperative that their responses were kept confidential as promised. While personally identifiable information was not collected,

some demographic data collected from respondents was potentially sensitive (e.g. household income), and therefore confidentiality needed to be ensured.

This research did not reference or relate to the relationship between Māori and Pakeha. In saying that, the Treaty of Waitangi offers ethical principles that were considered to warrant a high level of integrity while carrying out this research. These principles included the following:

- ✓ The ethical principle of research adequacy
- ✓ Partnership, participation, and protection
- ✓ respect for the vulnerability of some participants
- ✓ Informed and voluntary consent
- ✓ Respect for rights of privacy and confidentiality
- ✓ Minimisation of risk
- ✓ Truthfulness and limitation of deception
- ✓ Avoidance of conflict of interest
- ✓ Respect for property

(AUT, 2015)

4.11 LIMITATIONS OF THE STUDY

While the data collected fit the purpose of this research and contributed effectively to the topic, the study had some limitations. First, the drawback of using predominantly quantitative methods is that the research responses were constrained. The research aim and objectives called for the need for responses to be assumed as final, whereas in reality, situations and opinions are dynamic to their surroundings. When dealing with contextual data, quantitative analysis would be irrelevant due to it not being able to offer a definitive, clear answer to questions. Quantitative analysis is based on statistical results that may not explain the reasons for candidate responses as it is more about presenting statistics than it is about explaining them; however, discussions can be based on the frequency of the results. While the purposes of the results may be left to interpretation, quantitative methods are still very valuable when dealing with the validity of the hypothesis reviewed through qualitative techniques (Silverman & Marvasti, 2008). Second, while 250 is a healthy sample size, when taking into account the thousands of tourists Queenstown receives every day, it is actually quite small for the context. This may make any

conclusions drawn about Queenstown tourist's experiences less generalisable. Third, the survey was administered in December, which is during the summer season in New Zealand. This could potentially result in misrepresentations of tourists' views on Queenstown's "four seasons" image. Tourists visiting in summer would base their results on summer activities and would understandably miss expressing their ideas or opinions about the destination's winter activities (e.g., skiing, snowboarding, etc.). It could also result in misrepresentations in terms of demographic profiles, as the summer period may attract a different tourist segment than other periods. For example, the winter season may pull a more specific traveller segment (i.e., snow boarders, skiers, etc.). Furthermore, the summer period may impose limitations on the types of activities tourists can experience in Queenstown due to weather conditions. For instance, during the survey administration process, upon completing the survey, one respondent expressed disappointment that their skydiving activity was cancelled due to health and safety regulations, as high wind speeds posed a health and safety risk. Some tourists may travel to Queenstown during the spring and summer seasons so that they experience a wider range of activities and attractions than would be possible in winter. However, the unpredictability of uncontrollable occurrences could still cause limitations to tourist experiences; despite tourists planning to visit in the summer, things can change due to circumstances beyond anyone's control.

4.12 SUMMATION

This chapter covered the research methods, methodology, and research design used for this study. The post-positivist paradigm was confirmed to be the most effective philosophical stance. It ensured that while the hypothesis stood to be proven, there would be room for new discoveries that could enrich this study. Predominantly quantitative methods were employed as the quantitative approach was identified as one that could deliver the best results for the topic in question. It was also explained that the study required some qualitative techniques to analyse the collected data. The reliability and validity of the research was confirmed and the manner in which ethical considerations were addressed was discussed. Finally, potential limitations of the study were highlighted.

5 RESEARCH FINDINGS AND DISCUSSION

5.1 INTRODUCTION

This chapter presents and discusses the results and analysis of this case study of Queenstown's first-time tourists. First, tourist profiles are presented to reveal the demographics of the 250 respondents who participated in the survey. The chapter then presents and discusses the results pertaining to each of the research objectives sequentially. Throughout this chapter, the terms *respondent*, *participant*, *tourist*, and *traveller* are used interchangeably. In addition, there are nuances in multi-response question choices as shown in different tables in this chapter (e.g., "food and beverage" versus "food and wine"). This is on account of wanting to cover all perspectives during the data collection stage to highlight qualitative differences.

5.2 TOURIST PROFILES

Respondents were first-time domestic and international travellers who visited Queenstown in December of 2015. All respondents were 21 years or older and had been in Queenstown for at least two days. For the purpose of further analysis, respondents' results were categorised into the following demographic categories: gender, age, region of the world, traveller type, household income, preference of travel money spend, and length of stay.

5.2.1 Gender

The total sample size comprised 250 respondents, of which 129 were females (52%) and 121 were males (48%). As shown in Figure 7, the makeup of the sample was gender neutral.

Figure 7: Gender of Visitors (N=250)
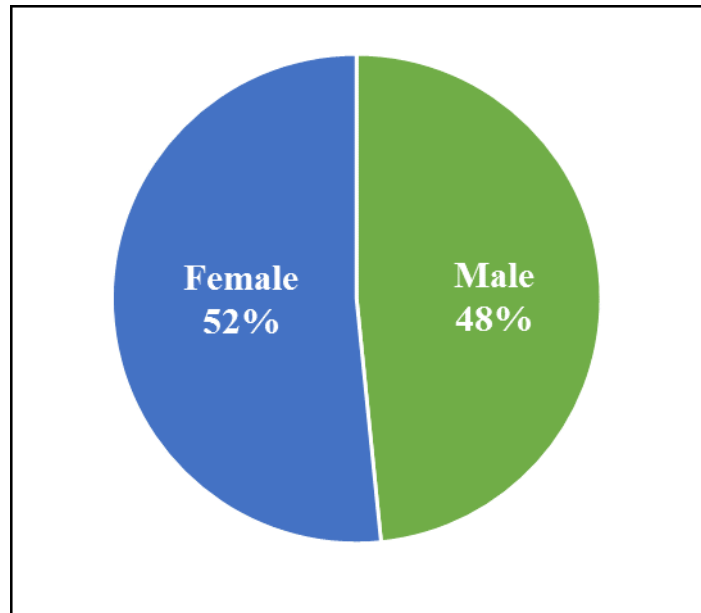
5.2.2 Age

The 250 respondents were classified into various age groups as shown in Figure 8 below.

Figure 8: Age Groups of Visitors (N=250)
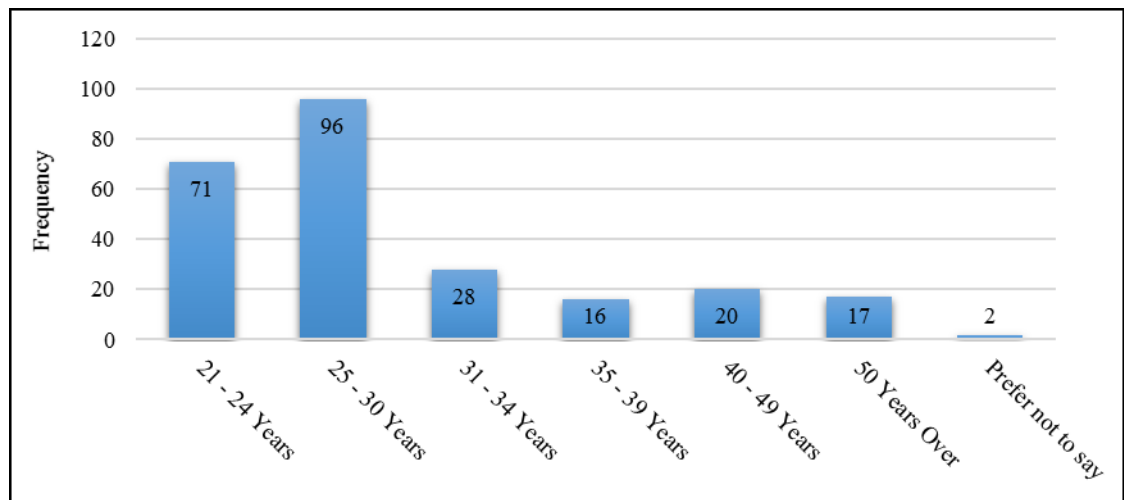
The largest age group comprised travellers in the 25–30 years age bracket (N=96), followed by the 21–24 years group (N=71). After this, there was a significant drop in frequency of travellers in the 31–34 years group (N=28), 40–49 years group (N=20) and over 50 years group (N=17). The lowest frequency of travellers occurred in the 35–39 years group (N=16). A small and immaterial number (N=2) of respondents preferred not to state their age. Aside from ensuring participants were 21 years of age or older, tourists of all ages were asked to participate, so there was no age bias in this survey. These results show that Queenstown attracts primarily younger visitors, that is, those in their 20s and

early 30s. The Queenstown Trail was chosen as the data collecting location due to its popularity to attract tourists of all ages. Therefore, it could be presumed that this sample is a fair indicator of Queenstown first-time tourist demographics.

5.2.3 Region of the world

Tourists were asked to state their regions of residence and responses were categorised into region of origin, as shown in Figure 9.

Figure 9: Region of Origin (N=250)
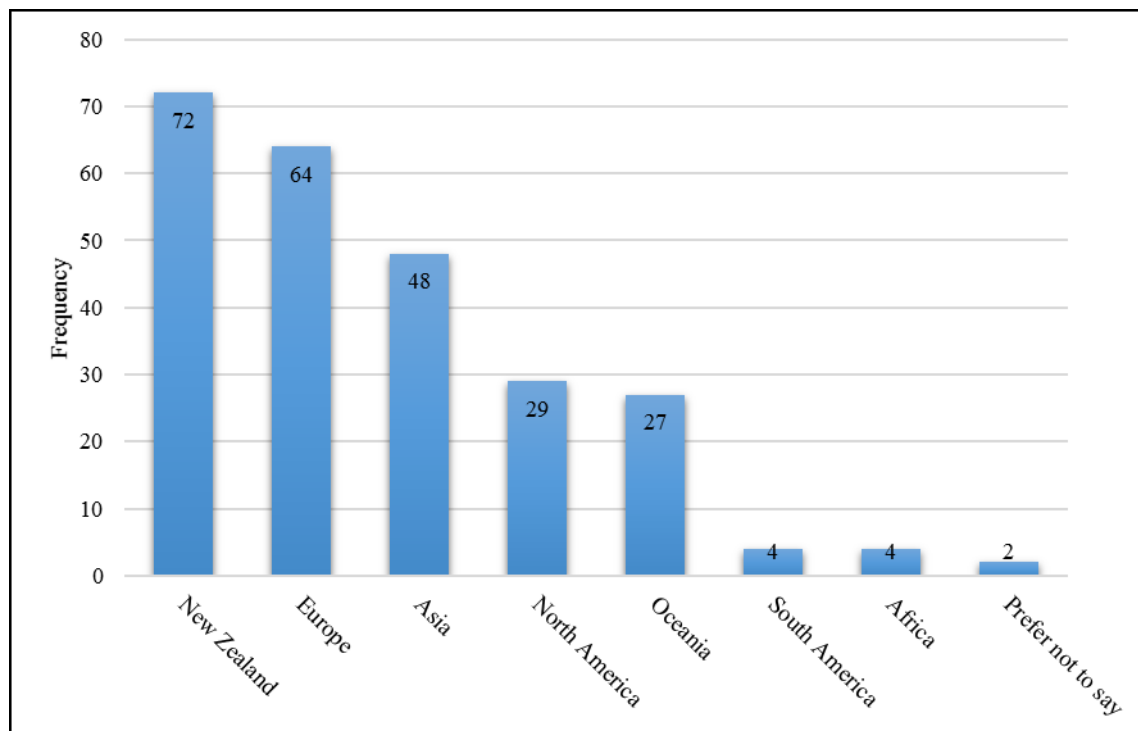
As can be seen in Figure 9 above, 248 respondents offered their regions of origin, and two preferred not to disclose this information. Domestic travellers, or those from New Zealand, were the most common (N=72). After domestic tourists, tourists from Europe (N=64) and Asia (N=48) stood second and third in terms of number of visitors. This was followed by tourists from North America (N=29), Oceania (N=27), South America (N=4), and Africa (N=4). Countries categorised as part of the Oceanic region included Australia, Fiji, and the Pacific Islands. To achieve an accurate distinction between the domestic and international markets, New Zealand travellers were placed in a separate category, even though it could be argued that they should be categorised under the Oceanic region.

It is worth mentioning that while Australia is the largest contributor to Queenstown's tourism market in terms of the number of Australian tourists Queenstown receives, the European, Asian, and North American regions were greater contributors than the Oceanic region which *includes* Australia. This mismatch can be explained by the exclusion of New Zealand from Oceanic region and the varying population sizes of the countries that comprised other regions.

One possible reason for the high number of New Zealand tourists is that Queenstown caters to domestic travellers more heavily than it does to international tourists in terms of its marketing initiatives. Queenstown is heavily marketed as "NZ's favourite destination," urging residents from all over the country to choose to spend their annual summer holiday there (Queenstown New Zealand, n.d.a.). There were more tourists from New Zealand than any other region of the world in this sample, suggesting that domestic travellers believed it worth their while to travel within the country, and specifically to Queenstown, as opposed to making an international trip.

5.2.4 Traveller Type

All travellers usually have their own opinion on what a tourist experience encompasses. Their decisions while selecting a destination are dependent on aspects that best generate interest and attract their attention favourably. Cohen (2010) originally presented six categories of traveller type: explorer, planner, rejuvenator, budgeter, backpacker, and extravagant. Cohen's six categories and their characteristics are outlined in Table 1 below.

Table 1: Classification of Traveller Types based on Characteristics

Type	Characteristics
Explorer	Travels to discover not only the destination but themselves. They step out of their comfort zone and interact with the locals to learn their culture
Planner	Meticulously plans for each trip
Rejuvenator	Travels to get a break from everything
Budgeter	Financially conscious while travelling
Backpacker	Travels are unplanned and full of new experiences
Extravagant	Indulgent traveller who spends most of the time relaxing indoors and prioritize using facilities that are present instead of outdoor adventures

Adapted from "Searching for escape, authenticity, and identity: Experiences of 'lifestyle travellers'," by S. A. Cohen, 2010, *The Tourism and Leisure Experience*, *29*(3), p. 3.

Differences in traveller type characteristics would determine what type of promotional material would make a destination appealing. Explorers looking for undiscovered activities would benefit from varied promotional material on as many offerings as possible, enabling them to step out of their comfort zones and indulge in as many activities as they can. Of the traveller types, planners are the most active in researching a destination prior to traveling. They would most likely search for marketed information, blogs, and reviews, and would be likely to pre-book all their activities to ensure that they do not miss anything. Planners would be most interested in promotional deals on websites, in brochures, or in travel magazines (e.g., buy-one-get-one-free or early bird sales) that would cater to their traveller characteristic and motivate them to plan and book sooner rather than later. Rejuvenators are interested in escape from everyday life and in finding activities that they would not usually invest in back home. Promotional material that would appeal to rejuvenators would consist of material highlighting one-of-a-kind niche activities that cannot be experienced elsewhere. Budgeters, being financially conscious, would be enticed by material including promotional deals and offers. Extravagant travellers, with their preferences for remaining indoors and making use of facilities, are likely to look for packaged experiences that include all a destination has to offer, irrespective of cost.

It is both effective and ideal to ensure that promotional material is specifically targeted to the traveller types, or market segments, most interested in the content. For example, marketing towards extravagant travellers would be most successful when packages are sold on an all-inclusive basis. With specifically targeted promotions, these traveller types may then be motivated to travel, depending on other socio-psychological circumstances. In addition, efficient distribution of promotional material can influence travellers to travel to a particular destination more urgently or spontaneously, as it can inspire desires in travellers that may not take precedence otherwise.

Backpackers travel in an impromptu fashion, with little planning and plenty of room for and new experiences. This is not to say that marketing is not as important for this traveller type. Marketing for backpackers still holds importance since their spontaneity may be the result the pull factors provided by promotions. However, given their spontaneity and the fact that these travellers are not necessarily financially driven, their last-minute travel plans may force them to pay last minute prices that could be higher or lower than normal. Although different traveller types would be influenced by different marketing material,

there is still a lot of commonality depending on different scenarios and circumstances. The importance of maintaining and developing promotional material to distribute to these traveller types is a continual activity that marketing operators need to be conscious about. Cohen's (2010) theory on traveller identities remains an eminent one in tourism research. As such, I used Cohen's traveller type categories for this study. To make them more comprehensible for participants, I simplified traveller type characteristics as shown in Table 2. The characteristics of these traveller types were a combination of Cohen's (2010) theories and my opinions of the attitudes of each traveller type towards a tourism product and its marketing.

Table 2: Classification of Traveller Types based on Characteristics (Amended)

Type	Characteristics
Backpacker	Someone whose travels are unplanned and full of new experiences.
Planner	Meticulously plans for each trip.
Extravagant	An indulgent traveller who would spend most of the time relaxing indoors and prioritizing using facilities that are present instead of outdoor adventures.
Explorer	Someone who travels to discover not only the destination but themselves. They step out of their comfort zone and interact with the locals to learn their culture.
Rejuvenator	Those who travel to "get a break from everything."
Budgeter	Someone who is financially conscious while travelling.

Survey participants were presented with the traveller types and definitions in Table 2 and asked to categorise themselves into one of the six types. The intent of this question was to identify the types of travellers who visited Queenstown. By placing themselves into a certain group, respondents indicated the type of travel that appealed to them. The frequency of traveller types is presented in Figure 10.

Figure 10: Frequency of Traveller Types (N=250)
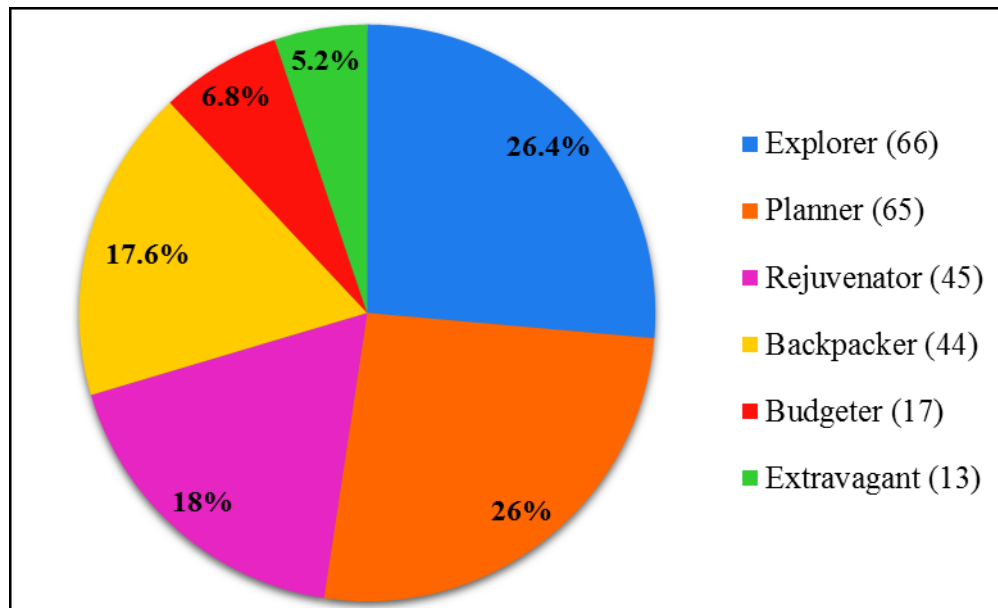
It is important to note here that Queenstown's primary marketing initiative portrays it as possessing natural alpine beauty, plenty of adventure, and a relaxing environment. Therefore, the tourists that it would attract would naturally be motivated to experience these Top 3 offerings. As shown in Figure 10, of the total sample (N=250), a leading 26.4% (N=66) of respondents described themselves as explorers, followed very narrowly by 26% (N=65) describing themselves as planners. Rejuvenators comprised 18% (N=45) of the sample, followed closely by the backpackers who comprised 17.6% (N=44). Fewer people classified themselves as budgeters at 6.8% (N=17) and a minority, representing only 5.2% (N=13), classified themselves as extravagant travellers.

In the interest of exploring the data from multiple angles, traveller types were paired into the following sets based on their frequency in the sample:
1) Explorer-Planner
2) Rejuvenator-Backpacker
3) Budgeter-Extravagant

Of the Explorer-Planner set, there were nearly equal numbers of respondents for each group. The difference between the two groups in this set would be that explorers may not necessarily pre-plan and pre-book everything, but planners would. Nonetheless, holistic marketing would be a high priority for both groups who would want to make the most of their trips. Results indicated that Queenstown attracts a larger number of young travellers

in their 20s and early 30s. People in these age groups would find it easier to make travel plans and would make utmost use of modern technology to search for unique experiences and plan their trips in advance.

The two groups in the Rejuvenator-Backpacker set shared similarities in frequency as well as in other characteristics. Both types of travellers in this set seek to get a break from routines and to have new experiences. Promotional marketing material for this set would be subjective to the traveller and challenging for DMOs. Prior to travel, rejuvenators would be interested in marketing material which would convince them that a destination offers niche products and services, while backpackers would prioritise discovering product availability as they go, since their travel plans are made at the last moment. Backpackers would be most interested in last-minute travel deals for accommodation, transport, and attractions or activities. This set is not specifically financially conscious, however travellers in general tend to look for the most affordable and practical options when they travel. With Queenstown's successful tourism marketing and operations for the Top 3 offerings, it is no surprise that rejuvenators and backpackers chose it as a destination when looking to break away from routine and have new experiences.

The Budgeter-Extravagant respondent set is fascinating because it comprises two groups of people who, financially speaking, are at opposite ends of the spectrum. According to participant dissatisfactions, participant recommendations, and my observations during preliminary research, tourists find Queenstown very expensive. Budgeters are financially conscious while travelling, and budgeters may not be able to afford some of Queenstown's adventure experiences (e.g., bungy jumping, rafting, sky diving). Compared to budgeters, there are few extravagant travellers in this sample. It may be that with fast spreading news portraying Queenstown as an expensive destination, extravagant travellers may choose to travel to other popular international destinations (e.g., Fiji in the Oceanic region) that would fulfil their preferences for relaxing indoors and making use of facilities better. While extravagant travellers might find an aspect of relaxation in Queenstown, travellers might prefer alternative destinations that are designed to cater for that sole purpose. With marketing operations not providing potential extravagant travellers with complete information about other offerings which could be leveraged as pull factors to travel, Queenstown might be missing out on attracting this segment of the market.

5.2.5 Household Income

Of the 250 respondents, 61 (32%) chose not to disclose household income when asked. As such, this survey question did not gather a complete data set response. The remaining 189 respondents that did disclose household income were grouped into income brackets as shown in Figure 11.

