

University of Strathclyde

Tourism Marketing in Developing Countries: A Study of Bangladesh

By

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January, 2012

Dedication

I dedicated this thesis to my affectionate parents and Family, and in remembrance of my late Father, Abdur Rashid Mollah

A list of Acronyms

ADB- Asian Development Bank
ANOVA- Analysis of Variance
ASTA- American Society of Travel Agents
ATAB- Association of Travel Agents of Bangladesh
BBA- Biman Bangladesh Airlines
BD- Bangladesh
BHGHOA- Bangladesh Hotel and Guest House Owner Association
BLR- Binary Logistic Regression
BPC- Bangladesh Parjatan Corporation
BTO- Bangladesh Tourism Organisation
CIA- Central Intelligence Agency
DMO- Destination Marketing Organisation
ESTA- Electronic System for Travel Authorisation
FBCCI- The Federation of Bangladesh Chambers of Commerce and Industry
FY- Fiscal Year
GDP- Gross Domestic Product
GNP- Gross national Product
ILO- International Labour Organization
IMF- International Monetary Fund
ITB- International Tourism Exchange, Berlin
LRA- Logistic Regression Analysis
MANOVA- Multivariate