Figure 11: Combined Annual Household Incomes of Visitors (N=189)
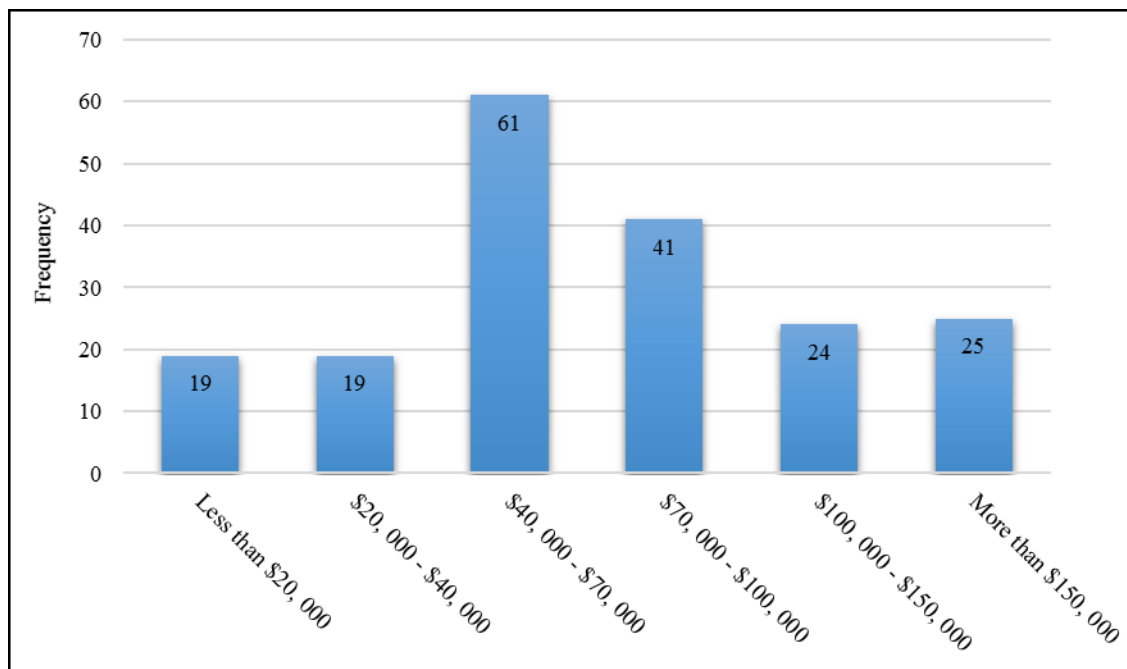
Note. All income brackets are in New Zealand dollars.

As shown in Figure 11, the largest number of respondents were in the medium income brackets of $40,000 to $70,000 (N=61) and $70,000 to $100,000 (N=41). This was followed by respondents in higher income brackets of more than $150,000 (N=25) and $100,000 to $150,000 (N=24). There were equal numbers of respondents in the low income brackets of less than $20,000 (N=19) and $20,000 to $40,000 (N=19).

These results show that the highest frequency of tourists in this sample were of the medium income brackets (54%, N=102). This was followed by travellers in the high income brackets (26%, N=49) and travellers and in the low income brackets (20%, N=38). The higher frequency of travellers on medium incomes may be explained by the possibility that people in this set are financially equipped to afford Queenstown and its tourist products and services. The drop in frequency of high income visitors could mean that those on higher incomes may select other competitive destinations to visit if they are

likely to find a larger variety of activities on which to spend their money. Given that Queenstown has a reputation amongst travellers as being an expensive destination, it is interesting to find a higher frequency of medium income travellers as opposed to high income travellers in this sample.

5.2.6 Preference of Travel Money Spend

Tourists were asked to choose one area where they most preferred to spend their travel money. The results were tabulated as shown in Figure 12.

Figure 12: Travel Money Spending Preference (N=250)
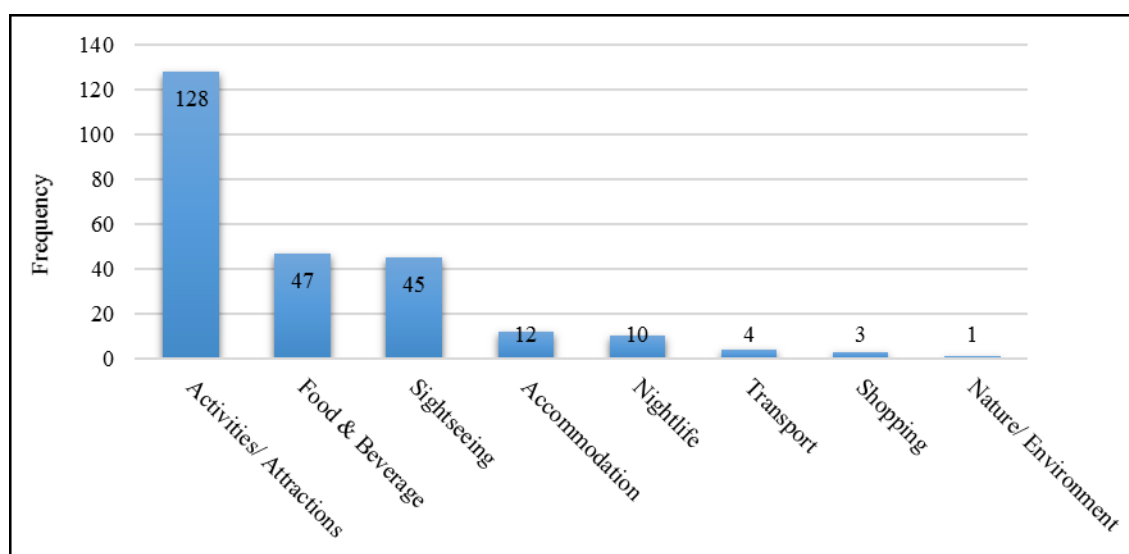
The results show that over half of the respondents preferred to spend travel money on activities and attractions (N=128). This seems logical, as visitors would naturally want to spend money on the products and services they came to experience: activities/attractions, sightseeing, trekking, helicopter rides, and local food and beverage specialties. There was almost an equal preference for food and beverage (N=47) and sightseeing (N=45). This indicates that tourists are indeed influenced by the Top 3 marketing initiative as many travelled for and preferred to spend money on sightseeing (an aspect of the Top 3). Results also indicate that a significant number of tourists were willing to spend on Queenstown's other offerings. There was a significant frequency drop in respondents who preferred spending their travel money on accommodation (N=12), nightlife (N=10), transport (N=4), shopping (N=3) and finally on nature and the environment (N=1).

These results shed light on financial priorities for Queenstown travellers. The majority of respondents were in the medium income bracket and were critical of where they spent their money. Domestic tourists travel a shorter distance to Queenstown which may allow them more financial freedom to experience any of its aspects, but it would be different for international travellers, since the cost of travel as a percentage to total trip cost would be very high. In terms of the international travellers, it makes sense that European and Asian visitors (who were the frequency leaders in this sample) would most prefer spending on the Top 3, considering that they travelled a longer distance and spent much more money on travel to come all the way to experience Queenstown's niche Top 3. The results of Table 12 indicate that the concentrated promotion of Top 3 offerings revealed in Chapter 2 overshadows the rest of the destination's offerings. This in turn may keep first-time tourists from recognising Queenstown's holistic tourism capacity, which may justify why they may not even be aware of the availability of other tourism offerings and resources (e.g., accommodation, transport, shopping, and nightlife). For instance, if nightlife were to be promoted as heavily as the Top 3, it may well attract tourists who visit primarily for Queenstown's nightlife and prioritise spending their money on nightlife. As previously discussed, there is empirical and theoretical evidence that Queenstown's marketing initiatives, which heavily promote its Top 3 offerings at the expense of other offerings, lead to a DI that fails to represent all that Queenstown has to offer. Travellers' spending statistics support this argument. It makes sense that fewer travellers preferred spending money on other less-promoted aspects (e.g., accommodation, transport, shopping, and nightlife).

5.2.7 Length of Stay

Figure 13 shows the results for length of stay. The majority of travellers (N=192) stayed in Queenstown for up to a week, with 76 staying less than 3 days and 116 staying 3 days to 1 week. The remaining 58 respondents stayed longer than a week.

Figure 13: Length of Stay (N=250)
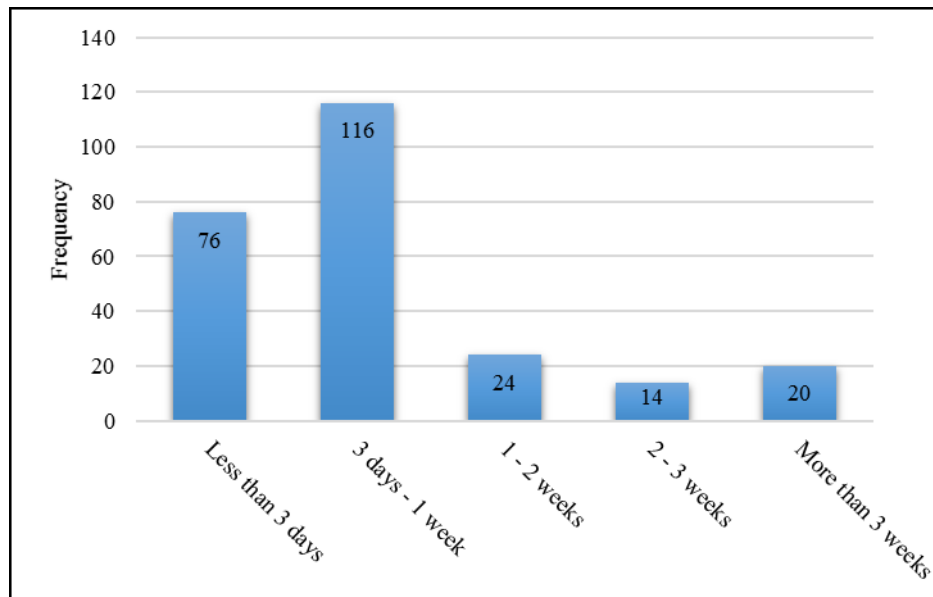
Based on these statistics, it can be concluded that travellers perceive Queenstown to be a short-term tourist destination since a majority of the travellers' do not stay for more than a week. In light of this information, it is possible that having planned a short trip to Queenstown, travellers may not be left with spare time to have experiences that they did not plan for. This could result in suppliers missing out due to lack of marketing of their offerings prior to the travellers' arrival. While Queenstown is the most popular tourist destination of New Zealand, people also tend to use it as a hub during their travel around the South Island. This information about length of stay could assist accommodation providers in determining whether the available accommodation is sufficient or needs to be increased. Interestingly, although a majority of travellers considered Queenstown to be a short-term destination, results showed that the frequency of travellers staying more than 3 weeks increases when compared to those staying 2 to 3 weeks.

In order to further explore these results, a matrix between regions of the world and visitors' length of stay was generated. This matrix is presented in Table 3.

Table 3: Regions of the World and Length of Stay Matrix

		Length of Stay					Total
		Less than 3 Days	3 Days – 1 Week	1 – 2 Weeks	2 – 3 Weeks	3 Weeks +	
Region of the World	New Zealand	19	41	7	2	3	**72**
	Europe	24	22	5	3	10	**64**
	Asia	15	24	2	4	3	**48**
	North America	8	14	4	2	1	**29**
	Oceania	8	11	6	1	1	**27**
	South America	0	1	0	1	2	**4**
	Africa	2	1	0	1	0	**4**
	Prefer not to say	0	2	0	0	0	**2**
Total		**76**	**116**	**24**	**14**	**20**	**250**

As can be seen in Table 3, domestic travellers accounted for the highest frequency (N=72) with most staying 3 days to 1 week (N=41). This could be explained by the convenience of making a domestic trip and its associated lower travel costs. A majority of European travellers averaged a stay of up to a week (N=46) and the same group also had the highest number of travellers who stayed for 3 weeks or more (N=10). Most of the travellers from the Asian, Oceanic, North American, and African regions showed a similar result with a length of stay 3 days to 1 week. Of the 4 South American travellers, 2 preferred a lengthier stay of more than 3 weeks. With New Zealand being so geographically dispersed from the rest of the world, it would mean that international visitors from regions like Europe, Asia, the Americas, and Africa would want to stay longer to make their trip worthwhile. Indeed, many of the tourists who stayed longer were from Europe, suggesting the possibility that these tourists chose to stay the longest considering that they travelled the farthest to do so. A smaller number of tourists stayed in Queenstown for more than 3 weeks, which could imply that they use it as a hub for travel, considering that Queenstown has one of the three international airports in the South Island (Dunedin and Christchurch being the other two).

A large number of tourists stayed in Queenstown for under 1 week. This implies tourists perceive Queenstown to be a short-term tourist destination, regardless of whether they are domestic or international tourists. To make a direct comparison, Las Vegas, known primarily for its nightlife, showed similar results to Queenstown in terms of tourists' length of stay, with the average length of stay being 3.4 nights in 2015 (Statista, 2015). Both destinations concentrate on providing tourists with their niche offerings, but offer very different experiences. Vegas offers gambling at casinos, hotel hopping, party buses, and perhaps a Cirque du Soleil show in that amount of time. On the other hand,

Queenstown provides tourists with its Top 3 offerings and perhaps any undiscovered aspects that they may have time for. Queenstown's Tourism Board (QTB) appears to intentionally operate and promote the destination as a short-term destination so as to keep its tourist turnover high and maintain its fast-paced nature. By doing so, the QTB ignores the promotion of Queenstown's secondary aspects (e.g., nightlife, shopping, food and wine, etc.).

5.2.8 Summation

These tourist profiles provide an essential snapshot of Queenstown's tourist market. According to the 250-respondent sample in this study, the predominant demographic makeup of Queenstown tourists is travellers aged in their 20s and early 30s, with slightly more females than males. This suggests that Queenstown is a popular destination for younger tourists. In terms of tourist origins, the most common region of origin was New Zealand, indicating a strong domestic market. The next most common regions of origin were the European, Asian, and Oceanic (including Australia) regions. It is not surprising that the largest amount of tourist traffic was from the domestic market. It is also noteworthy that the European region was the leading international market contributor of people who travelled primarily for the Top 3.

In terms of traveller type, explorers and planners comprised over half of the tourists surveyed. Explorers would have likely considered Queenstown as a destination that could give them an opportunity to explore themselves or test their personal limits, perhaps through its adventure activities, while its scenic beauty would give them an opportunity to relax and self-reflect. Planners would likely enjoy organising a trip to Queenstown due to the abundance of tourist resources present in and around the city. Coordinating and planning activities, attractions, and explorations in the region would be a fascinating exercise for such travellers who would rely heavily on marketing materials, travel blogs, and internet searches to plan their itineraries.

In terms of household income, medium income earners were Queenstown's highest contributors, followed by high income and low income earners as its lowest contributors. Even with Queenstown's reputation of being very expensive, it is worth noting that the high income earners may well be travelling to other destinations which they believe to be more competitive in terms of quantity of experiences and value for money.

Most tourists preferred spending their travel money on activities/attractions, food and beverage, and sightseeing activities. This provides marketing operators with some direction on the best and most efficient areas to invest in creative development and focus marketing efforts. Travellers showed the least amount of interest in spending their travel money on accommodation, nightlife, transport, shopping, and nature. This result should prompt destination officials in these areas to review whether they need to lower prices and improve service quality to influence tourists to feel their offerings are worth spending money on and to encourage tourists to spend more money in these areas.

The majority of tourists stayed in Queenstown for shorter periods of time, which suggests that Queenstown is seen as a short-term destination. This is in line with the QTB's aim to keep its tourist turnover high and maintain a fast-paced culture. Those that do stay longer are predominantly from regions of the world where the long-distance travel required to visit Queenstown's may have some influence on their decision to stay longer to make the longer trip worthwhile.

In conclusion, the results suggest Queenstown is a destination that appeals to younger tourists and caters to travellers looking for a unique experience. Being perceived as an expensive tourist destination, Queenstown seems to attract visitors who are financially stable, in the medium income range, and who can therefore afford the destination. Furthermore, the data suggests that some tourists were willing to embrace the city's culture while also experiencing the city's under-marketed secondary aspects.

5.3 ASSESSING TRAVEL MOTIVATIONS

5.3.1 Introduction

Objective 1 of this research was to analyse the relationship between motivations of first-time travellers to Queenstown and their resulting expectations. This section presents the results necessary for achieving objective 1 relating to tourist motivations. As discussed in Chapter 3, there are many reasons why tourist travel motivation plays a significant role in formulating expectations. Every traveller's journey is subjective and influenced by their individual psychology which determines their motivation to travel to a specific place, at a particular time, and with their chosen companions. With so many aspects

contributing to travel motivation, pre-travel ideas lead to development of plans which ultimately lead to a memorable tourist experience (MTE). Tourists' motivations are based on the pre-visit DI they form which in turn forms the basis of their expectations.

The relationship between tourists' pre-arrival motivations and expectations will allow me to determine which destination offerings portray their image sufficiently and which do not. This will reveal offerings for which there are marketing shortcomings or insufficient information, pre-paving the way for the achievement of objective 3.

5.3.2 Analysis

5.3.2.1 Sources of Information

To understand how tourists used Queenstown's marketing sources, respondents were asked to select which information sources they used. This provided insight on how and where tourists got their pre-arrival information. Since this was a multi-response question, there were 577 responses from 250 participants, as shown in Table 4.

Table 4: Source of Information about Queenstown

Information Source	Responses N
Word-of-mouth	176
Social Media	85
Google	81
Tourism New Zealand	64
Guide Books	50
TV	45
Travel Agency	39
Newspapers	21
Destination Queenstown	16
Total	**577**

As shown in Table 4, WOM was the most common source of information about Queenstown (N=176). This source was followed by social media (N=85) and Google (N=81). For the purposes of this research, social media is also referred to as electronic WOM. Tourism New Zealand (N=64) was the next most common source, followed by guide books (N=50), TV (N=45), travel agencies (N=39) and newspapers (N=21). Only a few (N=16) respondents utilised the Destination Queenstown website for their pre-arrival information.

As stated in Chapter 3, it is important to utilise various sources of information and outlets when distributing marketing materials in order to reach as many people and locations as possible to draw a wide range of geographical tourist segments. In order to analyse the strength of marketing sources of information around the globe, data for sources of information and tourist origin were tabulated. Table 5 presents the results of sources of information according to tourists' regions of origin.

Table 5: Information Sources for Queenstown based on Region of the World

		Information Source									
		WOM	Social Media	Google	TNZ	Guide Books	TV	Travel Agency	Newspapers	DQ	**Total**
Region of the World	Europe	43	33	26	24	16	21	15	9	9	**196**
	NZ	56	12	13	10	10	6	7	3	2	**119**
	Asia	31	17	16	12	11	9	6	4	2	**108**
	North America	22	11	13	10	6	6	5	2	3	**78**
	Oceania	18	8	8	7	6	1	5	1	0	**54**
	Africa	3	2	3	1	1	1	0	1	0	**12**
	South America	3	2	2	0	0	1	1	1	0	**10**
Total		176	85	81	64	50	45	39	21	16	**577**

Note: DQ = Destination Queenstown, TNZ = Tourism New Zealand

Of the 250 participants, 2 chose not to disclose their region of origin. The above table was based on 248 respondents who responded to a multi-response question that resulted in 577 responses. This was done to acquire all the relevant sources that helped first-time visitors to gain knowledge about the destination. WOM was the leading source of information for first-time tourists from all regions, suggesting that people around the world are most comfortable basing travel decisions on information about other people's experiences. This may provide a sense of security and reassurance that the destination's products and services have been tried and tested, with positive results. Blogging websites (e.g. Trip Advisor) are designed to portray people's personal experiences of destinations, allowing them to rate and provide feedback on their experiences. As such, blogs would assist potential travellers by providing them with first-hand accounts of a destination (Rosenwasser & Stephen, 2011). With the dynamic progression of technology, people can electronically access these websites and are able to communicate directly with other people, which justifies why this source was used so frequently (Inversini & Buhalis, 2009).

WOM was even more common for New Zealand tourists (N=56) than for European tourists (N=43) as the primary source of information. This suggests that domestic travellers are more easily informed about destinations within their own country via WOM. In comparison to the most frequently used sources of information (WOM, social media, Google), the other sources of information appeared to be less relevant. Even tourists coming from the least common regions of South America and Africa relied most heavily on WOM, Google, and social media for their destination information.

Apart from WOM, European tourists used other sources of information more frequently than tourists from any other region. This makes Europe an influential target market and indicates that Queenstown should cater their holistic marketing materials towards them, considering that they consume various sources of information so frequently. This heavy use of information sources in preparation for travelling is logical for the European market given that it would take more than a day to travel to New Zealand from any European country. Tourists from Asia showed higher frequencies of utilising all of the other source materials compared to New Zealand travellers, which makes sense considering that they also must travel farther.

Social media was the second most commonly used source of information about Queenstown, and its use was even more prevalent amongst European tourists than it was amongst New Zealand tourists. While there were fewer tourists from Africa and South America than any other world region, these tourists relied more heavily on electronic sources than other sources, possibly because hard-copy marketing material about Queenstown may not have reached their part of the world.

It makes sense that social media was the second most commonly used source of information. Social networking and media sites are becoming an integral part of everyone's day-to-day lifestyle, thereby justifying why social media sources were so highly used by this sample. News or alerts that need to reach a large audience can be released promptly using social media. This form of electronic WOM would also be a contributing motivator for people's travel decisions regarding location, travel season, activities, and attractions.

Mangold and Faulds (2009, p. 358) describes social media as a "hybrid element of the promotion-mix" that is a combination of WOM and integrated marketing communication.

Social media platforms such as Facebook, Instagram, Twitter, and Snapchat can be considered electronic WOM sources that when distributed, can be accessed by hundreds of people anywhere and at any time. To put this in context, a single comment can be distributed to hundreds of people at the same time and can therefore influence the thoughts or opinions about product image of many consumers with one comment. In addition, marketing organisations create their own accounts and pages on social media websites as an effective marketing strategy.

The third most common source of information was Google, which allows users to optimise their research and collate information form a broad spectrum of e-resources. A total of 81 tourists used this source for information about Queenstown, and European (N=26), Asian (N=16) and North American (N=13) tourists used Google the most, which is understandable considering their geographical distance from New Zealand.

The fourth most common source of information was Tourism New Zealand. This source was used by a total of 64 tourists, with most being European (N=24). After Europeans, this source was used by 12 Asian tourists, 10 New Zealand tourists, 10 North American tourists, 7 Oceanic tourists, and only 1 African tourist.

The least most common source of information was the Destination Queenstown website. Only 16 tourists used this as their source of information, European (N=9) and North American (N=3) tourists using it the most. Amongst the South American tourists, no one used either of these sources. Given that Tourism New Zealand and the Destination Queenstown website are Queenstown's primary tourism information distributors and marketing organisations, these results are unimpressive. The low frequency of their use indicates that these distribution and marketing efforts are not successful in achieving their goals. There is significant room for improvement whereby their promotions and public relations need to generate a brand of their own in the international market to portray an accurate DI.

5.3.2.2 Prior Knowledge
Tourists were asked to indicate their prior knowledge of Queenstown in a multi-response question where they could choose from a list of characteristics that they associated with Queenstown. They could select any number of characteristics that they associated with Queenstown as a destination. Table 6 shows the knowledge first-time tourists had about

Queenstown prior to their arrival, shedding light on tourists' perceptions of Queenstown's DI. This DI is the main factor that determines travel motivations and the expectations formed as a result.

Table 6: Knowledge of Queenstown's Offering Prior to Arrival

Offerings	Responses	
	N	Percent
Adventurous Destination	192	30.5%
Alpine/Scenic Beauty	191	30.3%
Skiing	93	14.8%
Active Nightlife/Party Town	65	10.3%
Lord of the Rings (LOTR)	63	10.0%
Rich Heritage & Culture	23	3.7%
Nothing	3	0.5%
Total	**630**	**100.0%**

Most tourists had prior knowledge of Queenstown as an adventurous destination (N=192) and as an alpine/scenic beauty destination (N=191). With these aspects being part of the heavily-marketed Top 3, it is no surprise that tourists were aware of them. In fact, they were discovered to be the primary aims of travelling, which will be discussed later. The third most popular prior knowledge of Queenstown was as a skiing destination (N=93), which is interesting considering that this survey was taken during the summer season. This suggests that while tourists were aware that Queenstown is also a winter destination, they chose to visit in summer. Slightly fewer tourists had prior knowledge about Queenstown's nightlife (N=65) and Lord of the Rings offerings (N=63).

Queenstown's nightlife offerings include clubbing, partying, restaurants, bars, dinner cruises, and casinos. These nightlife offerings are yet to be adequately marketed so that tourists begin associating them with Queenstown's DI. Only 23 tourists had prior knowledge of the destination's rich heritage and culture, and only 3 had no prior knowledge of Queenstown.

5.3.2.3 Travel Spend based on Companions

Section 5.2.6 presented where tourists preferred to spend their travel money. Tourists were also asked about their travel companions, and in particular who their travel companions were (e.g., friends or family). To further investigate, a matrix of these two variables, preferences for spending money and travel companions was generated. The results are shown in Table 7.

Table 7: Travel Companion and Preferred Spending Matrix

		Activities/ Attractions	Food & Beverage	Sightseeing	Accommodation	Nightlife	Transport	Shopping	Nature/ Environment	Total
		Preference of Spending Travel Money								**Total**
Companions on the Trip	Family	52	25	30	9	1	2	2	0	**121**
	Friends	59	14	11	1	8	2	1	1	**97**
	Alone	9	6	3	1	1	0	0	0	**20**
	Work Colleagues	5	1	0	1	0	0	0	0	**7**
	Tour Group	3	1	1	0	0	0	0	0	**5**
Total		**128**	**47**	**45**	**12**	**10**	**4**	**3**	**1**	**250**

Regardless of companion type, all tourists had a preference for spending on activities and attractions (N=128). Tourists who travelled with friends (N=59) preferred activities and attractions most, followed by tourists who travelled with family (N=52). Food and beverage (N=47) and sightseeing (N=45) were the second and third most common preferences, respectively. Both these categories were most preferred by tourists travelling with family. Table 7 also shows those travelling with work colleagues and tour groups preferred spending on food and beverage the least. This could be due to the fact that their tour packages included meals. Having surveyed people on the Queenstown Trail, I had the opportunity to randomly select candidates for the survey but due to the nature of tour group travel, only 2.9% of the respondents were part of a tour group. Their travel would not have had a significant value to the research since, their inclusions would already be planned, prior to their arrival.

Accommodation was the fourth most common spending preference (N=12), with the greatest number of tourists who preferred to spend here travelling with family (N=9). This would be a justifiable result as it could be argued that families would prioritise the quality of their holiday based on comfortable living. Accommodation is one of the bigger areas of interest specifically for families. In the preliminary research, young families expressed prioritising safe and quiet areas for children and the opportunity cost of central locations. Some families may prefer booking places that include meals for convenience. On the other hand, if visitors were older, they too would prefer being comfortable rather than trying to find the cheapest option. For Queenstown, most accommodation options are conveniently located so tourists' travel money spend would depend on the type of

accommodation they choose (e.g., backpackers, motels, hotels, or holiday homes). It was observed that young travellers were more open to adjustment, so their priorities were in finding accommodation closest to the city so as to not waste time and money travelling to and from their accommodation. Queenstown has numerous affordable backpacker facilities in the main city centre itself that could be suitable for the other demographics – for those travelling with family, friends, work colleagues, or any other companions, or for those travelling solo. I concluded that backpacker facilities are typically viewed as just a place to go to sleep and store luggage, and they can be booked for as little as NZ$35 per person, per night.

Nightlife was the fifth most common preference, with 10 tourists preferring to spend money in this area, and 8 of them travelling with friends. As most tourists were in their 20s and early 30s, these results suggest the potential high interest levels that the younger demographic may have for their preference in Queenstown's nightlife (i.e., clubbing, casino, concerts, etc.). The least popular preferences were transport (N=4), shopping (N=3), and nature/environment (N=1).

5.3.2.4 Primary Aims of Travel

Travellers' primary aims of travel or reasons for visiting a destination are influenced by the information they use prior to their arrival. The offerings promoted for a destination would therefore play a significant role in determining aims for travel. Respondents were asked to indicate their primary aims for travelling to Queenstown. Since this was a multi-response question, tourists could choose more than one aim, which resulted in a total of 587 responses from 250 respondents. The results are shown in Table 8.

Table 8: Primary Aims for Travelling to Queenstown

Primary Aim	Responses	
	N	Percent
Sightseeing	181	30.8%
Adventure Activities	173	29.5%
Nightlife	64	10.9%
Food & Wine	46	7.8%
Popular Culture Sites i.e., LOTR	46	7.8%
History & Heritage	27	4.6%
Part of a Tour Group	17	2.9%
Visiting Relatives & Friends	17	2.9%
Business, Conference, Congress or Seminar	9	1.5%
Other	7	1.2%
Total	**587**	**100%**

As shown in Table 8, sightseeing (N=181) and adventure activities (N=173) were the top two primary aims. These activities are a part of the Top 3 and are marketed heavily at the expense of other offerings. The third top primary aim was nightlife (N=64), however, while it ranked in the top three, there was a considerable drop in tourists citing it as a primary aim. There was an even greater drop in travellers aiming to enjoy food and wine (N=46), pop culture (N=46), heritage and culture (N=27), being part of a tour group (N=17), visiting relatives and friends (N=17), attending a business conference, congress, or seminar (N=9), and other activities (N=7).

The above results reinforce that Queenstown is well-known for its sightseeing and adventure activities. In this tourist sample, sightseeing and adventure activities accounted for 60.3% of tourists' primary aims. This was almost twice that of the combined total percentage (31.1%) for the next four primary aims: nightlife (10.9%), food and wine (7.8%) pop culture sites (7.8%), and history and heritage (4.6%). It is also nearly twice that of the total percentage of all other primary aims (39.6%), not counting the top two.

Interestingly, despite sightseeing being the most common primary aim for travel, it was only the second most common preference in terms of spending travel money (see Table 7). This anomaly will be analysed when discussing the dissatisfactions and recommendations of the representative sample in the following sub-section. Sightseeing preferences were justifiably led by families, considering that Queenstown's natural beauty is awe-inspiring and marketed accordingly. Travellers visiting with friends were next, wanting to spend their travelling money on sightseeing.

The third most prevalent aim was nightlife, suggesting that there is tourist interest in this area. Table 7 showed that of the 10 tourists that preferred to spend money on nightlife, 8 of them were travelling with friends. A potential conclusion that can be derived based on friends being travelling companions and nightlife being a top aim to travel is that Queenstown's party-town persona is a pulling factor for people with these demographic characteristics.

There are a couple of pitfalls that may arise as a result of the lack of holistic marketing, particularly with regard to nightlife. Firstly, travellers who are not aware of Queenstown's nightlife offerings may not indulge in them, or they may not be aware of them until they arrive, leading them to conclude that marketing is misleading. For example, if tourists come to Queenstown unaware of its nightlife, they may not be prepared for it. Secondly, inadequate marketing for nightlife could hurt Queenstown's tourist numbers by failing to attract tourists who would be interested in it. For example, Queenstown could possibly attract tourists representing a specific market segment that would come for specific nightlife offerings, such as casinos, clubbing, dinner cruises, or restaurants and bars. Naturally, if Queenstown promotes specifics of all of its offerings to the wider market more, then more tourists will be aware of the possibilities, and the more universally appealing these offerings will become, ultimately resulting in increased flow of tourists.

The fourth most prevalent primary aim for visiting Queenstown was food and wine, which accounted for 7.8% of tourists' primary aims. This suggests that marketing for this aspect is less influential, making it essential that these attractions be given more exposure and that the information is easily available so that it can cater to tourist demands. Despite food and wine being the fourth primary aim for travel (Table 8), referring back to Table 7, food and beverage was the second most common area where tourists preferred to spend their travel money, with tourists travelling with family and friends preferring this area the most.

The food and beverage industry has been developed quite recently by destinations as many have discovered that it is sustainable and serves as a pull factor that motivates people to travel (Yeoman, 2008). Hall and Mitchell (2001, p. 308) describe this sector of tourism as the "visitation to primary and secondary food producers, food festivals, restaurants and specific locations for which food tasting and/or experiencing the attributes of specialist food production regions are the primary motivating factor for travel."

However, while food may be unique to a destination or event, it is important to remember that this may not necessarily mean that the food will be the sole motivator for someone to travel there.

Food and beverage tourists can be classified into three categories – primary, secondary, and tertiary – which indicate their level of commitment to participating in food and beverage tourism (Ontario Ministry of Tourism, 2015). *Primary food tourists* travel solely to discover and experience the culinary speciality and culture of a place, thus travelling to the place itself for first-hand experience of its food and culture (du Rand et al., 2003; Quan and Wang, 2004; Tikkanen, 2007; Ontario Ministry of Tourism, 2015). For example, people from around the world travel to Munich, Germany to partake in Oktoberfest. *Secondary food tourists* are travellers for whom food and beverage is a part of their travel amongst other things (Chen & Huang, 2015; Ontario Ministry of Tourism, 2015). For example, the Diwali Festival of Lights in Auckland attracts secondary food tourists from all over New Zealand; while there is an entire section dedicated to food stalls catering to different visitor tastes, there is also entertainment throughout the day and retail stalls selling unique items, and many tourists go to experience more than just the food. *Tertiary food tourists* are those who do not expect to encounter any food and beverage experiences but do so anyway (Chen & Huang, 2015; Ontario Ministry of Tourism, 2015). For example, Queenstown's food industry has an immensely popular fast food restaurant, known as Fergburger, which can be classified as a tertiary food experience, as it is exclusive to the city, is not a burger franchise, and is hard for tourists to miss. It is so popular that it operates 21 hours a day and almost always has queues of people that extend out to the main street footpath (Cha, 2015). Queenstown is also located within the Central Otago region, which has more than 200 vineyards within a 40-minute drive of the town centre (Queenstown New Zealand, n.d.c). Many of these are on wine trails and have cellar door experiences.

History and heritage was the sixth most common primary aim for travel (4.6%). This suggests Queenstown's historic references do attract tourists. Just over a century old, the TSS Earnslaw Steamship Cruises of Lake Wakatipu offer tourists the opportunity to experience a mode of transportation that is no longer used. It allows on-board travellers a chance to explore the decks and bridge as well as tour the engine room to experience how people used to travel before modern times (Real Journeys, 2016). Skyline Queenstown presents the Maori heritage and culture with live performances of the Kapa

Haka group. They perform traditional songs and dances, a fearsome haka, poi dance (performance art), and share stories about their history in New Zealand. A city's history, culture, tradition, and heritage are aspects that residents should be immensely proud of. Queenstown has a rich heritage, but unfortunately, as reflected by the low percentage of tourists' identifying it as a primary aim and the low percentage of tourists having prior knowledge of it (Table 6, 3.7%), it is not promoted to the extent where it was associated with Queenstown's DI. At the moment, as little marketing attention is given to it, tourists only learn about Queenstown's history and heritage when they arrive there, stumbling upon it through another primary service.

5.3.2.5 Traveller Type and Primary Aims of Travel

Different traveller types have different preferences and primary aims for visiting a tourist destination. To gain insight into how marketing practices may influence characteristic behaviours of different travel types, I analysed primary aims according to traveller type. Table 9 shows the results for primary aims of travel for each traveller type.

Table 9: Primary Aims Versus Traveller Type

		Traveller Type						Total (587)
		Explorer (66)	Planner (65)	Rejuvenator (45)	Backpacker (44)	Budgeter (17)	Extravagant (13)	
Primary Aim	Sightseeing	51	44	33	30	14	9	**181**
	Adventure Activities	47	44	23	37	13	9	**173**
	Nightlife	17	18	10	13	5	1	**64**
	Food & Wine	11	14	9	10	2	0	**46**
	Heritage & Culture	10	6	4	4	3	0	**27**
	Popular Culture sites	13	11	6	9	4	3	**46**
	Visiting Relatives & Friends	6	3	4	1	1	2	**17**
	Business, Conference, Congress or Seminar	4	1	2	2	0	0	**9**
	Part of a Tour Group	4	2	4	5	2	0	**17**
	Other	0	4	1	2	0	0	**7**

One of the interesting things that can be deduced from the results in Table 9 is that the primary aims of the traveller types in this tourist sample contradict their traveller type

characteristics. Explorers travel to discover destinations as well as themselves, and are characterised by their willingness to step out of their comfort zones and interact with locals to learn about the culture. However, only 10 of the 66 explorers aimed to enjoy heritage and culture offerings, and only 13 aimed to enjoy popular culture sites. While this is in contrast to explorer characteristics, most explorers in this sample did follow their characteristics in terms of aiming for sightseeing (N=51) and adventure activities (N=47). The tendency for explorers to favour adventure or sightseeing activities which would push them out of their comfort zone, thus favouring these activities over interacting with locals and learning local culture, could be attributed to Queenstown's marketing sharply favouring sightseeing and adventure activities over heritage and culture, and thus not being holistic.

Similarly, planners' aims were skewed in favour of sightseeing and adventures activities, with 44 of the 65 planners focusing on these activities. As planners plan their trips meticulously, tourist destinations often rely on planners to organise their trips so that offerings are successful. San Diego Comic Con for example, carefully markets its aspects so that planners can create a schedule for themselves. Comparatively, Queenstown is also considered a popular culture site due to its Lord of the Rings connection, yet only 11 planners selected popular culture sites as their primary aim for visiting. This is only one quarter when compared to those considering sightseeing or adventure activities as their primary aim for visiting.

Given that rejuvenators travel to get a break from everything, nightlife (N=10), food and wine (N=9), or even visiting relatives and friends (N=4) could be assumed as characteristic primary aims. Of the 45 rejuvenators surveyed, 10 selected nightlife, 9 selected food and wine, and 4 selected visiting relatives and friends as their primary aims. However, these travellers selected sightseeing (N=33) and adventure activities (N=23) as their primary aims far more frequently.

One would expect budgeters (N=17), as financially conscious travellers, to show a preference for being part of a tour group as travel packages are usually more affordable, or for visiting family and friends to save on accommodation and split other costs. However, of the 17 budgeters in this study, only 2 selected being part of a tour group, and only 1 selected visiting relatives and friends as primary aims. In contrast, higher numbers of budgeters selected sightseeing (N=33) and adventure activities (N=13) as their primary aims for visiting.

Backpackers do not plan for their travel and yearn for new experiences. Of the 44 backpackers in this study, 30 selected sightseeing and 37 selected adventure activities. This makes sense as these primary aims suit the characteristics of this traveller type. However, the primary aims of nightlife (N=13) and food and wine (N=10) would also suit backpackers, and these were less frequently cited as primary aims.

Extravagant travellers indulge in indoor relaxation and are expected to prioritise using available facilities over outdoor adventures. However, in stark contrast to these characteristics, of the 13 extravagant travellers, most cited sightseeing (N=9) and adventure activities (N=9) as their primary aims. This again suggests that marketing practices favour sightseeing and adventure activities well above other offerings, and may ultimately be harmful considering the dissatisfactions travellers might experience with activities not aligning with their core wants.

5.3.3 Summation

The goal of this section was to discover the relationship between first-time tourists' motivations and their resulting expectations as part of the overall aim to critique Queenstown's marketing initiatives. It was discovered that WOM and electronic WOM were the most common sources of information used by tourists. The results acquired also revealed that Destination Queenstown and Tourism New Zealand were weak in their destination marketing operations.

To understand tourists' perspectives on Queenstown's DI, respondents were asked about their prior knowledge of Queenstown and their primary aims for travel. An overwhelming number of tourists had prior knowledge of Queenstown as an adventurous destination with alpine/scenic beauty, reflecting the DI tourists associated with the city. Based on this information, their prior knowledge and expectations of Queenstown can be said to be primarily based on its Top 3 (Queenstown's Alpine, Adventure, and Relaxing Environment). Having learned this, and considering that their pre-arrival knowledge of Queenstown would be a contributing factor to their visit, tourists' associations of the destination begin taking shape with regard to the importance that marketing held in regions around the world.

Tourists' spending preferences based on travel companions revealed preferences for Queenstown's Top 3 offerings as well as for food and beverage offerings. In addition,

tourists' primary aims of travel revealed their expectations, which were heavily concentrated on Top 3 offerings with considerable interest in nightlife, food and wine, and popular culture sites. This information provides Queenstown's marketing organisations with evidence of the growth and development potential in familiarising first-time tourists about its secondary offerings (i.e., nightlife, food and beverage, history and heritage, etc.).

Regardless of traveller type, tourists visited Queenstown predominantly for its sightseeing and adventure activities. While the analysis of traveller type versus primary aim for travel showed the destination's universal appeal, it also defined the market segments that marketers could focus their promotional efforts on. One area of focus could be holistic product marketing towards explorers, planners, and rejuvenators, who prioritise making the most of their experience. Another area of focus could be to target backpackers and budgeters with information about all the experiences Queenstown has to offer, as these tourists may prioritise quantity of offerings and how much they can experience over quality (i.e., they would tend to stay in economical backpackers accommodation rather than expensive hotels). Extravagant travellers, in contrast, could be targeted by promoting the quality of experience since their focus would be on utilising the facilities available to them rather than on the number of activities they can partake in. The relatively small number of extravagant travellers in this study's sample suggests that Queenstown does not currently cater as well to extravagant travellers as it does to other traveller types.

In summary, this objective has successfully been achieved by the presentation of a relationship between motivations and tourist expectations of first-time travellers to Queenstown. This paves the way for the analysis of how these expectations matched tourists' subjective experiences and highlights areas of untapped potential in Queenstown's marketing practices with regard to marketing its offerings holistically, especially with regard to the marketing and development of secondary products and services.

5.4 EXTENT OF EXPECTATIONS MATCHING EXPERIENCES

5.4.1 Introduction

Objective 2 of this research was to compare tourist expectations and experiences in the context of expectancy disconfirmation theory (EDT). As discussed in Chapter 3, there is an intertwined relationship between tourists' expectations and experiences. The level of expectations that a traveller has of a destination has a direct impact on their experience of satisfaction or dissatisfaction based on anticipation of offerings. This section presents and discusses research findings related to first-time tourists' expectations, satisfactions, dissatisfactions, final recommendations, and the extent to which their experiences matched their actual expectations in the context of EDT. The point of assessing tourists' expectancy disconfirmation is essentially to unveil the repercussions of destination marketing on the formation of tourists' expectations and on their assessment of their experiences.

5.4.2 Analysis

5.4.2.1 Visitor Expectations

As discussed in Chapter 3, previous literature has confirmed tourist expectations are influenced by the experiences promised by a destination's promoted DI. Literature emphasised the idea of ensuring an MTE for tourists and of tourism providers ensuring that supply caters to demand. In the previous section, data set results showed respondents' primary aims for travel, which can be reflective of expectations. Participants were also specifically asked what their pre-arrival expectations were. This question yielded 837 responses from 250 respondents. Table 10 presents the results.

Table 10: Visitor Expectations of Queenstown Prior to Arrival

Pre-Arrival Expectations	Responses	
	N	Percent
Adventure/Adrenaline Rush	185	22.1%
Relaxing	159	19.0%
Nature & Ecotourism	111	13.3%
Ski, Snow, & Ice	76	9.1%
Family, Fun, & Entertainment	74	8.8%
Nightlife	70	8.4%
Wine Experiences	44	5.3%
Middle Earth (Lord of the Rings)	43	5.1%
Spa & Wellness	28	3.3%
Art, Culture, & Heritage	25	3.0%
Golfing	10	1.2%
Fishing	7	0.8%
Other	1	0.1%
No Expectations	4	0.5%
Total	**837**	**100.0%**

As shown in Table 10, 246 respondents held expectations based on their image of Queenstown, while 4 respondents had no expectations. The top six expectations were for adventure/adrenaline rush activities (N=185), relaxing (N=159), nature and ecotourism (N=111), ski, snow, and ice (N=76), family, fun, and entertainment (N=74), and nightlife offerings (N=70).

Results indicate that nearly a quarter of respondents were aware of Queenstown's adventurous attractions and activities (22.1%). This was followed closely by 19% being aware of Queenstown's relaxing offerings and 13.3% being aware of Queenstown's natural beauty and eco-friendly tourist offerings, indicating that the 100% Pure NZ marketing initiative is being perceived by tourists' as part of Queenstown's DI and that there are tourists who understand the country and city's "green" initiatives. The drop in percentage of tourists' expectations for ski, snow, and ice (19.1%); family, fun, and entertainment (8.8%); and nightlife (8.4%) could be a direct result of the strong focus and attention Queenstown's marketing initiatives give to its adventure and nature offerings.

Expectations are reflections of 1) what tourists hear about a place, 2) the image that marketing initiatives create in tourists' minds, and 3) the ideas tourists have about the place based on its geographical location. As travellers come from different backgrounds and their ideas of what constitutes satisfaction are subjective, it is imperative that DMOs present holistic marketing initiatives that can convince a range of travellers to visit. All categories listed in the above table were included in the multi-response question with the

knowledge that they existed and were available for tourists in Queenstown. That is, just because tourists did not expect spa and wellness; art, culture, and heritage; golfing; or fishing does not mean that Queenstown does not provide these offerings. In fact, it begs the question that given their availability, why don't more travellers expect to find these activities during their visit?

In order to achieve the overall research aim of understanding first-time tourists' motivations and experiences to assess Queenstown's marketing from a holistic perspective so as to broaden its appeal, each of the objectives needed to be accomplished sequentially. Through analysis so far it has become clear that tourists' image of Queenstown is most influenced by the Top 3 marketing initiative. This suggests current marketing initiatives focus more on the Top 3 offerings while ignoring others. In order to deliberate if expectations of secondary offerings are low because tourists of certain market segments decided to go elsewhere due to a lack of awareness of Queenstown's holistic nature, I analysed pre-arrival expectations according to traveller type. Traveller type and pre-arrival expectations were tabulated with the 14 categories of offerings representing travellers' expectations. Table 11 shows the results.

Table 11: Traveller Type and Expectations Prior to Arrival Matrix

		Traveller Type						Total
		Explorer (66)	Planner (65)	Rejuvenator (45)	Backpacker (44)	Budgeter (17)	Extravagant (13)	
Pre-Arrival Expectations	Adventure/Adrenaline Rush	49	48	31	33	13	11	**185**
	Relaxing	41	42	27	28	10	11	**159**
	Nature & Ecotourism	29	29	20	23	7	3	**111**
	Ski, Snow, & Ice	22	25	9	9	8	3	**76**
	Family, Fun, & entertainment	16	18	15	15	6	4	**74**
	Nightlife	21	26	10	6	5	2	**70**
	Wine Experiences	11	12	9	7	3	2	**44**
	Middle Earth (LOTR)	12	11	8	8	2	2	**43**
	Spa & Wellness	7	10	5	4	1	1	**28**
	Art, Culture, & Heritage	5	4	7	7	1	1	**25**
	Golfing	6	0	2	1	1	0	**10**
	Fishing	2	1	1	2	1	0	**7**
	No Expectations	0	0	2	1	1	0	**4**
	Other	0	0	0	1	0	0	**1**

As Table 11 shows, the predominant expectations of Queenstown as being adventurous (N=185), relaxing (N=159), and about nature and ecotourism (N=111) are reflected

across all traveller types. Other offerings were expected less frequently. Considering that Queenstown's main marketing scheme is concentrated on its Top 3 offerings, these results are not surprising. The fact that the Top 3 offerings are most expected as reflected in Table 11 proves that other offerings are given less importance in marketing initiatives. All tourists in this sample likely travelled to Queenstown to experience its niche adventure activities such as the Nevis Bungy, Nevis Swing, 43-metre Kawarau Bridge Bungy, and the Kawarau Zipride.

Most tourists identified themselves as explorers or planners. Explorers and planners both had predominant expectations of Queenstown being adventurous, relaxing, and nature-oriented; therefore, marketing and promotional operations would be of significant importance for these traveller types. It is noteworthy that planners had a higher tendency to have expectations of nightlife offerings than other traveller types. A possible explanation for this is that planners, by nature, would perform more extensive research on available offerings than other traveller groups, learning about as many of a destination's aspects as possible, even the ones that are marketed less heavily. Planners also had the highest numbers of ski, snow, and ice expectations, justifiably, as these activities would be weather and season dependent, and pre-planning would be required for a successful trip. Despite the tendency for planners to research as many offerings as possible, planners had fewer expectations of other offerings, particularly golfing (N=6); art, culture, and heritage (N=5); and fishing (N=2).

Rejuvenators were the third most frequent traveller type, described as people looking for a break from everything. Their expectations were similar to the first two traveller types with regard to Queenstown's Top 3 offerings. However, also important to this group were family, fun, and entertainment (N=15); nightlife (N=10); wine experiences (N=9); and ski, snow, and ice (N=9) offerings. Two rejuvenators did not have any prior expectations of Queenstown.

Backpackers, fourth most frequent, followed a similar pattern to rejuvenators except that fewer rejuvenators had expectations of nightlife (N=6); spa and wellness (N=4) and golfing (N=1) offerings, and expectations of fishing (N=2) offerings were slightly more frequent. It is worth noting that even with the development of technology, backpackers' expectations of Queenstown were limited, leaving travellers with generic knowledge and little information.

The next largest group was budgeters, who like other traveller types also had the highest frequency of expectations of Queenstown being an adventurous and relaxing destination. Following this, they had more frequent expectations of ski, snow, and ice (N=8); nature and ecotourism (N=7); and family, fun, and entertainment (N=6) offerings. The offerings that they least expected were wine experiences (N=3); nightlife (N=5); Middle Earth or Lord of the Rings (N=2); and all other predefined offerings (N=1). Once again, the expectations of Top 3 offerings were more common.

Extravagant travellers were the smallest group, and like the other groups they had predominant expectations of Queenstown as being adventurous and relaxing. With those offerings leading the charts, this group did not have many expectations of other offerings. Very few extravagant travellers expected other offerings, and none of them expected golfing or fishing offerings.

The implications of the above results are that it appears Queenstown's marketing style favours its Top 3 offerings. This was evident across all traveller types or market segments. While different traveller types (market segments) had differing levels of expectations for secondary offerings, they were still much less aware of these offerings than they were of the Top 3. Queenstown, like the rest of New Zealand, has aspects of unique history, but due to a lack of promotion in this area, people were left unaware of it prior to their arrival. This also indicates that secondary offerings are indeed ignored by promoters. Heavier development and distribution of Top 3 marketing material seems to be adversely affecting the popularity of other categories of offerings. This puts both Queenstown's tourists and Queenstown's tourism market at a disadvantage.

The frequency of secondary offering expectations indicates that tourists have interest in these offerings, especially ski, snow, and ice offerings (30.4%; N=76) and Middle Earth or Lord of the Rings offerings (17.2%; N=43). While interest in these aspects is weaker than interest in the Top 3, these less commonly expected offerings have the potential to make a significant contribution to Queenstown's tourism market. However, due to a lack of marketing for them, travellers may not consider them as strong motivators for visiting Queenstown. If these offerings motivate travellers to visit a destination, then they may choose not to visit Queenstown, meaning that both tourists and Queenstown's tourism market miss out. For instance, if travellers were looking for a destination with an active

nightlife, Queenstown may not even be considered as an option and could lose out to a destination such as Sydney, Australia, which markets its nightlife heavily.

Another potential downfall of a lack of marketing information about Queenstown's secondary offerings is that travellers are not informed enough to plan a satisfying trip. This is particularly relevant for planners, a market segment that by nature likes to be prepared before arriving at a destination. For example, a young planner family would benefit from access to more information and marketing material regarding Queenstown's nightlife offerings, as it would enable them to find suitable family accommodation away from the city centre, considering that a majority of nightclubs, bars and pubs are in the city. This could contribute to tourist dissatisfaction.

Queenstown was perceived to be an expensive destination (as will be discussed in the next section). As discussed in section 5.3.2.3, respondents leaned towards spending their money on expensive activities such as bungy jumping, luging, gondola rides, rafting, and jet boating. The priority seemed to be to achieve the best experiences with financial flexibility. It therefore seems counterintuitive that the Queenstown Tourism Board does not take advantage of the different spending preferences of different travellers and market segments by promoting secondary offerings more heavily towards a wider range of market segments. While backpackers and planners may make impromptu decisions with regard to spending to enhance their experience once they arrive, other traveller types may not want to change itineraries to fit in these unplanned experiences or spend money on them. Extravagant planners may also want to organise their spending, and may not be so willing to spend at a moment's notice. Results suggest tourists have a lack of knowledge about everything Queenstown has to offer and where their money could be spent. Therefore, tourists' lack of knowledge about the destination and all of its offerings may hurt Queenstown' tourism market in terms of lost revenue.

5.4.2.2 Overall Satisfaction

The next step is to scrutinise their experience further in terms of overall satisfaction to gain an understanding of its comparison to their pre-arrival expectations. Tourist satisfaction theory describes tourist satisfaction as the customer's attitude towards experienced products and services (Hansemark & Albinson, 2004). As a scale, it measures the level of satisfaction received on investment. It is imperative that a tourist destination is aware of the consumer experience to determine how it can develop certain products,

generate new services according to demand, or enhance consumer experiences further. Participants were asked to rate their overall satisfaction with Queenstown using a Likert scale where 1 = very satisfied, 2 = satisfied, 3 = neutral, 4 = dissatisfied, and 5 = very dissatisfied. Results are shown in Table 12.

Table 12: Overall Visitor Satisfaction with Queenstown

	N	Mean	Median	Mode	Std. Deviation
How satisfied are you with your overall experience?	250	1.59	2.00	1	.647

As shown in Table 12, most tourists were generally satisfied with their Queenstown experience. The mean satisfaction level was 1.59 (between very satisfied and satisfied) and the mode, or most frequent satisfaction level was 1 (very satisfied). The standard deviation was .647, indicating that a majority of visitor satisfaction rates fell between 1 and 2.237. This is a significant finding, revealing that the representative sample of tourists experienced positive disconfirmation. The implication of this finding is that with better, more holistic marketing efforts, Queenstown's tourist satisfaction rates could be increased further. Considering that WOM was the most frequently utilised source of information and motivation to travel, increased tourist satisfaction levels could lead to increased positive WOM recommendations and therefore larger tourist numbers. This is a logical reason for DMOs to upgrade their practices.

Visitor satisfaction data showed that in terms of overall experience 48% (N=120) of surveyed tourists were very satisfied, 46% (N=115) were satisfied, 5.2% (N=13) were neutral, 0.4% (N=1) were dissatisfied at 0.4% (N=1), and 0.4% (N=1) were very dissatisfied (see Figure 14).

Figure 14: Overall Visitor Satisfaction (N=250)
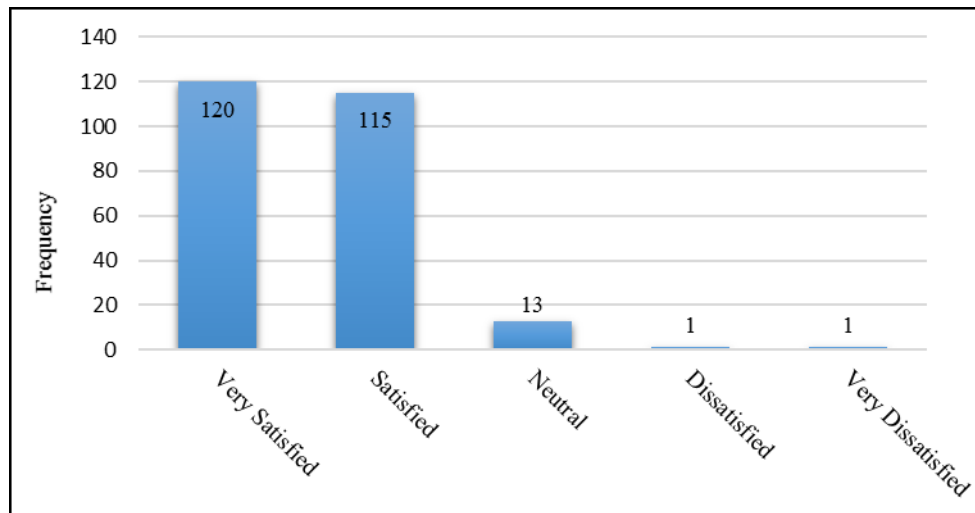
Statistics provided in Chapter 2 (sections 2.3 and 2.4) showed that Queenstown is undoubtedly popular amongst its tourists and that it receives a lot of tourist traffic for its Top 3 offerings. Hokanson (1995), summarised satisfaction as a combination of factors – namely the product, service, pricing, employee behaviour, and the authenticity of what is being offered. It can also be claimed that if traveller motivations and expectations were personally and psychologically subjective, their satisfaction levels will be also.

5.4.2.3 Visitors' Highlights of Queenstown Experience

Comparing tourist expectations and experiences in the context of EDT required an effective comparison between tourists' pre-arrival expectations and actual experiences. Having gained an in-depth understanding about expectations that Queenstown's first-time visitors arrived with, the next step is to understand tourists' satisfaction in relation to their experiences of Queenstown.

Given that primary aim for travel reflects expectation, one would expect what is considered a highlight of the Queenstown experience to run parallel with primary aim of travel if marketing initiatives are efficient. A comparison of the two (primary aim and highlight of experience) will help determine the efficiency of the destination's promotion for the reason that if the aim does not match the highlight, then there are recognisable faults in the city's marketing.

Participants were asked in an open-ended question what they considered to be the highlight of their visit. The purpose of this question was to discover Queenstown's

popular and most satisfying offerings from the tourist's perspective and to collect information to make direct comparisons with Queenstown's marketing practices, thus enabling the critique of these practices for objective 3. Responses were coded using the same categories used to decipher tourists' primary aims of travel in order to allow for recognition of similarities, differences, and patterns in the results and to allow direct comparison. This resulted in 286 responses from 250 participants, as some participants cited more than one highlight. The results are shown in Table 13.

Table 13: Highlight of Experience

Highlight of Queenstown Experience	Responses	
	N	Percent
Adventure Attractions/Activities	103	33.0%
Sightseeing	83	26.6%
Nightlife	33	10.6%
Food & Wine	28	9.0%
Heritage & Culture	23	7.4%
Middle Earth (LOTR)	6	1.9%
Tour Group	2	0.6%
Other	6	1.9%
No Highlight	26	8.3%
Total	**286**	**100.0%**

As shown in Table 13, the top 3 highlights were adventure activities and attractions, sightseeing, and nightlife. The most frequently cited highlight of experience was adventure activities and attractions (N=103). As discussed in Chapter 2, Queenstown is known for being the "adventure capital of the world," and the fact that tourists cited adventure activities most frequently as a highlight suggests that Queenstown is living up to its reputation in this area. Being home to the most adventure-based and adrenaline-filled activities and attractions, and being a Top 3 offering, it is no surprise that tourists' expectations for these activities were met and that the activities lived up to the marketing that they clearly received.

The second most frequently cited highlight was Queenstown's sightseeing offerings (e.g. alpine environment, lakes, etc.), with just over a quarter of tourists citing this is a highlight (N=83). This falls into the category of the alpine environment which is also a part of the Top 3. Queenstown's niche is in its unique alpine scenery and ambience which presents tourists with an abundance of opportunities to relax, hike, picnic, and enjoy a number of other activities.

The third most frequently cited highlight was nightlife (N=63). Although not a Top 3 offering, once again nightlife has featured as an offering that captures tourists' interests. Whether tourists learn of nightlife offerings through WOM or another source of information, nightlife is an offering they indulge in most during their visits. Given these results, it is safe to say it would be more beneficial for DMOs in this area to promote their offerings aggressively so that the demand for nightlife offerings is met.

The fourth most frequently cited highlight was food and wine offerings (N=28). Having studied that the Otago region is home to hundreds of vineyards in a 50km radius, this result suggests that food and wine offerings have worth to tourists who experienced them.

The fifth most frequently cited highlight was Queenstown's heritage and culture (N=23). Tourists cited Queenstown's "gold-mining history," "steamboat excursions," and "Kapa Haka performance at Skyline's Restaurant, Stratosphere" as their best experiences. The city's overall feel in terms of heritage and culture captivated visitors and provided them with enlightening experiences. This implies that if promotion for these offerings was increased, then a larger number of tourists would have the opportunity to be prepared with information about Queenstown's and New Zealand's history, heritage, and culture.

Only a few tourists cited Middle Earth or Lord of the Rings sites (N=6) as a highlight. This is interesting given the billions of dollars of impact that the Lord of the Rings and the Hobbit Trilogies had on New Zealand's overall tourism market economy. In 2014, the year the final Hobbit movie was released worldwide, newspaper editor John Edens wrote: "The Hobbit movies more than doubled that influx - 13 percent of tourists to NZ said their interest in visiting was influenced by the franchise" (Edens, 2014). Perhaps the maintenance of the Middle Earth hype died down in the years that followed the end of the second trilogy. However, this result may have been different, and results for all offerings may have been different with cited highlights being spread more evenly across other offering categories if Queenstown's marketing and promotion had been more holistic.

Interestingly, a considerable number of tourists cited no highlight during their visit (N=26). This could be due to tourists not yet experiencing any offerings that they would consider to be a highlight at the time they were surveyed. For example, if they had only been in Queenstown for 2 days but intended to stay longer, they may not have indulged in any major offerings yet.

5.4.2.4 Expectancy Disconfirmation

Oliver's (1980) EDT explains that disconfirmation is a concept derived from the expectations paradigm that presents customer satisfaction in relation to pre-purchase expectation (Bhattacherjee & Premkumar 2004; Spreng & Page 2003; Oliver 1980). When expectations are exceeded and a customer has a positive experience, they are said to have had a positive disconfirmation. With positive disconfirmation, visitors have lower expectations and their actual experiences exceed their anticipated level or product or experience satisfaction (Spreng & Page 2003; Yi 1990). Negative disconfirmation, on the other hand, occurs when the customer's experience does not live up to their expectations. In this instance, visitors have higher expectations that actual experience does not meet, which leaves them disappointed (Spreng & Page 2003; Yi 1990). Oliver's (1980) EDT outlines the elements that comprise the journey of a customer's perceptions or a consumer's experience as pre-purchase expectations, perceived performance, disconfirmation, and satisfaction. This framework was used to compare tourists' pre-arrival expectations and actual experiences, therefore determining whether they experienced positive or negative disconfirmation.

To link expectations and experiences, participants were asked about the extent to which their expectations matched their experiences. Specifically, they were asked to rate the extent to which their prior knowledge of Queenstown matched their actual experience on a scale of 1 − 10, with 1 = not at all and 10 = exactly as described. Calculations indicated that the mean rating was 7.7, and the standard deviation was 1.799. Most of the 250 participants rated the extent to which their experiences matched their expectations between 7 and 10. Figure 15 displays the results as a histogram.

Figure 15: Extent to which Expectations matched Experiences (N=250)
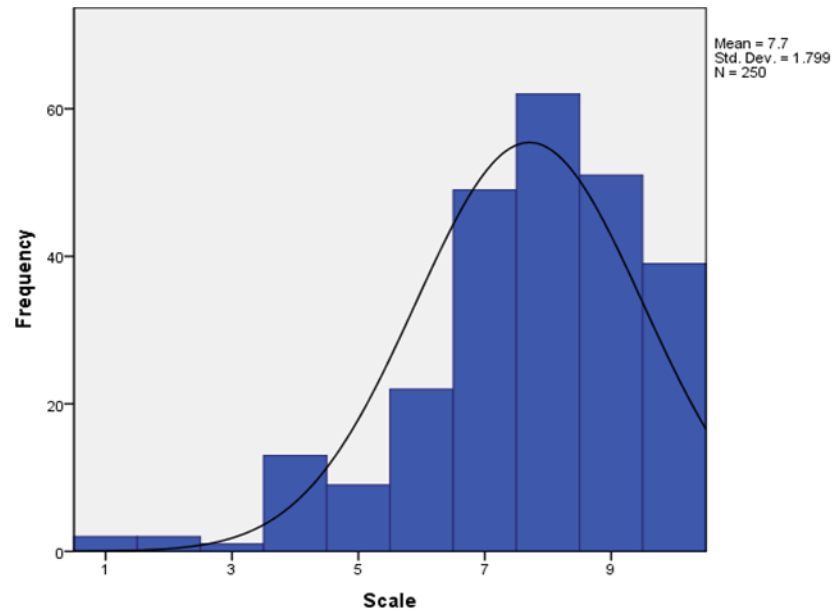
The bell curve in Figure 15 illustrates the range of the majority of experiences matching prior expectations. This is a positive result, however, to further examine the specifics, participants were asked to make their own recommendations. This report questioned the difference between what tourists were led to believe their experiences would be through marketing, and what their actual experiences turned out to be.

In order to examine the expectancy disconfirmation of Queenstown tourists, participants were also asked to rate the extent to which they agreed their experiences *exceeded* their expectations on a Likert scale of $1 - 5$, with 1 = strongly agree, 2 = agree; 3 = neutral; 4 = disagree; 5 = strongly disagree. Descriptive statistics of responses are shown in Table 14.

Table 14: Extent to which Experiences exceeded Expectations

	N	Mean	Median	Std. Deviation
Extent to which Queenstown experience exceeded expectations	250	1.97	2.00	.670

As shown in Table 14, the mean rating was 1.97, indicating that most tourists felt that their experiences exceeded their expectations, indicating positive disconfirmation. The standard deviation of .670 indicates that the majority of tourists were in the strongly agree to agree range, with scores falling between 1.3 and 2.64. This result is worthy of further analysis. Considering that Table 11 showed visitor satisfaction rates ranged between 1 and 2.237, Table 14 reveals a discrepancy between satisfaction level and the extent to which experiences exceeded expectations. The mean overall satisfaction level was 1.59

(see Table 12, 1 = very satisfied), while the mean extent to which experiences exceeded expectations was 1.97 (see Table 14, 1 = strongly agree - exceeded expectations). The slight drop in means between these two variables shows a gradual drop in positive tourist experience. This suggests room to improve the tourist experience through designing the marketing to reflect the destination authentically.

Objective 1 was achieved by determining the primary aims of first-time tourists as their travel motivations and expectations. Tourists' reported highlights of experience can reasonably be considered indicators of experience and compared with tourists' primary aims as indicators of expectations. In the context of EDT, this comparison (objective 2), will help in critiquing Queenstown's marketing efforts, ultimately aiding in the achievement of objective 3. The primary aims were analysed quantitatively and the visitor highlights were analysed qualitatively. Nevertheless, I was able to compare the two, due to giving conscious effort to ensure that within the qualitative analysis, the coding for visitor highlights was kept consistent with the primary aims. The comparison of primary aims and highlights of experience revealed significant discrepancies between frequency of primary aims and frequency of highlights of experience. Figure 16 shows the results of this comparison.

Figure 16: Primary Aims compared to Highlight of Experience
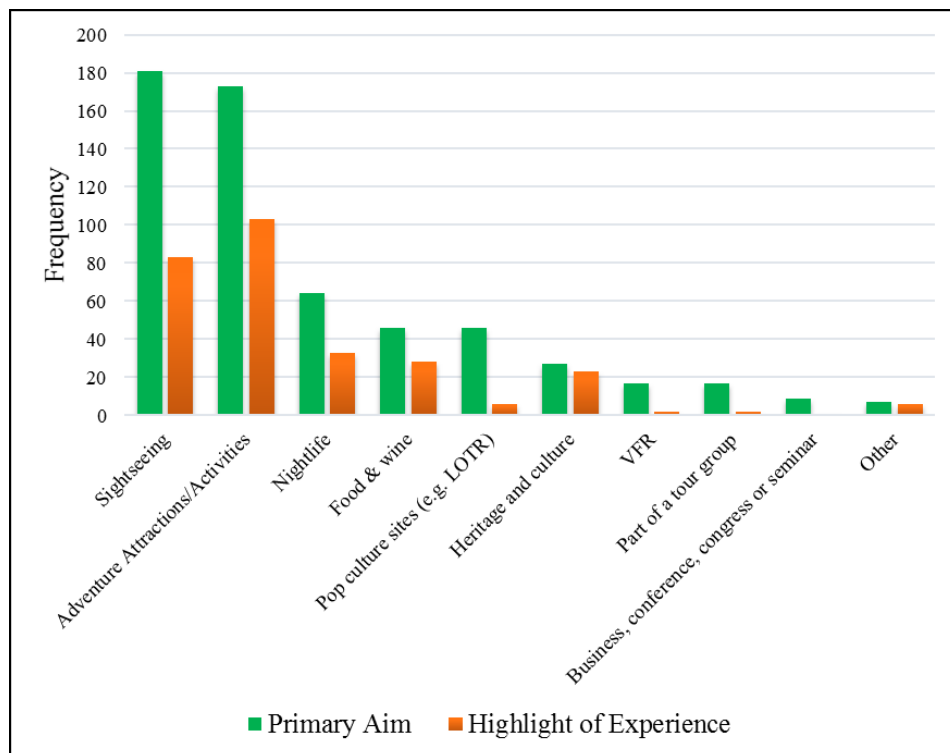
As shown in Figure 16, there was a notable discrepancy for each offering between the frequency of primary aims and frequency of highlight of experience. A portion of this discrepancy can be explained by respondents attributing the highlight of their trips to "shopping" or "attending a wedding." The discrepancy could also be explained by the fact that Queenstown is part of a larger tourist destination which includes other attractions like Arrowtown, Mount Cook (also known as Mount Doom from Lord of the Rings), Glenorchy, Milford Sound, Lake Wanaka, and other areas. There is a high possibility that some tourists found their highlight of experience outside of Queenstown.

Beyond the Top 3 offerings, nightlife, food and wine, and heritage and culture offered tourists a good level of satisfaction, as evidenced by the frequency with which these offerings were cited as highlights. A reallocation of marketing expenditure would contribute to a higher level of awareness of these offerings if Destination Queenstown begins taking a holistic approach to marketing by putting more effort into promoting them.

As I approached this chart in a qualitative manner, it occurred to me tourists' overall positive disconfirmation was not as clear-cut as initial results indicated. The overall data set for the extent to which expectations matched experiences yielded an average of 7.7, indicating that in general tourists felt expectations and experiences matched, but few felt that their experience was "exactly as described". Figure 16 differs in the results significantly, as tourists did not cite their primary aims (which reflect expectations) as highlights of experience to the same degree. This could imply that while tourists generally felt that their overall experiences exceeded expectations, when critiquing offerings individually, none of the tourism products lived up to their hype.

One of the intentions of the research aim was to assess Queenstown's marketing deficiencies which may be keeping tourists from recognising its holistic nature. Figure 16 shows that most offerings were cited as primary aims far more frequently than they were perceived to be highlights of experience. This suggests that tourists were not as excited about the actual experience of these offerings as they expected to be. Perhaps anticipation for Top 3 offerings had been developed to such a high level through heavy marketing that the actual experience wasn't as memorable as anticipated. On the other hand, with secondary aspects not having been expected as much compared to the Top 3, the impact

of the experience may not have been given the opportunity to peak as a highlight due to less pre-arrival anticipation of the offerings.

Interestingly, the closest match in terms of primary aim and highlight of experience was heritage and culture offerings. The implication here is that most tourists whose expectations involved heritage and culture actually ended up enjoying the experience to the degree that it became the highlight of their trip. It stands to reason that improving marketing towards heritage and culture will lead to more tourist attraction and greater satisfaction. Unfortunately, as shown in Figure 16, the frequency in this area was extraordinarily low compared to offerings like sightseeing and adventure attractions. It could be argued that a lack of holistic marketing has resulted in a failure to leverage successful offerings in favour of mainstream hype.

The offering with the highest mismatch between primary aim and highlight was pop culture sites (i.e., Lord of the Rings sites). Considering that Queenstown has the potential to attract a lot of Lord of the Rings fans, this result suggests that perhaps the offering needs to provide more for tourists than offering role play in helmets and shields in order to make the experience more memorable. For example, other tourist locations have put considerable effort into offerings based on another pop culture sensation, the Harry Potter media franchise. Universal Studios in Orlando, Florida opened The Wizarding World of Harry Potter, a themed area in the Islands of Adventure Park, with the first phase of the park opening to the public in June 2010. Here, Harry Potter fans can enjoy being introduced to the world of Harry Potter as new wizards by choosing wands, drinking Butterbeer, enjoying food and drinks in the wizarding pub, and purchasing merchandise at the shops. The park also includes a rollercoaster, a 4-dimensional ride inside the castle and, and a family-friendly ride overlooking the castle. The introduction of this themed area boosted the Islands of Adventure Park's admissions by 20% from 2009 to 2010 (O'Neill, 2011). Although the park operated successfully right from its opening and continued to attract millions of visitors each year, its tourism operators continued to invest in its development and promotion. The second phase of the park opened to the public in July 2014. It was expanded to include a fully operational Hogwarts Express train ride to Diagon Alley, an area that includes a street consisting of even more shops offering a variety of wizardry items and the Gringotts Bank, and a 3D simulator ride connecting to the first phase of the park and relating back to the books and movies that inspired it. Universal Studios Hollywood spokesperson Audrey Eig stated that "As part of this epic

transformation, Universal Studios Hollywood has created over 3,000 job opportunities"
(Mercury News, 2016).

Despite the impact releasing both Lord of the Rings trilogies had on the tourism market
of New Zealand, it appears that Destination Queenstown and Tourism New Zealand have
done the bare minimum to maintain its pop culture presence. Assuming that investing in
development and promotion efforts would have yielded similar results to The Wizarding
World of Harry Potter at Universal Studios, not only would Queenstown have had a
considerable increase in tourist activity, but it also would have created a range of job
opportunities. This would have upgraded Queenstown's DI from its Top 3 offerings and
increased worldwide awareness of New Zealand as a worthwhile tourist destination.

5.4.2.5 Overall Visitor Recommendations

To further elaborate on potential improvements that Queenstown could make, tourists
were asked for recommendations to improve future tourists' experiences in an open-
ended question. The responses were coded into various categories of implementable
improvements. Figure 17 shows the results.

Figure 17: Visitor Recommendations (N=136)
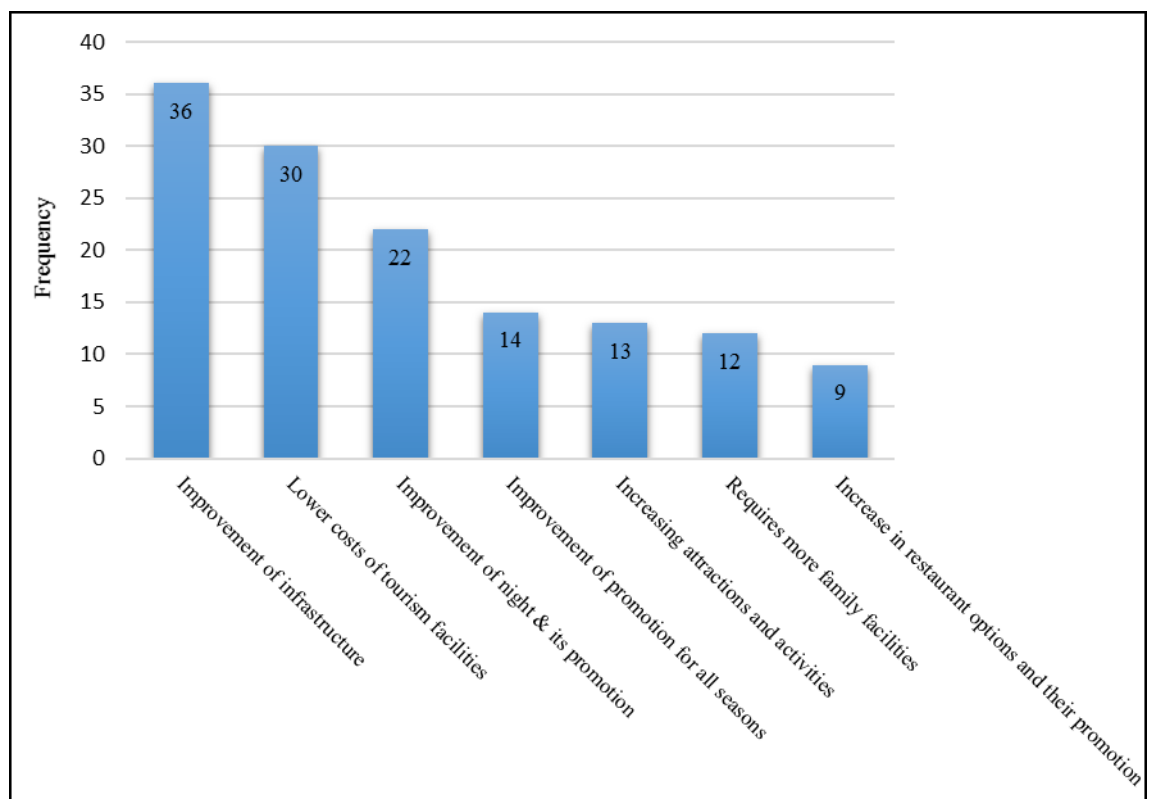
As shown in Figure 17, 136 of the 250 respondents offered implementable suggestions. The remaining 114 responded with comments such as "None," "No recommendations," and "N/A." Improvement of infrastructure (N=36) was recommended most frequently, followed by the suggestion to lower costs of tourism facilities (N=30). The next most frequent suggestion was improvement of nightlife and its promotion (N=22) followed by the recommendation to improve promotion for all seasons (N=14). The final three recommendations were to increase attractions and activities (N=13), add more family facilities (N=12), and increase restaurant options and their promotion (N=9). Some specific respondent comments were as follows:

Anonymous respondent #1: "Improve public transport and road structure."
Anonymous respondent #2: "Queenstown needs cheaper and affordable public transport."
Anonymous respondent #3: "Better public transport and free parking."
Anonymous respondent #4: "Perhaps better traffic management systems."
Anonymous respondent #5: "The transport part of Queenstown seems to be a bit weak. Trains and buses need to be more readily available for people who are not able to hire out cars to go to places like Wanaka or Arrowtown."
Anonymous respondent #6: "Retail stores to close at 10:00 p.m. daily."
Anonymous respondent #7: "Longer open[ing] hours, little less expensive."

While traffic within the Queenstown city centre was well-managed, results of the survey uncovered shortcomings in areas surrounding the city that needed improvement, such as traffic management systems, city centre operations of public transport, and parking. While these factors are not related to attractions or offerings, they are important factors that complement and affect overall experience, and if they are insufficient, weak, or unsatisfactory, this can be a negative influence on overall experience and even leave tourists' feeling as if they have not gotten their money's worth.

In terms of nightlife, tourist recommendations highlighted that it is under marketed. Though it is well-known through WOM, Queenstown's nightlife, such as partying, clubs, casinos, restaurants, and bars appear to be promoted less than other offerings. Specific tourist recommendations regarding improvement of nightlight and its promotion were as follows:

Anonymous respondent #1: "Promote the fact that it's a party destination with all the various activities happening and the various events. Party central for New Year's."

Anonymous respondent #2: "I think it would be nice to know more about its nightlife before I reached Queenstown."

Anonymous respondent #3: "Add more attractions/create awareness of things to do in Queenstown that are not adventure focused. Too heavily reliant on scenery when it comes to marketing the area."

Anonymous respondent #4: "Better promotions of clubs and bars."

Anonymous respondent #5: "Food industry needs development, variety of food is few and dull."

Anonymous respondent #6: "Information should be easily available online regarding time to travel or what is required for travel it was difficult finding the specifics while planning the trip."

Anonymous respondent #7: "Needs more nightlife for 25+ age groups. Lots of young rowdy backpacker bars that aren't that appealing."

Anonymous respondent #8: "Promote evening entertainment more."

Anonymous respondent #9: "More info on other things apart from attractions."

As revealed through assessing sources of information, tourists' prior knowledge, and tourists' primary aims of travel, Tourism New Zealand and Destination Queenstown seem to be running weak campaigns when it comes to marketing Queenstown holistically. Therefore, these recommendations from tourists should be given utmost consideration, seeing as how they are first-hand opinions of what tourists think and feel about Queenstown. In fact, in some cases, results showed travellers' frustration with too much information about the Top 3 offerings, which increased their desires to see promotions for other offerings. As a result, some surveyed tourists experienced negative disconfirmation, having not been sufficiently prepared for the destination. While some tourists could be susceptible to change and new experiences, a majority of practical travellers would rather be prepared for the destination. This is well-reflected in the following comment from one tourist:

"Had a disappointing experience – there were just too many tourists, and the nightlife is too active for a young family. The clubs are open till late and it's too noisy. Did not expect that, so was a bit disappointed."

Recommendations may be influenced by financial status. Many respondents chose to skip the question regarding household income, implying that they prefer to keep this information private. Respondents that chose not to respond to the recommendations question could be assumed to have had a happy experience and hence made no recommendations. In order to reveal trends in how people from various financial backgrounds provided recommendations, participants' coded recommendations were tabulated based on their household income. The results are presented in Table 18.

Table 15: Household Income and Recommendations to Improve Experience Matrix

		Recommendations for Queenstown to improve future tourists' experiences													
		Lower Costs of Tourism Facilities		Improvement of Infrastructure		Improvement of Nightlife & its Promotion		Requires More Family Facilities		Increasing Attractions & Activities		Improvement of Promotion for All Seasons		Increase in Restaurant Options & their Promotion		Total Responses (TR)
		Value	% to TR	Value	% to TR	Value	% to TR	Value	% to TR	Value	% to TR	Value	% to TR	Value	% to TR	Value
Household Income	<20K	4	31%	3	23%	0	0%	1	8%	2	15%	3	23%	0	0%	**13**
	20K-40K	2	50%	1	25%	0	0%	0	0%	1	25%	0	0%	0	0%	**4**
	40K-70K	6	15%	13	33%	9	23%	4	10%	2	5%	4	10%	1	3%	**39**
	40K-100K	8	32%	4	16%	5	20%	2	8%	3	12%	2	8%	1	4%	**25**
	100K-150K	4	31%	1	8%	4	31%	1	8%	0	0%	2	15%	1	8%	**13**
	>150K	3	17%	8	44%	3	17%	1	6%	1	6%	0	0%	2	11%	**18**
	Prefer Not to Say	3	13%	6	25%	1	4%	3	13%	4	17%	3	13%	4	17%	**24**
		30	**22%**	**36**	**26%**	**22**	**16%**	**12**	**9%**	**13**	**10%**	**14**	**10%**	**9**	**7%**	**136**

Note. All income brackets are in New Zealand dollars.

As shown in Table 18, the greatest number of recommendations came from tourists in the $40,000 to $70,000 income range (N=39). Respondents from this income range gave the most recommendations for improvement in Queenstown's infrastructure (N=13), improvement of Queenstown's nightlife promotions (N=9) and lower costs on tourism facilities (N=6). Respondents in the $70, 000 to $100,000 income range offered the next highest number of recommendations (N=25); these respondents were of the opinion that Queenstown should lower their costs of tourism facilities (N=8), promote nightlife more (N=4) and work on improving the destination's infrastructure (N=5). Respondents in the income range of $150,000 or more gave the third highest number of recommendations (N=18), and of these, the suggestion that Queenstown should improve its infrastructure (N=8) was given more than twice the number of times of recommendations for other improvements. This group equally recommended lowering the costs of tourism facilities (N=3) and improving Queenstown's nightlife and promotion (N=3).

Recommendations for lowering cost were equally frequent amongst tourists in the $20,000 income group and the $100,000 to $150,000 income group (N=4). Tourists in the less than $20,000 income group recommended improvement of infrastructure and promotion for all seasons equally (N=3). Those in the $100,000 – $150,000 group recommended improvements in Queenstown's nightlife promotion (N=4) and promotion of all seasons (N=2). There were fewer respondents in the $20,000 to $40,000 income range than the higher ranges, and these travellers recommended lowering tourism costs (N=2), improving the infrastructure (N=1), and increasing the number of activities and attractions (N=1).

Respondents in the $40,000 to $70,000 income range seemed to prioritise improving Queenstown's infrastructure, as evidenced by a greater number of recommendations (N=13) for this improvement when compared to other categories of recommendation. Considering that these respondents fell within third highest income range, they could be assumed to be financially stable. Their recommendations highlighted a need for better infrastructure in terms of roads routes, parking, more accommodation options, and others.

Interestingly, respondents that offered the most suggestions for lowering costs to tourism facilities were people in the higher income ranges from $70,000 to $100,000. This shows that even respondents with high incomes found Queenstown to be expensive, thus justifying that this is an issue for tourists of all income levels, not just those on lower

incomes. Some of the recommendations offered by respondents with higher incomes are as follows:

Anonymous respondent #1: "Have more affordable accommodation and food options."
Anonymous respondent #2: "The only concern when going out with friends was that it is too expensive. Otherwise, it's the most beautiful place in New Zealand!"
Anonymous respondent #3: "Prices need to be made lower. Everything is too expensive."

Also, considering their financial status, it can be speculated that respondents of the survey would make these recommendations based on their willingness to spend on these services (i.e., accommodation and food options) if the destination offered them at better prices, resulting in a more satisfying experience. Queenstown was expected to have good infrastructure operations allowing tourists to easily access the city and its neighbouring towns by providing easier commutes. Regardless of their income levels, tourists who had cars or rented cars found high parking prices problematic, and tourists who did not have transport found limited transport options problematic. These issues were highlighted by the following tourist recommendations:

Anonymous respondent #1: "Perhaps better traffic management systems."
Anonymous respondent #2: "Better public transport and free parking."
Anonymous respondent #3: "Enforce no littering rules/laws. Queenstown needs cheaper and affordable public transport."
Anonymous respondent #4: "Public transport and road structure."
Anonymous respondent #5: "Need more information regarding camper vans sites and parking."

Queenstown's expensive nature can be demonstrated. For example, parking rates on the main streets are $3 for every half an hour. Naturally, tourists consider this price to be unreasonable, and they may reasonably assume that DMOs are taking unfair advantage of them. Moreover, dissatisfactions were discovered with the infrastructure, specifically transport and accommodation. Infrastructure is a combination of structures, systems, facilities and services that when put together, contribute positively to a destination's overall economy. New Zealand's infrastructure similarly contributes towards the nation's economy by providing required support to tourism and external trade (New Zealand Trade and Enterprise, 2016a). In a recent article published in the New Zealand Herald, ASB economist Daniel Snowden stated that "Rapid increase in visitors has put pressure on resources leading to price increases. Overall, the New Zealand tourism sector is in rude

health. Demand is strong, but the main short-term challenge is for the infrastructure to meet demand" (Bradley, 2017, p. B4*).*

5.4.2.6 Recommendations for Improvement of Transport

A transport system can be described as "the activities and interaction between means of transport, methods and terminals to assist travellers [to] get in and out of the destination and also transport services [with]in the destination" (Prideaux, 2001, p. 53). Results on respondent dissatisfactions and recommendations have already revealed that tourists were displeased with transport facilities and would like to see improvements to the transportation network and infrastructure. Tourists do require some form of transportation from point A to point B, or from their accommodation to their selected offerings and vice versa (Hall, Gossling, & Scott, 2015). Although Queenstown itself does not cover a large geographical area, visitors use it as one of the hubs for traveling around the attractions and towns surrounding it (e.g., Arrowtown, Wanaka, Milford Sound, and Mount Cook) which are a considerable distance from Queenstown's main city centre. This emphasises the need to pay serious attention to transport improvements. Within Queenstown's city centre, there are only a handful of bus options, lending to it being coined a "walking" city.

In addition to offering convenience for tourists, transportation can also become an attraction on its own merit, through offerings like cruising, train rides, boat trips, and bus tours. Means of transport are chosen by tourists in accordance with their situational factors such as time constraints, budgets, travel distance between attractions, financial status, comfort levels, sense of security, travel companions, and the destination's geographical location (Westlake & Robbins, 2005).

Considering Queenstown's popularity, it was an interesting revelation that many tourists felt the infrastructure needed major improvement. Specifically, tourists complained that Queenstown's city centre had very limited parking facilities for tourists who chose to hire rental vehicles. On the other hand, for tourists that did not hire rental vehicles, complaints mainly revolved around the lack of a well-operated public transport system. Queenstown's current public transport system offers public buses to and from the airport and central city areas and only to a handful of other locations to neighbouring towns such as Arrowtown, Wanaka, and Cromwell. Connectabus, operated by Richies, is currently Queenstown's only public transportation provider. Figure 19 provides a map of the extent of Connectabus services.

Figure 18: Connectabus Queenstown Bus Route Map

Figure 18 shows Connectabus stops from the airport to in and around the city. The purpose of showing this route is to highlight the limitations of Queenstown's public transport service. The service merely covers the most basic route of a tourist destination (i.e., airport – city). For a competitive international destination like Queenstown, this level of availability is not sufficient to meet the demands of the tourist market. Not only do tourists want more transport options, but they also want quick options like rail links. While there were indicators that transport infrastructure functioned reasonably well within the city, there is still a lack of development and functionality of the same in transportation systems to attractions and neighbouring towns around Queenstown.

5.4.2.7 Recommendations for Improvement of Accommodation

Tourists' recommendations for the city's development covered the need to develop better accommodation options. Through market research commissioned by Tourism New Zealand; the Ministry of Business, Innovation, and Employment; and the New Zealand Ministry of Trade and Enterprise, a compelling case discussing the importance of investing in new hotels was presented (New Zealand Trade and Enterprise, 2016b). The research covered Queenstown as well as other top tourist destinations in New Zealand such as Auckland, Wellington, Rotorua, and Christchurch. To quantify visitors' requirements, this research aimed at gaining an understanding of the current infrastructure situation at these high-demand destinations. It analysed the current situation to estimate

how hotel supply and demand would perform with the forecasted and inevitable tourist growth in the coming years.

In 2015, it was discovered that Queenstown had progressively fluctuating accommodation occupancy rates throughout the year. Its lowest occupancy rates were still high at around 80% due to the shift in the nature of tourism and its becoming an "all-seasons location" (New Zealand Trade and Enterprise, 2016b). Forecasts showed that in the next 10 years, all of the researched cities would be unable to meet visitor requirements without further development, and by 2025, the expected shortfall in available accommodation across these cities would amount to a shortage of 4,526 hotel rooms (New Zealand Trade and Enterprise, 2016b). International visitor numbers are expected to grow at the rate of 5.4% per annum, while domestic visitor numbers are expected to grow at the rate of 2.5% per annum. This should lead to sufficient motivation to invest in accommodation. The research, considering the forecasted demands, estimates that over the next 10 years, this demand will require a supply of 26 extra hotels across these five top tourist destinations of New Zealand (Bennett & Joyce, 2016). This growth rate is good motivation for DMOs to update product quality and quantity while keeping costs reasonable.

5.4.2.8 Visitor Dissatisfactions

While data indicated that tourists' disconfirmation was predominantly positive and tourists reported high overall satisfaction rates, there were inconsistencies in what tourists found dissatisfactory. Participants were asked what aspects of their Queenstown experience they were dissatisfied with. This multi-response question yielded 321 responses from 250 participants. Table 15 presents the results.

Table 16: Reasons for Dissatisfactions with Queenstown

Dissatisfactions with Queenstown	Responses	
	N	Percent
Too Expensive	143	44.5%
Transport	46	14.3%
Accommodation	26	8.1%
Nightlife	20	6.2%
Customer Service	12	3.7%
Tour Guides	9	2.8%
Food & Beverage	7	2.2%
Attractions	5	1.6%
Other	11	3.4%
None	42	13.1%
Total	**321**	**100.0%**

As shown in Table 15, 42 tourists reported no dissatisfactions. Given the recommendations for improvement provided by tourists in the previous sections, it is not surprising that the top four areas of dissatisfaction were in the areas of expense (N=143), transport (N=46), accommodation (N=26) and nightlife (N=20). During pre-field observation, survey administration, and data analysis, it was noted tourists repeatedly mentioned that Queenstown is too expensive, that its transport facilities are underdeveloped, and that its accommodation infrastructure needs improvement. One of the responses to the open-ended question asking for recommendations was as follows:

"Everything is too expensive: food, accommodation, activities. The middle-class accommodation is also over-priced with poor service."

Queenstown's prominent negative issues as reported by tourists are that it is too expensive and that there is noticeable underdevelopment of its infrastructure. Tourists felt that their experiences were incomplete due to the lack of synchronisation between primary and secondary products and services. This reveals that despite most respondents experiencing positive disconfirmation, their Queenstown experience was disappointing in terms of cost and lack of development in transport and accommodation. The least dissatisfactory aspect was attractions, one of the Top 3 offerings.

Based on the available data, to provide tourists with a more satisfying experience, DMOs need to update their strategies by concentrating their development efforts on improving these aspects, and then promoting their new and improved image. By doing so, tourist attitudes on the quality and quantity of products and services can be improved, and tourists can appreciate the worth of these products and services. As indicated by my research into tourist dissatisfactions, if visitors are made to feel that they are going to have an enriching experience, then that is exactly what needs to happen during their visit. A further suggestion would be to target specific types of travellers whose experience needs to be improved. This study sample showed that a large volume of Queenstown's tourists are explorers and planners (see Figure 10 and Table 11). Catering to the characteristics of these travellers in marketing schemes could be worthwhile in that it would help to attract more explorers and planners as well as help to improve their experience. These traveller groups would appreciate and benefit from authentic and holistic tourism marketing, as it is in their nature to research and indulge in activities that are over and above the "the simple tourist experience." The benefits would be two-fold: (1) Queenstown's DMOs

would gain a reputation for better customer service and for providing a more rewarding experience; and (2) tourists' WOM feedback about Queenstown would be more positive, which would eventually result in encouraging more visits and greater tourist traffic.

Since this research took a post-positivist approach, there was room for any issues not initially identified to be explored. While tourists' dissatisfactions reveal areas that require attention from the Queenstown Tourism Board, analysing these dissatisfactions according to demographic criteria can help determine whether these dissatisfaction issues ran universally or are gender specific. In order to determine whether gender had any impact on level of dissatisfaction, I generated a matrix of gender by dissatisfaction. By comparing the frequencies of dissatisfactions for each gender, differences can be revealed. The results are shown in Table 16.

Table 17: Gender and Dissatisfactions Matrix

		Gender		Total
		Female	Male	
Dissatisfactions	Too Expensive	68	75	**143**
	Transport	24	22	**46**
	Accommodation	11	15	**26**
	Nightlife	9	11	**20**
	Customer Service	4	8	**12**
	Tour Guides	6	3	**9**
	Food & Beverage	0	7	**7**
	Attractions	2	3	**5**
	Other	5	6	**11**
	None	29	13	**42**
Total		**129**	**121**	**321**

As shown in Table 16, of the 42 tourists that reported no dissatisfactions, 29 were male and 13 were female. This is a noteworthy result because twice as many females reported dissatisfactions when compared to males. The most frequently reported dissatisfaction for both genders was that Queenstown is too expensive (N=143), and this accounted for over half of the reasons for dissatisfaction. Furthermore, even though the total sample had slightly fewer males, a larger number of males (N=75) were dissatisfied with things being too expensive than females (N=68). In addition to survey results, my interactions with locals, employees, and travellers during my trip to Queenstown and the observations stage all highlighted this issue of expense. Feedback about Queenstown being too expensive was not limited to any particular sector; rather, it applied to a range of sectors, including

attractions, activities, food and beverage, accommodation, nightlife, transportation, and others.

The second most common dissatisfaction for both genders was transport. A total of 46 respondents expressed their dissatisfaction with transport. Female respondents (N=24) reported more dissatisfaction with transport facilities compared to males (N=22). Respondents gave the following recommendations:

Anonymous respondent #1: "There needs to be development of public transport and road structure."
Anonymous respondent #2: "The transport part of Queenstown seems to be a bit weak. Trains and buses need to be more readily available for people who are not able to hire out cars to go to places like Wanaka or Arrowtown, etc."

Addressing Anonymous Respondent #2's comment, I can infer that if people used Queenstown as their South Island travel hub, they would find commuting inconvenient due to its limited transport facilities.

Accommodation was the third most common dissatisfaction for both genders. Of the 26 participants that cited this aspect, 15 were males and 11 were females. Dissatisfactions in accommodation could be with anything ranging from drawbacks with a specific accommodation venue or with the overall range of hotels, motels, or backpackers that Queenstown had to offer. When respondents were asked to recommend ideas to improve experiences for future tourists, they gave the following accommodation-related suggestions:

Anonymous respondent #1: "More reasonably priced accommodation"
Anonymous respondent #2: "There is not much accommodation available"
Anonymous respondent #3: "Need better accommodation options"

These responses convey the need for development of Queenstown's accommodation. With increasing numbers of tourists arriving every year, it is imperative that Queenstown grows, improves, and expands its accommodation options – hotels, motels, backpackers and holiday homes – to suit different types of travellers.

The fourth most common area of dissatisfaction for both genders was nightlife, with 20 tourists expressing dissatisfaction. Of these, 11 were male and 9 were female. Nightlife

includes restaurants, bars, pubs, casinos, clubs, and party buses. Dissatisfactions about the nightlife could relate to anything from the facilities tourists used, to the quality of their experience, to their overall experience of nightlife being unexpected. People are more adaptable to experiences when they know what is coming. In this instance, due to a lack of marketing for Queenstown's nightlife, people may have anticipated incorrectly and then been disappointed with what they actually experienced. On the other hand, they may have been surprised by what they experienced and perhaps didn't enjoy the outcome as they were not mentally prepared for that experience. Tourists' recommendations for nightlife were as follows:

Anonymous respondent #1: "More promotions for clubbing"
Anonymous respondent #2: "Proper marketing of night life"
Anonymous respondent #3: "I think it would be nice to know more about its nightlife before I reached Queenstown"
Anonymous respondent #4: "Promote nightlife with more deals"

Customer service was the fifth most common dissatisfaction with 12 tourists citing this as unsatisfactory. Two times more males (N=8) were unsatisfied in this area than females (N=4). The dissatisfaction for both genders may be due to the fact that while Queenstown's tourism is progressive, the destination does not seem to be well-equipped for the management of tourists. This could be perceived based on experience with the destination itself. If a destination is not well-prepared for the number of tourists it receives, customer service staff would not know how to manage or cater to the crowd. If demand is not understood by suppliers, they cannot design and manage their facilities in an appealing manner. If tourists do not get an accurate idea of what to expect from a destination through its marketing, their expectations may be misdirected and this may lead to dissatisfactions. Unsatisfactory customer services can therefore have an adverse effect through these aspects and result in tourists having a negative experience.

Interestingly enough, only males (N=7) expressed dissatisfaction regarding food and beverage offerings. In stark contrast, more females (n=6) expressed discontent with tour guides, with only a few males (N=3) reporting dissatisfaction in this area. Finally, attractions (N=5) had almost an equal measure of dissatisfactions for both genders.

As discussed in section 5.2.5, a total of 189 respondents provided their income range. In order to investigate whether there was any relationship between dissatisfaction and

household income, dissatisfaction was tabulated according to household income. Table 17 presents the results.

Table 18: Dissatisfactions based on Household Income

		Household Income (N=189)					
		Less than $20K (19)	$20K – $40K (19)	$40K – $70K (61)	$70K – 100K (41)	$100K - $150K (24)	More than $150K (25)
Dissatisfactions	Too Expensive (143)	10	14	40	27	14	12
	Transport (46)	3	6	15	10	4	4
	Accommodation (26)	4	3	5	4	2	3
	Nightlife (20)	0	1	6	4	0	4
	Customer Service (12)	0	1	3	4	1	1
	Tour Guides (9)	0	0	2	2	2	0
	Food & Beverage (7)	0	2	0	1	2	1
	Attractions (5)	0	2	0	2	0	0
	Other (11)	1	0	0	1	2	3
	None (42)	3	0	9	4	3	5
Total Dissatisfactions in Household Income Range (N=252)		**21**	**29**	**80**	**59**	**30**	**33**

Note. All income brackets are in New Zealand dollars.

As shown in Table 17, there were 252 dissatisfactions recorded across all income ranges. This is comparably less than the 321 dissatisfactions from all participants, which is to be expected given that dissatisfactions reported by participants who did not disclose income were excluded. Respondents in the $40,000 to $70,000 range expressed the most dissatisfactions (N=80), followed by respondents in the $70,000 to $100,000 range (N=59), the $150,000+ range (N=33), the $100,000 to $150,000 range (N=30), and the $20,000 to $40,000 range (N=29). Those in the less than $20,000 range reported the least dissatisfactions (N=21).

Of particular interest here is the dissatisfaction of Queenstown being "too expensive." This was the most common dissatisfaction across all income ranges. More dissatisfactions came from the $40,000 to $70,000 range (N=40) and the $70,000 to $100,000 range (N=27). Most participants from these income ranges could be said to be earning around or above the average annual income for New Zealand. This is because the average income in New Zealand in the first quarter of 2017 was around $62,300 (Trading Economics, 2017). It is noteworthy that this group of above-average earners are most dissatisfied with the price of Queenstown's various offerings. A majority of respondents earning $20,000 to $40,000 also expressed their concern at Queenstown being too expensive. Out of 19 total respondents in this range, 14 reported the expense as being a major dissatisfaction.

Remarkably, over half of the respondents who earned $100,000 or higher also stated this dissatisfaction. This gives credibility to the argument that Queenstown is indeed overpriced.

The next most common dissatisfaction was with transport. Again, respondents categorised between the annual incomes of $40,000 to $70,000 (N=15), and $70,000 to $100,000 (N=10) cited more dissatisfactions in this area that respondents from other ranges. These two ranges of income earners seemed to have higher expectations from the transport facilities. Similarly, they were also dissatisfied with the nightlife. It would be worth investigating why the nightlife was ill-received. It is likely that nightlife has a disruptive effect on those tourists not actively involved in partying or clubbing. They might have specifically come to Queenstown to enjoy facilities like casinos, clubs, bars, restaurants, dinner cruises, or other offerings, only to find them lacklustre. The issue could also be that a lack of sufficient marketing for nightlife left respondents unaware of the full scope of Queenstown's offerings. Conversely, respondents across all income brackets expressed dissatisfactions towards accommodation. This again indicates an infrastructural flaw in sustaining accommodation needs.

5.4.3 Summation

This section presented and analysed survey results relating to the achievement of objective 2 which was to compare tourist expectations and experiences in the context of EDT. Building on the assertion that tourists' expectations are reflected in their primary aims for travel, this section proceeded to present and analyse further results regarding tourists' individual expectations of Queenstown. Results showed a consistent pattern of tourists having higher expectations of Queenstown's top 3 offerings than they did of other secondary offerings. This indicated that Destination Queenstown and Tourism New Zealand put more effort into marketing for the Top 3 than other offerings, leading to the suggestion that tourists heard about secondary offerings primarily through WOM, electronic sources, and their own discovery of secondary offerings while visiting Queenstown. As such, Queenstown's use of holistic marketing appeared to be minimal.

In order to compare tourists' expectations with their actual experiences, results regarding tourists' overall satisfaction and perceived highlights of their visit were presented and discussed. Tourists' had high levels of overall satisfaction. In addition, most tourists felt

that their experiences matched their expectations, suggesting positive disconfirmation. To further analyse the relationship between expectations and experiences, tourists' visit highlights were compared with their pre-arrival expectations as reflected by their primary aims for travel. As expected, the Top 3 offerings featured highly amongst the highlights. However, results showed a discrepancy between tourists' reported satisfaction with experiences, as the frequencies with which tourists cited expectations for specific offerings (primary aims) did not always coincide with the frequencies with which they cited those same offerings as being highlights of their visit. This means the initial result of tourists experiencing overall positive disconfirmation may not actually be the case, as Figure 16 illustrated. Results reinforced the notion that Queenstown does not holistically market all its offerings to the best of its ability, thus causing differences between what people aim to expect and their actual experiences in Queenstown.

Investigating the highlights of tourists' Queenstown experience also revealed the offerings that hold the highest appeal for first-time tourists. Inevitably the Top 3 featured highest amongst the highlights, with nightlife, food and wine, and heritage and culture offerings also high. This provides information that can be used by tourism operators and marketing organisations to benefit Queenstown's tourism market. Given that Queenstown's tourism operators and marketing schemes strategically focus on its Top 3 offerings to attract visitors, leaving visitors to discover other offerings by chance (as discussed in Chapter 2), these results show areas beyond the Top 3 where offerings could be developed and promoted, enabling specific market segments to be targeted and increasing the destination's popularity amongst these segments.

Data regarding visitor dissatisfaction was also presented. The assessment of this data was imperative considering that although positive disconfirmation occurred for a majority of the visitors, when asked to name unsatisfactory aspects of their experience, the same respondents also shared areas of dissatisfaction. In Chapter 2, it was discussed that Queenstown has areas of transport- and accommodation-related infrastructure that are weak and underdeveloped for a destination with international appeal. Results confirm this, as many tourists considered that the destination's transport and accommodation infrastructure needs development. Given that Queenstown is known globally, why its infrastructure is still an issue at this stage of its development as an international tourist destination is questionable.

Tourists also noted that Queenstown is too expensive and its nightlife is in urgent need of promotion. As discussed in Chapter 2, Queenstown's nightlife has a negative representation, and is often perceived as more of an inconvenience than an aspect of a socially-active city. However, with development and accurate, universal promotion, Queenstown's nightlife image could be transformed from negative to positive, becoming an asset that tourists would travel for rather than an inconvenience or liability. For instance, with accurate, universal promotion, Queenstown's nightlife could be viewed as positive by younger families who might enjoy dinner cruises and by young adults who would find bars and pubs around the city appealing.

Tourists' dissatisfactions and recommendations reveal their opinions on Queenstown's opportunities for improvement of their marketing initiatives and tourism operations of offerings other than the Top 3. This reveals opportunities for Queenstown DMOs to construct a more holistic brand of the destination that better reflects all of its offerings. The benefits of implementing these improvements will enhance Queenstown's overall DI and shed light on opportunities for marketing operators to promote it as a holistic tourist destination.

5.5 ASSESSING QUEENSTOWN'S MARKETING DEFICIENCIES

5.5.1 Introduction

Objective 3 of this research was to critique Queenstown's marketing efforts and its potential impacts that influence traveller decisions and restrict tourists from comprehending the holistic nature of the destination's offerings. This section presents and discusses Queenstown's overall marketing deficiencies as evidenced by survey results. It presents marketing deficiencies from the perspective of first-time tourists, which will help in understanding the practical impact of theoretical concepts discussed throughout this research and assessing the influence that marketing has on a traveller's journey. Objectives 1 and 2 revealed that secondary offerings, in particular nightlife offerings, consistently appeared as offerings that tourists not only expected, but also considered to be a highlight of their experience. Therefore, this section also assesses the aspects of nightlife that interested tourists in addition to assessing nightlife offering marketing initiatives.

5.5.2 Analysis

5.5.2.1 Tourist Impressions of Marketing Coverage

Tourists were asked to rate the extent to which they agreed that Queenstown's marketing promoted all of its tourism aspects equally. This question was designed to prompt respondents to think about Queenstown's marketing activities and express their opinions about it. Respondents could choose from a 5-point Likert scale where 1 = strongly agree, 2 = agree, 3 = neutral, 4 = disagree, and 5 = strongly disagree. Table 19 provides the results.

Table 19: Extent to which Queenstown's Marketing Promotes all its Tourism Aspects

	N	Mean	Median	Mode	Std. Deviation
Extent to which Queenstown's marketing promotes all its tourism aspects	250	2.64	3.00	2.00	.968

As shown in Table 19, the mean rating was 2.64, indicating that tourists' opinions leaned toward being neutral. However, the standard deviation, .968, was greater than the standard deviations of previous results, indicating wider differences in results for this question. The range of responses were between 1.672 and 3.608. Table 20 provides a comparison with previous Likert-scale question results.

Table 20: Likert-scale Comparisons for Specific Questions

Table No.	Question	Lower Quartile	Upper Quartile	Mean
Table 12	Overall Visitor Satisfaction with Queenstown	0.943	2.237	1.59
Table 14	Extent to which Queenstown experience exceeded expectations	1.3	2.64	1.97
Table 19	Extent to which Queenstown's marketing promotes all its tourism aspects	1.672	3.608	2.64

1=Very Satisfied   2=Satisfied   3=Neutral   4=Dissatisfied   5=Very Dissatisfied

It can be noted from Table 20 that the ranges and mean values of responses for the above questions shifted from agreement towards disagreement. Respondents were satisfied with their experiences and did have positive disconfirmation, but clearly, tourists perceive that marketing initiatives have room to grow and improve.

5.5.2.2 Under-Marketed Aspects of Queenstown

Respondents were asked to select from a multi-choice list which aspects they thought were under-marketed or under-rated. They could select as many aspects that were

relevant, and the 250 participants provided a total of 517 responses. Results are shown in Table 21.

Table 21: Under-marketed Aspects of Queenstown

Under-Marketed Aspects of Queenstown	Responses	
	N	Percent
Nightlife/ Entertainment	124	24.0%
History & Heritage	92	17.8%
Restaurants & Bars	81	15.7%
Spa & Wellness	65	12.6%
100% Pure New Zealand	45	8.7%
Middle Earth (Lord of the Rings)	39	7.5%
Attractions	20	3.9%
Alpine	17	3.3%
Adventure Activities	17	3.3%
Other	4	0.8%
None	13	2.5%
Total	**517**	**100.0%**

As shown in Table 21, the top areas where tourists felt more marketing was needed were Queenstown's nightlife/entertainment (N=124), history and heritage (N=92), restaurants and bars (N=81), spa and wellness (N=65), 100% Pure NZ (N=45), and Middle Earth (Lord of the Rings) offerings (N=39).

Given that participants had to have been in Queenstown for a minimum of two days to participate in the survey, it is reasonable to conclude that they had fair knowledge of Queenstown's various offerings. Their opinions in this area can be considered valuable given that after two days they should have been able to differentiate between pre-visit DI and actual experience. As such, these results provide a good indicator of where marketing is most needed.

Nightlife stands out as needing the most marketing in relation to other offerings. Talking to tourists during the preliminary research and observation phases, and having studied academic sources, WOM has proven to be the most popular source of information for tourists when it comes to suggestions (Sparks & Browning, 2011). Survey results confirmed this, suggesting that particularly for domestic tourists, recommendations for nightlife venues would spread easily. However, the obvious demand for more nightlife marketing needs to be addressed for the sake of the destination's sustainability. The survey results show that travellers want to be made aware of all different options available to them prior to arrival.

History and heritage came in second in terms of needing more marketing, as there was strong tourist demand in this area. Queenstown offers historic shows, but the lack of marketing for them was apparent to travellers. Every destination has a unique culture, and this should be promoted as a niche product to draw more tourists. Survey results indicate that this appears to have been overlooked by Queenstown's marketers.

Lack of marketing for restaurants and bars came in third. This is important, as tourists rated food and beverage as their second highest preference in terms of where they liked to spend their travel money. This failure to communicate food and beverage offerings through marketing initiatives is detrimental for tourists' experience and for Queenstown's revenue potential. Spa and wellness, 100% Pure NZ, and Middle Earth (Lord of the Rings) offerings were also mentioned as needing more marketing. Top 3 offerings were mentioned as needing more marketing, but unsurprisingly, they were not mentioned anywhere near as often as other offerings.

5.5.2.3 Under-marketed Aspects Compared with Pre-arrival Expectations
The purpose of comparing under-marketed aspects of Queenstown with first-time tourists' pre-arrival expectations is to show why holistic marketing is so necessary. Comparing the two links the initial stage of a tourist's journey (expectations, decisions to travel, etc.) to the final stage (their actual experience and subjective critique of marketing deficiencies). While background research on Queenstown and theoretical evidence presented a logical case to push for holistic marketing of the destination, tourists' opinions prove holistic marketing would add significant value to their experience as well as significant value to Queenstown's bottom line and sustainability as an international tourist destination. By clarifying the tourism aspects that first-time visitors expected and comparing them with the aspects tourists felt were under-marketed, this research provides a first-hand perspective of specific offerings and whether their marketing is sufficient. While expectations are formed from some form of marketing, it can be presumed that when put together, the analysis will reveal shortcomings through what these visitors would have liked to have seen more of prior to their arrival. To allow for comparison, Table 10 and 21 have been re-presented on the following page

Table 10	
Pre-Arrival Expectations	*N*
Adventure/Adrenaline Rush	185
Relaxing	159
Nature & Ecotourism	111
Ski, Snow, & Ice	76
Family, Fun, & Entertainment	74
Nightlife	70
Wine Experiences	44
Middle Earth (LOTR)	43
Spa & Wellness	28
Art, Culture, & Heritage	25
Golfing	10
Fishing	7
No Expectations	4
Other	1
Total	**837**

Table 21	
Under-Marketed Aspects of Queenstown	*N*
Nightlife/ Entertainment	124
Culture & Heritage	92
Restaurants & Bars	81
Spa & Wellness	65
100% Pure New Zealand	45
Middle Earth (LOTR)	39
Attractions	20
Alpine	17
Adventure Activities	17
None	13
Other	4
Total	**517**

Referring back to Tables 10 and 21, we can compare tourists' pre-arrival expectations of offerings with their opinions regarding which offerings are under-marketed. The offerings most expected by tourists (offerings related to the Top 3) were identified as needing the least additional marketing, indicating marketing for these offerings is sufficient. There was moderate expectation for nightlife offerings and some expectation for art, culture, and heritage offerings, with both categories identified as needing the most marketing. This shows that while tourists may not have primarily associated these offerings with Queenstown prior to their arrival, tourists did want more information about them after learning about and experiencing them of after their arrival. In terms of needing more marketing, restaurants and bars came in third, while spa and wellness offerings came in fourth. However, these offerings were more frequently expected by tourists, rating highly as primary aims for travel and as areas where tourists preferred to spend money. It appears that Queenstown is missing out on revenue opportunities because of a lack of marketing for these offerings which would enrich travellers' prior knowledge of Queenstown. As a result, tourists' discovery and patronage of these offerings was a matter of chance, rather than being influenced by holistic promotion.

5.5.2.4 Queenstown Nightlife

Results showed that Queenstown nightlife surfaced consistently as an offering that visitors were interested in. It featured in tourists' expectations, primary aims, and experience highlights. Nightlife in Queenstown covers any aspect that tourists can partake in throughout the evening, including partying or clubbing, restaurants and bars,

casinos, dinner cruises, outdoor concerts, or other similar activities. It featured next after Top 3 offerings as a popular aspect and reason for visiting. However, results also indicate deficiencies in nightlife promotion.

To further investigate tourists' interests in Queenstown's nightlife and where specific marketing deficiencies were, tourists who were interested in Queenstown's nightlife (as determined by a screening question) were asked which nightlife activities would be of most interest to them. This multi-response question yielded 406 responses from 179 participants. The results are shown in Table 22.

Table 22: Nightlife Activity of Interest

Nightlife Activity of Interest	Responses	
	N	Percent
Restaurants & Bars	131	32.3%
Clubbing/Partying/Night Bus	96	23.6%
Outdoor Concerts	90	22.2%
Dinner Cruises	48	11.8%
Casinos	40	9.9%
Other	1	0.2%
Total	**406**	**100.0%**

As tourist profiles demonstrated (see Table 7), this tourist sample had larger numbers of visitors travelling with family and friends. It is no surprise then, that restaurants and bars (N=131) and clubbing (N=96) were most frequently chosen as the nightlife activities of high interest. Young families with children may find enjoying Queenstown's range of restaurants appealing, while visitors travelling with friends may be more interested in partying and night buses. Furthermore, with the data set comprised mostly of tourists in their 20s and early 30s (see Figure 8), the idea of outdoor concerts (N=90) and dinner cruises (N=48) would likely attract travellers within these demographics. Interestingly, the casino was of least interest (N=40).

Participants were also asked which aspects of Queenstown's nightlife needed more marketing. This multi-response question yielded 456 responses from 179 participants. The results are shown in Table 23.

Table 23: Nightlife Aspects Needing More Marketing from Tourists' Perspective

Aspects of Queenstown's Nightlife Needing More Marketing	Responses	
	N	Percent
Outdoor Concerts	107	23.6%
Clubbing/Partying/Night bus	107	23.2%
Restaurants & Bars	77	16.8%
Dinner Cruises	75	16.6%
Casinos	74	16.2%
None	16	3.5%
Total	**456**	**100.0%**

As shown in Table 23, outdoor concerts (N=107) and clubbing/partying/night bus offerings (N=107) were cited most frequently as needing more marketing. Since this tourist sample primarily consisted of visitors in their 20s and early 30s, these results reflect the nature of their travel motivations. The next most frequently cited nightlife offerings needing more marketing were restaurants & bars (N=77), dinner cruises (N=75), and casinos (N=74), all of which were nearly equally cited, indicating their popularity, possibly for visitors who were travelling with family. A total of 16 tourists did not feel any aspects needed more marketing.

Tables 22 and 23 show similarities between nightlife activities of interest and nightlife aspects needing more marketing. In general, activities of most interest were cited as needing the most marketing, with the exception of outdoor bars being third in terms of overall interest and first in terms of needing more marketing, and restaurants and bars being first in terms of overall interest and third in terms of needing more marketing. In general, this reveals that visitors are interested in and desire more information about these specific nightlife activities.

In order to provide more information regarding which nightlife aspects require more marketing as perceived by different age groups or market segments, thereby identifying different levels of demand based on age, results from Table 23 were tabulated according to age group. Table 24 presents the results.

Table 24: Nightlife Needing More Marketing and Age Group

		Nightlife Aspects Needing More Marketing						Total
		Clubbing/Partying/ Night bus	Outdoor Concerts	Restaurants & Bars	Dinner Cruises	Casinos	None	
Age Group	21 – 24 Years	34	35	20	20	18	5	**132**
	25 – 30 Years	46	38	29	26	31	8	**178**
	31 – 34 Years	14	18	12	14	12	0	**70**
	35 – 39 Years	5	8	4	6	5	1	**29**
	40 – 49 Years	5	4	9	5	6	2	**31**
	50 Years and Over	3	4	3	4	2	0	**16**
Total		**107**	**107**	**77**	**75**	**74**	**16**	**456**

As shown in Table 24, the greatest number of responses came from tourists in the 25–30 age bracket, with clubbing cited most frequently for needing more marketing (N=46), followed by outdoor concerts (N=38), casino (N=31), restaurants and bars (N=29) and dinner cruises (N=26). It can be concluded based on above findings that people in this age bracket focused most on clubbing as an activity of interest.

The second highest number of responses (N=132) came from people who were in the 21–24 age bracket (N=53). This group ranked outdoor concerts (N=35) as needing the most marketing, followed closely by clubbing (N=34), restaurants and bars (N=20), dinner cruises (N=20), and casinos (N=18). Responses from the 31–34 age bracket (N=21) cited nightlife aspects fairly equally, with outdoor concerts (N=18) being cited the most, followed by clubbing and dinner cruises (N=14) and restaurants and bars and casinos (N=12). It can be concluded that based on the above findings, visitors in their early 20s and early 30s are the group most interested in outdoor concerts.

For respondents over 35, differences in which aspects needed more marketing were less pronounced. Respondents in the 35–39 age bracket wanted to see more marketing for outdoor concerts (N=8), and those in the 40–49 age bracket wanted more marketing for restaurants and bars (N=9). Respondents over 50 wanted increased marketing for dinner cruises and outdoor concerts equally (N=4).

Table 24 allowed me to identify and justify which age groups were likely to be interested in certain nightlife aspects. Notably, the maximum responses on nightlife aspects were acquired from tourists in their 20s and early 30s. Clubbing, partying, night buses, and

outdoor concerts were cited by this group as the aspects most in need of additional marketing. Dinner cruises also featured as a high priority for more marketing amongst travellers in their 20s and early 30s. Respondents in the 35–39 age bracket seemed most interested in outdoor concerts, as evidenced by their higher selection outdoor concerts as most in need of further marketing, while respondents in their 40s could be said to find restaurants and bars more appealing based on their higher demand for more marketing in this area. There was an obvious pattern of tourist perception that nightlife needed more marketing reducing with increased age, which may be due to older tourists lacking interest in nightlife offerings in general or a having a preference for daytime activities.

Queenstown has two casinos in its main city centre: Skycity Queenstown and Lasseters Wharf Casino. The Queenstown casinos received a fair amount of interest from respondents in their late 20s, followed by those in their early 20s and early 30s. Interest seems to decrease for respondents in their 40s, and seems to have the least appeal for those 50 and over. The lack of marketing could be argued to be a reason for the low interest in casinos. It could also be suggested that Queenstown's casinos are not of international standard, compared to others around the world (e.g., Las Vegas casinos); therefore, Queenstown's casinos may not be as appealing to tourists with interest in casinos. It is also possible that lower interest in casinos is the result of underdevelopment and insufficient marketing, especially for older demographics.

In general, results show that nightlife is an important aspect for any destination. For Queenstown specifically, results suggest that the nightlife target market is tourists in their 20s to early 30s (N=146). With nearly 60% of respondents expressing their interest in nightlife aspects, Queenstown's marketing appears to have neglected this aspect since the target market was evidently asking for more information about these specific areas. The results of Table 24 indicated a lack of appealing nightlife activities for tourists over 35 years. Mature travellers or people travelling with family may not necessarily be interested in bars, pubs, or clubs, but they may be interested in other nightlife offerings or facilities. Facilities were not well promoted; and Queenstown was very limited in what it was able to offer in the form of nightlife for its tourists.

In terms of specific dissatisfactions and recommendations relating to Queenstown's nightlife, tourists offered the following comments:

Anonymous respondent #1: "Needs more nightlife for 25+ age groups. Lots of young rowdy backpacker bars that aren't that appealing"

Anonymous respondent #2: "Promote evening entertainment more"

Anonymous respondent #3: "Had a disappointing experience - there were just too many tourists and the nightlife is too active for a young family. The clubs are open till late and it's too noisy. Did not expect that so was a bit disappointed."

Anonymous respondent #4: "Promote various nightlife activities"

These recommendations highlight potential areas of improvement for Queenstown's nightlife sector. There is a demand for venues appealing to older demographics as evidenced by anonymous respondent #1. There is demand for more promotion of nightlife offerings in general, as evidenced by anonymous respondents #2 and #4. There is also evidence of insufficient pre-arrival information that does indeed affect tourist satisfaction, as evidenced by anonymous respondent #3.

5.5.3 Summation

This section presented and discussed results and analysis designed to achieve objective 3, which was to critique Queenstown's marketing efforts and its potential impacts that influence traveller decisions and restrict tourists from comprehending the holistic nature of the destination's offerings. Building on tourist recommendations and marketing gaps identified earlier, tourists' opinions on marketing gaps were presented. Marketing for secondary offerings beyond the Top 3 was again shown to be weak. Tourists' opinions revealed demand for more marketing in these areas, especially for nightlife offerings. Tourists' recommendations and opinions reflected a demand for more holistic marketing and development, ultimately confirming the research hypothesis, which was that if promoted fairly, secondary offerings would be able to attract more tourists since this would tap into wider traveller demands and market segments. Results also gave Queenstown's DMOs a range of opportunities for improving tourist experience. Product development, although separate from marketing, can provide opportunities to its destination marketers to pull visitors from different market segments if implemented correctly. Marketing and product development are cross-functioning aspects of any business, and tourism is no exception.

6 CONCLUSION

6.1 INTRODUCTION

This chapter provides a concluding overview of this research. First, it reviews the inspiration, overall aim, and objectives for this research. Second, it summarises how each objective was achieved and what the findings were. Third, it presents the significance of the research with regard to is contributions to marketing literature, to marketing practice, and to Queenstown as a tourist destination. Finally, it highlights the limitations of this research and suggests directions for future research.

6.2 OVERVIEW OF THE RESEARCH

6.2.1 Overall Aim

This research was inspired by my own personal experiences. The overall aim of this research was to understand motivations and experiences of first-time tourists to Queenstown in order to assess the destination's marketing from a holistic perspective so as to broaden its appeal in a competitive market. To do this, I conducted an extensive assessment of tourism in Queenstown. This involved studying Queenstown's marketing operations and identifying deficiencies in promoting Queenstown's tourism offerings holistically, which impacts its overall DI. It also involved using Oliver's (1980) EDT in assessing the extent to which tourists' pre-arrival expectations were inter-related with their experiences and how pre-arrival expectations differed from post-arrival experiences.

6.3 ACHIEVEMENT OF RESEARCH OBJECTIVES/FINDINGS

In order to meet the overall aim of this study, three research objectives were devised and approached sequentially. To recap, the three research objectives were:

> **Objective 1:** To analyse the relationship between motivations of first-time travellers to Queenstown and their resulting expectations.
>
> **Objective 2:** To compare tourist expectations and experiences in the context of the Expectancy Disconfirmation Theory (EDT).
>
> **Objective 3:** To critique Queenstown's marketing efforts and its potential impacts that influence traveller decisions and restrict tourists from comprehending the holistic nature of the destination's offerings.

It was hypothesized that if promoted more equally, secondary offerings could attract more tourists to Queenstown since the marketing would have tapped into wider traveller demands and market segments.

6.3.1 Achievement of Objective 1

The achievement of objective 1 involved determining a theoretical foundation of the relationship between traveller motivations and expectations in general. To do this, existing literature on tourist motivation was reviewed and Queenstown's current marketing and tourism situation was scrutinised. Objective 1 also involved investigating the relationship between the motivations and resulting expectations of Queenstown's tourists specifically. This required surveying Queenstown's first-time tourists on their prior knowledge of Queenstown, their motivations for visiting, and their expectations so that these could be analysed.

The literature review revealed tourism to be a socio-psychological experience, and tourist motivations to be subjective and based on an individual's hierarchy of needs. As such, Maslow's theory of human motivation and hierarchy of needs contributed towards explaining tourists' motivations and resulting expectations. This discussion of motivations influencing expectations raised the question of where these motivations may have been formulated in the first place. It showed that while travellers' motivations are first influenced by a hierarchy of needs, motivations are further influenced by DI.

It also showed that a destination's brand and overall DI is critical to its reputation, and with technology becoming such an essential part of people's everyday lives, it is easy for a DI to be distributed across the world within a short period of time. Social media websites such as Facebook, Instagram, Twitter, and Pinterest have become increasingly popular as platforms where people share their opinions on travel experiences. Moreover, travel blogging websites (e.g., Trip Advisor) have also become popular tools used by travellers. This means destination information is quickly and easily distributed, and requires tourist destinations to be even more vigilant about how their image is presented and perceived globally.

Literature revealed that marketing plays an extremely important role when it comes to traveller motivations, especially in terms of travellers' decisions regarding whether to

travel, where to travel, when to travel, and with whom to travel. A tourist destination's promotional activities and marketing initiatives are responsible for building a reputation and a certain image in the minds of potential visitors. It is extremely important that marketers and marketing initiatives portray a DI which is authentic so that the pre-arrival expectations tourists' form consciously and sub-consciously as a result of the advertised DI are realistic. In other words, destinations need to be able deliver the experiences they promise to potential travellers.

Understanding the relationship between the motivations and resulting expectations of Queenstown's first-time tourists required a practical view on their conceptual development of Queenstown's DI. Therefore, it was important to identify the sources tourists used to gain information about Queenstown and the regions they their regions of origin. Survey data revealed that tourists' primary source of information about Queenstown was WOM, followed by electronic WOM, social media, and Google. Queenstown's primary tourism marketers, Tourism New Zealand and Destination Queenstown, were used less frequently. They also stood out as running unsatisfactory campaigns by not promoting all of Queenstown's offerings holistically. While domestic tourists relied more heavily on WOM for information, international tourists chose social media and Google probably because these sources were considered more accessible and reliable. The least common sources of information about Queenstown were guide books, TV, travel agencies, and newspapers.

Tourists' prior knowledge about Queenstown indicated the type of expectations they developed as a result of Queenstown's marketed DI. To no surprise, survey results regarding tourists' prior knowledge indicated they perceived Queenstown primarily as an adventurous and alpine environment. Prior knowledge of adventure and alpine or scenic beauty aspects were reported most frequently, followed by knowledge of skiing aspects. There was a significant drop in frequency for skiing when compared to the first two aspects, but even though the survey was taken during the summer season, people still expressed their knowledge of skiing as being a notable tourism offering in winter. Knowledge of secondary tourism offerings – nightlife, Lord of the Rings or popular culture sites, and culture and heritage – were reported much less frequently. Very few respondents knew of Queenstown's culture and heritage offerings prior to arrival. Results showed that Queenstown is indeed promoting its Top 3 offerings at the expense of secondary offerings, confirming the underlying assumption of the research hypothesis.

Considering that the destination intentionally aims to be so perceived according to the Top 3, these aspects are accurately marketed. However, the issue that arises is the drop in frequency of prior knowledge of the city's other attractions. According to survey results, Queenstown's first-time tourists are conceptualising a DI that is heavily associated with Queenstown's Top 3 offerings and infrequently associated with secondary offerings, confirming a lack of holistic marketing.

To further examine tourists' motivations, spending values were investigated. Survey respondents were asked which aspects they most preferred to spend their travel money on. This was further analysed by analysing tourists' spending preferences based on tourists' travel companions. Research findings indicated that regardless of who their travel companions were, over half of the respondents preferred spending their money on activities and attractions. Travellers visiting with family prioritised sightseeing activities and food and beverage. Those travelling with friends followed through in the same direction, while also indicating interest in nightlife.

Survey data regarding Queenstown tourists' primary aims of travel was collected to reveal tourists' expectations and highlight areas where future marketing and promotion could lead to more positive experiences for tourists and attract more tourists. Survey results demonstrated that tourists' primary aims of travel were heavily focused on Queenstown's Top 3 offerings with sightseeing and adventure activities being the most common. This result is in line with results regarding tourists' spending preferences. Nightlife and food and wine were revealed as the third and fourth most common primary travel aims, demonstrating considerable interest in these offerings and highlighting an area of Queenstown's untapped tourism revenue and tourism marketing potential. Popular culture sites and heritage also received some interest from first-time travellers. This highlights other potential areas of development that Queenstown's tourism board can consider upgrading to generate interest in the minds of future first-time travellers. Background research on the current marketing and tourism situation in Queenstown revealed that some of Queenstown's offerings, particularly its nightlife, has developed a negative reputation due to management inadequacies (see section 2.6.1). With tourists revealing interest in Queenstown's nightlife, its sustainable development will help to not only erase its negative reputation but also tap a new tourism market segment interested in casinos, clubbing, dinner cruises, and restaurants and bars.

6.3.2 Achievement of Objective 2

The achievement of objective 2 involved analysing the extent to which Queenstown tourists' expectations matched their actual experiences in the context of EDT. Tourists' satisfaction levels were investigated and their expectations were compared to their experiences to determine whether tourists experienced positive or negative disconfirmation. This also helped to provide a foundation from which to critique Queenstown's marketing efforts in objective 3 by highlighting how future marketing of Queenstown could portray the reality of the destination holistically, enabling tourists to form more accurate expectations. Furthermore, it involved investigating tourists' dissatisfactions and recommendations to uncover areas of Queenstown's tourism that could be developed to improve quality of the tourism product and services and provide for easier promotion.

In line with the hypothesized assumption that Queenstown's offerings are not being promoted equally, tourists' expectations of Queenstown were again primarily based on its Top 3 offerings. The most frequent areas of expectation were adventure activities/attractions, relaxing, and nature and ecotourism. These results indicated that the current marketing influenced first-time tourists to perceive a DI which is heavily focussed on the Top 3 offerings, and particularly on Queenstown being an "alpine destination" and an "adventure capital." This undoubtedly influences tourists to build their expectations around these offerings. There were fewer expectations of secondary offerings such as ski, snow, and ice; family, fun, and entertainment; nightlife; wine experiences; and Lord of the Rings sites. The areas where tourists had fewest expectations included spa and wellness; art, culture, and heritage; golfing, and fishing.

The drop in frequency of secondary offerings expectations reveals two things. First, it reveals tourists are often not perceiving these offerings as being part of Queenstown's DI and that the DI being promoted is not holistic. This prevents tourists from recognising these aspects as potential tourism offerings. Second, despite the drop in frequency of secondary offering expectations, there was significant interest in them. This reveals areas where more product development and promotion could foster more interest and expectation for secondary offerings. This cycle of product development and interest building through marketing could increase opportunities for secondary aspects to attract different target markets and build a more holistic DI for Queenstown. Given that expectations are formed on the basis of the DI created by marketing, this shows that a

lack of holistic marketing operations affects tourists' expectations and by extension, their experiences and dissatisfactions.

Queenstown's performance was never under question, and as expected, most tourists were generally satisfied with Queenstown. In addition, most experienced positive disconfirmation, with many tourists reporting that their experiences either matched or exceeded their expectations, and this could have applied to Top 3 or secondary offerings. However, further investigation revealed that despite the high levels of positive disconfirmation, individual experiences were not as satisfactory. Comparing tourists' primary aims for visiting (representing expectations) with tourists' reported visit highlights (representing the most satisfying experiences) revealed significant discrepancies between frequency of primary aims and frequency of highlights of experience.

To reveal potential repercussions of the lack of holistic marketing, tourists were asked to state their dissatisfactions with Queenstown and provide recommendations for improvement. Results revealed tourists were disappointed with Queenstown being too expensive, having underdeveloped transport facilities, lacking affordable accommodation, lacking a variety of accommodation, and lacking information about nightlife. Dissatisfactions were also investigated by gender. Even though the sample was comprised of fewer males than females, males reported more dissatisfactions across all aspects than females.

The complaint that Queenstown was too expensive was particularly interesting given the demographic characteristics of the sample. Primarily comprised of planners and explorers, this study's tourist sample had fewer budgeters and extravagant travellers. It is no surprise that budgeters would stay away from Queenstown if it is known as an expensive destination. One would not expect expense to deter extravagant travellers, yet according the sample in this study, Queenstown does not attract many extravagant travellers either. Investigating household incomes in tourist profiles confirmed few high-income earners, again suggesting that extravagant travellers, or those with money to spend, are not choosing Queenstown as their travel destination. It is possible that a holistic marketing campaign designed to counter Queenstown's reputation of being expensive may attract more interest.

Tourist recommendations for improvement were largely focused on improving areas of dissatisfaction: improve infrastructure, lower costs, improve nightlife promotion and operation. Given Queenstown's international success, issues such as these should not be evident to tourists at this stage of the destination's presence in the tourism market. Even though Queenstown may have had difficulties accommodating and adapting to its growing popularity, basic operations and infrastructure such as transport management and accommodation should have already been organised by tourism board strategists.

Infrastructure issues and marketing issues are connected in terms whether they enable the efficiency and accessibility with which tourists are able to experience Queenstown's offerings. For instance, having a transportation service similar to Auckland's Hop-On Hop-Off Explorer bus that offers transport between attractions and activities would make offerings more accessible to tourists, and promoting such a service would pull tourists to use it for the convenience of not needing to rent a vehicle to get around. In addition, providing more accommodation of different types in and around the city would cater to more traveller types and present Queenstown as a tourist destination that is prepared to service its tourists to an international standard. Currently, as most of the accommodation is based within the city and city accommodation is more expensive, tourists who wish to travel on a budget and stay on the outskirts of the city to save money will struggle with easy access to Queenstown's offerings.

According to the results on expectations and primary aims for travel, Queenstown's nightlife holds very high potential for becoming one of the destinations key offerings. Current nightlife offerings do exist, however, if they were to be promoted and marketed, tourists would be better informed and better able to plan their nightlife activities in advance. In fact, given that in this study's tourist sample, the most common traveller types were planners and explorers, a large proportion of tourists could be pulled towards wanting to experience nightlife offerings if prior information was available. Furthermore, nightlife is not limited to partying and clubbing. It also includes restaurants and dinner cruises, so Queenstown's nightlife may also appeal to tourists travelling with family, another market segment that featured heavily in this study's sample. If promoted efficiently, Queenstown's nightlife offerings would appeal to many of Queenstown's current travellers. Casinos could appeal to an older age demographic. Partying, clubbing and bars would continue its appeal to younger visitors in their 20s and early 30s who travel with friends. These tourists may be drawn to Queenstown primarily for its nightlife.

Strategically presenting nightlife marketing material to the correct market segments would be a complex, yet effective way to guarantee reaching a larger market of travellers and possibly increasing tourist numbers.

6.3.3 Achievement of Objective 3

The achievement of objective 3 involved investigating tourists' perspectives on Queenstown's marketing initiatives and collating this information with what was revealed through background research and objectives 1 and 2. Background research (Chapter 2) gave an overall picture of Queenstown's current marketing initiatives and issues. Objective 1 provided information about the expectations tourists developed as a result of current marketing initiatives. Objective 2 provided information on tourists' recommendations for improvement (better marketing). Particular attention was paid to Queenstown's nightlife, as background research revealed very limited marketing in this area.

Tourists were asked to express their opinions of Queenstown's overall marketing and whether they believed it was promoting all of its aspects to equal measure. Tourists were also asked to specify which aspects needed more marketing. When asked to specify areas that needed more marketing, the top-tier aspects included nightlife and entertainment; history and heritage; restaurants and bars; and spa and wellness. Mid-tier aspects that needed more marketing were New Zealand's 100% Pure NZ brand and its Lord of the Rings popular culture products. The bottom-tier aspects included Queenstown's Top 3, which makes sense given that these already receive heavy marketing.

Tourists were asked which of Queenstown's nightlife offerings they were interested in to reveal areas where the Queenstown Tourism Board could begin focusing on promotion. Most tourists were visiting with family and friends, and there was considerable interest in restaurants and bars; clubbing, partying, and night buses; and outdoor concerts. In addition, these three nightlife offering categories were the ones tourists identified as needing increased promotion.

When demand for nightlife was analysed according to age, it was revealed that nightlife offerings, especially clubbing, partying, and night buses, in Queenstown are in heavy

demand for travellers in their 20s and early 30s. There was also some interest from this age cohort for restaurants and bars, dinner cruises, and casinos.

6.4 RESEARCH SIGNIFICANCE

6.4.1 Contributions to Marketing Literature

Previous marketing literature has explored the areas of holistic marketing (Kotler, as cited in Govindarajan, 2009; Kotler, et al., 2002; Rao, 2011; Sheth & Sisodia, 2015), and destination marketing (Pearce & Schänzel, 2013; Uysal et al., 2011; Wang, 2011) individually. Holistic marketing has been mentioned in marketing research in general, but never in relation to tourism and destination marketing. This study contributes to existing literature on marketing by combining the areas of holistic marketing and destination marketing and highlighting the importance of holistic destination marketing.

It also fills a gap in literature providing an example of how a lack of holistic marketing can hinder a destination's reputation. A lack of holistic marketing can result in tourists not being aware of all the offerings a destination has to offer. It can contribute to unrealistic expectations and limit expectations, resulting in tourists being unprepared for their trip in a way that dampens their experience of the destination. Unrealistic expectations can increase the risk of dissatisfaction or negative disconfirmation, and this can apply to any product or service that is being marketed, not just to tourist destinations. The case study of Queenstown provides empirical and theoretical evidence of the legitimate need to perform similar research and contribute to the body of knowledge in further tourism studies.

6.4.2 Contributions to Marketing Practice

This study has revealed some valuable insights for marketing practitioners. Existing literature and theory combined with Queenstown's case study provides DMOs with new knowledge and perspectives on the efficacy and impact of traditional marketing initiatives. This can help DMOs to ensure the sustainable future of destinations in the competitive tourism industry. This research shows the role that marketing plays in influencing first-time tourists' decisions to visit a destination, the expectations they have, and the impact this can have on their experience.

Marketing initiatives have influence over a broad spectrum of issues that are relevant for the survival of any tourist destination. A lack of holistic marketing does not portray an authentic DI, which prevents tourists from realising all that a destination has to offer. This could result in missed opportunities in terms of portraying pull factors that would influence tourists from other market segments to visit a destination (Correia, et al., 2007). Considering that tourists' travel motivations are subjective and based on different backgrounds and unique thought processes, and that these motivations merge with perceived DI to determine where a tourist decides to travel (Matos, et al., 2012), it is clear that employing holistic marketing and portraying an authentic DI is imperative if DMOs want to increase tourist traffic.

In addition, DMOs may justify placing more emphasis on a select few offerings in their marketing initiatives. However, doing so does not help to project an authentic DI, which is important in creating expectations which factor into whether tourists will experience positive or negative disconfirmation (Oliver, 1980). With WOM becoming such an important source of information and so easily distributed in the age of social media, tourist satisfaction is essential. Each tourists' experience is yet another potential marketing tool if it is being shared with other potential tourists. As such, it is important that destinations achiever a higher rate of positive disconfirmation in their tourist markets. This study provides destinations with ideas on how they can have sustainable tourism operation (maintenance of infrastructure and developing and promoting all its tourism offerings to equal measure) in order to achieve a higher rate of positive disconfirmation.

This research has provided a real-life example of how even successful tourism destinations can be held back by insufficient marketing. A lack of holistic marketing can result in underlying, undiscovered issues that can be progressively problematic for a destination's future in tourism. It can result in untapped secondary offerings. A lack of marketing or lack of knowledge of tourism interest in a secondary offering may result in tourism operators not realising development potential, so there is a cycle. A destination needs to be holistically marketed, and in order for that to happen, offerings need to be developed.

Conducting this research has highlighted the significance of identifying tourist characteristics and understanding the relationship between what a destination can offer and how it could cater to satisfying the tourists. By performing this type of research,

tourism practitioners would be able to acquire a healthy understanding of market demands and would therefore be better guided while formulating future strategies and plans. With equal attention towards all its aspects, destination tourism would be able to cater to a wide range of segments and continue to economically benefit the region. It provides a real-life example for marketers and future researchers to follow.

6.4.3 Contributions to Queenstown

The overall aim of this study was to understand motivations and experiences of first-time tourists to Queenstown in order to assess the destination marketing from a holistic perspective so as to broaden its appeal. This assessment revealed a number of marketing inadequacies and insights into Queenstown's tourism market that, if taken into account and remedied, could benefit Queenstown economically and broaden its appeal. It is the highest priority for a destination to satisfy its tourists' needs, wants, and demands. When tourists are satisfied, they are likely to revisit and recommend the destination to others, and this can help maintain Queenstown's overall tourist flow and sustainability as a tourist destination. Queenstown locals would also benefit economically, as the increased tourist traffic would have a progressive impact on the city's employment rate by expanding profitability. For instance, tour guides, hoteliers, holiday home owners, food and beverage workers, and others would benefit from inadequacies being remedied.

Results clearly show that Queenstown's marketing initiatives focus heavily on Queenstown's Top 3 offerings (Queenstown's Alpine, Adventure and Relaxing Environment) at the expense of secondary offerings. Tourists' expectations are limited due to this lack of holistic marketing, as they are not very aware of Queenstown's secondary offerings.

There is considerable tourist interest in many of these secondary offerings, despite tourists being largely unaware of them. This finding supports the hypothesis that if promoted more equally, secondary offerings could attract more tourists to Queenstown since the marketing would have tapped into more traveller demands and market segments. Many of these secondary offerings, particularly Queenstown's nightlife, would benefit from more promotion. This is evidenced by tourist interest in these offerings and by tourists' recommendations that nightlife needs more promotion. Survey results have revealed that nightlife is in fact underdeveloped, but under high demand, with visitors craving more in

this area. Therefore, Queenstown is likely missing out on growth potential and revenue. The outcome of this research gives DMOs the opportunities to assess secondary aspects that have risen to be important enough to enhance tourists' experiences.

Queenstown's lack of holistic marketing leaves first-time tourists with limited information to ensure them the best experience possible, and it puts Queenstown at risk of missing out on broadening its appeal to other tourist market segments. Cultivating an enhanced DI through holistic marketing will allow future first-time tourists to associate Queenstown with offerings beyond its Top 3 and attract travellers from multiple market segments. At present, Queenstown's biggest market segments appear to be domestic and international tourists in their 20s and 30s travelling with friends and/or family. Promotion must be efficient and effective for tourism products to be economically successful. Simply having products is not enough if they are not presented to potential tourists in a way that enables potential tourists to associate these products with Queenstown's DI and in a way that caters to tourist demands (Neill, 2009). If the marketed DI appeals to a wider audience, tourists will have more reasons, or motivations, to visit Queenstown. An enhanced DI would attract travellers from multiple market segments, and improved marketing would result in enhanced performance from its tourism operators by pushing suppliers, tourism organisations, and locals to expand and develop its tourism aspects.

Given that this first stage of the traveller's journey – deciding why to travel, where to travel, and with whom to travel – is one of the most important stages, these findings suggest the need for Queenstown's DMOs to critically analyse their marketing practices. This analysis needs to include careful consideration of what they promote. It also needs to include careful consideration of where they promote, considering that one of the main marketing tools (Destination Queenstown's website) was the *least* frequently used source of information about Queenstown.

Survey results provide Queenstown DMOs with information on tourist demands and what they would like to see more of and how Queenstown could broaden its appeal by improving various areas of tourism operation, infrastructure, and marketing initiatives. Tourists' recommendations were to reduce prices, improve accommodation, improve transportation infrastructure, and increase marketing for secondary offerings. Not addressing these issues could hinder tourists' experiences and leave them feeling that they did not get their money's worth, resulting in dissatisfaction.

The risk of having too many dissatisfied tourists should be of particular concern for Queenstown DMOs given that survey results showed that the most commonly used source of information about Queenstown was WOM communication. As previously mentioned, each tourists' experience is yet another potential marketing tool if it is being shared with other potential tourists. Preliminary research into Queenstown's current situation highlighted that Queenstown has already received negative press and appears to have a negative reputation resulting from issues with its nightlife and accommodation. Corrective action is worth considering to prevent further damage to Queenstown's brand and reputation.

6.5 LIMITATIONS

This study was not without its limitations. First, it did not investigate satisfaction levels for each of the offerings individually. Second, the sample size was small given Queenstown's heavy tourist traffic and the large number of tourists Queenstown caters to. Finally, this study was conducted during Queenstown's summer season, and this may attract a different traveller cohort than the winter season with Queenstown's ski offerings. This may result in a limited representation of tourists' views as participants would not have included tourists whose primary aims were skiing.

6.6 DIRECTIONS FOR FUTURE RESEARCH

It would be prudent for Queenstown to carry out a strengths, weaknesses, opportunities, and threats (SWOT) analysis, using the 4Ps of the RMM, on each of Queenstown's secondary offerings. Queenstown is undoubtedly aware of its strengths (the Top 3) and does well to take full advantage of those. However, price, product, and promotion were recognised to be underperforming, and these weak areas are in need of further research. Forming concentrated marketing plans based on timely RMM and SWOT analyses will help the Queenstown overcome its weaknesses and better guarantee a sustainable future for the destination.

To uncover more specific detail about tourist satisfaction levels, future surveys could be conducted that investigate tourists' satisfaction levels for each of Queenstown's offerings individually. It would also be worth performing similar studies at different times of the year to highlight where there may be seasonal differences in tourist expectations,

motivations, satisfaction levels, and demands. For example, it would be interesting to know if the same trend of heavy tourist interest in nightlife is also present in winter.

6.7 CLOSING REMARKS

It is critical for destinations to recognise their weaknesses early enough to prevent potential image distortion and ensure tourist satisfaction. With weaknesses identified, tourism organisations can recognise assets that are of financial benefit and assets that are negatively impacting their image due to lack of development. Opportunities for improvement present destinations with the potential to enhance strengths for the promise of a fruitful, sustainable future. This research has revealed that even a successful destination such as Queenstown can have undiscovered flaws. That does not make it any less of a success, however it makes it more vital that those flaws are recognised, analysed and eliminated before they become a crippling problem. Queenstown's tourism is an undeniable success, but redistributing resources to market other aspects equitably may lead to better growth and a stronger, more authentic DI. This research has opened a series of opportunities for the destination itself and any other destination that wishes to ensure a sustainable status in the tourism industry.

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APPENDIX A: TOURIST RESEARCH SURVEY

MATCHING TOURIST EXPECTATIONS vs. EXPERIENCES:

A case study on Queenstown Tourists

Please note: Kindly mark your answers with an **"X"** in the boxes for all the below questions

☐ By completing this questionnaire, you are indicating your consent to participate in this research. Kindly mark this box to confirm the same.

Q1)   Is this your first visit to Queenstown?

☐   Yes → please proceed to Q2

☐   No → Thank you for your time

Q2)   What is your intended length of stay in Queenstown?

☐   Less than 3 days

☐   3 days – 1 week

☐   1 – 2 weeks

☐   2 – 3 weeks

☐   Longer than 3 weeks

Q3)   Who are your companions on this trip?

☐   Family

☐   Friends

☐   Work colleagues

☐   Others (please specify): _____

Q4)   When you hear the name Queenstown, what are the first few words that come to mind?

_____

Q5) Where did you hear about Queenstown?
(Please mark all that are relevant)

☐ Newspapers ☐ TV

☐ Google ☐ Guide Books

☐ Word – of – Mouth ☐ Travel Agency

☐ Tourism New Zealand ☐ Destination Queenstown

☐ Social Media (e.g. Facebook, Twitter, Tumbler, Instagram, Pinterest etc.)

☐ Other (please specify): _____

Q6) What was your primary aim for travelling to Queenstown?
(Please mark all that are relevant)

☐ Enjoying the Queenstown nightlife/party

☐ Sightseeing

☐ Food & wine

☐ Heritage and culture

☐ Adventure activities (hiking, bungy jumping, rafting, jet boating etc.)

☐ Visiting popular culture sites (i.e. Lord of the Rings)

☐ Visiting relatives and friends

☐ Business, conference, congress or seminar

☐ Part of a tour group

☐ Other (please specify): _____

Q7) What knowledge did you hold about Queenstown prior to arriving here? *(Please mark all that are relevant)*

☐ Alpine/Scenic Beauty

☐ Active Nightlife/Party town

☐ Lord of the Rings (LOTR)

☐ Skiing

☐ Rich heritage and culture

☐ Adventurous destination (hiking, bungy jumping, rafting, jet boating etc.)

☐ Other (please specify): _____

Q8) On a scale from 1 to 10, where 1 is "Not at all" and 10 is "Exactly as described", to what extent did your knowledge about Queenstown, prior to arriving here, match the actual destination itself?

1		2	3	4	5	6	7	8	9	10

Not at all   Exactly

as described   as described

Q9) What were your expectations of Queenstown prior to arriving here?
(Please mark all that are relevant)

☐ Relaxing   ☐ Adventure/adrenaline rush

☐ Partying/nightlife   ☐ Wine experiences

☐ Spa and Wellness   ☐ Fishing

☐ Nature and ecotourism   ☐ Family, fun and entertainment

☐ Ski, snow and ice   ☐ Golfing

☐ Art, culture and heritage   ☐ Middle Earth (Lord of the Rings)

☐ Other (please specify): _____

Q10) Does the Queenstown nightlife (clubs, partying, drinking, casino, live concerts etc.) interest you?

☐ Yes ☐ Somewhat	➔ Please proceed to Q11
☐ No	➔ Please proceed to Q18

Q11) Which of these nightlife activities would be of most interest to you when in Queenstown?

☐ Clubbing/ partying/night bus

☐ Casino

☐ Restaurants and bars

☐ Dinner cruises

☐ Outdoor concerts

☐ Other (please specify): _____

Q12) **To what extent do you agree that Queenstown has an "active nightlife" or is a "party town" of some sort?**

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

Q13) **Do you think that Queenstown's nightlife needs to be promoted/ marketed more?**

☐ Yes

☐ Maybe

☐ No

Q14) **Which aspects of the Queenstown nightlife need to improve their marketing?**

☐ Clubbing partying/night bus

☐ Casino

☐ Restaurants and bars

☐ Dinner cruises

☐ Outdoor concerts

☐ All of them

☐ None of them

Other (please specify): _____

Q15) **Has Queenstown's nightlife disrupted your experience in any way?**

☐ Yes → please proceed to Q16

☐ No → please proceed to Q18

☐ I don't know → please proceed to Q18

Q16) **What about the Queenstown nightlife has disrupted your experience?** *(Please mark all that are relevant)*

☐ Too noisy

☐ Too many people

☐ The food joints are too crowded

☐ Too rowdy

☐ Makes me feel unsafe

☐ Not safe for children after a certain time

☐ Other (please specify): _____

Q17) Has this disruption affected your overall satisfaction of Queenstown?

☐ Yes

☐ Somewhat

☐ No

Q18) To what extent do you agree that Queenstown's marketing promotes ALL its tourism aspects equally (alpine, adventure, nightlife, culture, 100% Pure NZ etc.)?

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

Q19) What, if any, aspects do you think are under-rated in Queenstown's marketing that can be improved with more promotion? *(Please mark all that are relevant)*?

☐ Nightlife/Entertainment ☐ Restaurants and bars

☐ Alpine ☐ Adventure activities

☐ Attractions ☐ Culture and heritage

☐ Spa and wellness ☐ Middle Earth (LOTR)

☐ 100% Pure NZ ☐ Other (please specify):
_____

Q20) What would you consider to be the highlight of your visit?

_____

_____

Q21) What aspects, if any, dissatisfied you about your Queenstown experience? *(Please mark all that are relevant)*

☐ Accommodation ☐ Food & Beverage

☐ Nightlife ☐ Transport

☐ Attractions ☐ Activities

☐ Customer service ☐ Tour Guides

☐ Too Expensive ☐ Other (please specify):
_____

Q22) Overall, how satisfied are you with your experience in Queenstown?

☐ Very Satisfied

☐ Satisfied

☐ Neutral

☐ Dissatisfied

☐ Very Dissatisfied

Q23) To what extent do you agree that your Queenstown experience has exceeded your expectations?

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

Q24) To what extent are you likely to visit Queenstown in the future?

☐ Extremely Likely

☐ Likely

☐ Possibly

☐ Unlikely

☐ Extremely Unlikely

Q25) To what extent are you likely to recommend Queenstown to others?

☐ Extremely Likely

☐ Likely

☐ Possibly

☐ Unlikely

☐ Extremely Unlikely

Q26) Any recommendations for Queenstown to improve future tourists' experiences?

_____

You are almost done! Finally, please answer a few questions about yourself.

Q27) **What kind of traveller would you consider yourself to be?** *(Please choose ONE)*

☐ *Backpacker* – Someone whose travels are unplanned and full of new experiences.

☐ *Planner* – Someone who meticulously plans for each trip

☐ *Extravagant* – An indulgent traveller who would spend most of the time relaxing indoors and prioritize using facilities that are present instead of outdoor adventures.

☐ *Explorer* – Someone who travels to discover not only the destination but themselves. They step out of their comfort zone and interact with the locals to learn their culture.

☐ *Rejuvenator* – Those who travel to "get a break from everything".

☐ *Budgeter* – Someone who is financially conscious while travelling.

Q28) **Where would you most prefer spending your travel money in Queenstown?** *(Please choose ONE)*

☐ Accommodation ☐ Transport (trains, rails, bus, cars, cruises)

☐ Food ☐ Sightseeing

☐ Activities/Attractions ☐ Shopping

☐ Nightlife ☐ Other (please specify): _____

Q29) **Which of the following age groups do you belong to?**

☐ 21 – 24 years ☐ 35 – 39 years

☐ 25 – 30 years ☐ 40 – 49 years

☐ 31 – 34 years ☐ 50 years and over

☐ Prefer not to say

Q30) **Gender:**

☐ Male ☐ Female

Q31) **Please name your country of residence:**

_____

Q32) **What is your employment status?**

☐ Employed ☐ Self-employed

☐ Unemployed ☐ Retired

☐ Student/Pupil ☐ Other (please specify):

_____

Q33) **What is the approximate combined annual salary of your household (NZD)?**

☐ Less than $20, 000

☐ $20, 000 – $40, 000

☐ $40, 000 – $70, 000

☐ Prefer not to say

☐ $70, 000 – 100, 000

☐ $100, 000 - $150, 000

☐ More than $150, 000

Thank you very much for your responses.

Wish you a Merry Christmas & Happy New Year!

APPENDIX B: ETHICAL CONSIDERATIONS FORM (AUTEC)

AUTEC Secretariat

Auckland University of Technology
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T: +64 9 921 9999 ext. 8316
E: ethics@aut.ac.nz
www.aut.ac.nz/researchethics

21 September 2015

Charles Johnston
Faculty of Culture and Society

Dear Charles

Ethics Application: 15/339 Matching tourist expectations with experience: A case study on Queenstown Tourists.

Thank you for submitting your application for ethical review to the Auckland University of Technology Ethics Committee (AUTEC). I am pleased to confirm that your ethics application has been approved for three years until 18 September 2018.

As part of the ethics approval process, you are required to submit the following to AUTEC:

- A brief annual progress report using form EA2, which is available online through http://www.aut.ac.nz/researchethics. When necessary this form may also be used to request an extension of the approval at least one month prior to its expiry on 18 September 2018;

- A brief report on the status of the project using form EA3, which is available online through http://www.aut.ac.nz/researchethics. This report is to be submitted either when the approval expires on 18 September 2018 or on completion of the project;

It is a condition of approval that AUTEC is notified of any adverse events or if the research does not commence. AUTEC approval needs to be sought for any alteration to the research, including any alteration of or addition to any documents that are provided to participants. You are responsible for ensuring that research undertaken under this approval occurs within the parameters outlined in the approved application.

AUTEC grants ethical approval only. If you require management approval from an institution or organisation for your research, then you will need to obtain this. If your research is undertaken within a jurisdiction outside New Zealand, you will need to make the arrangements necessary to meet the legal and ethical requirements that apply there.

To enable us to provide you with efficient service, we ask that you use the application number and study title in all correspondence with us. If you have any enquiries about this application, or anything else, please do contact us at ethics@aut.ac.nz.

All the very best with your research,

Kate O'Connor
Executive Secretary
Auckland University of Technology Ethics Committee

Cc: Arnaz Munster thn1585@aut.ac.nz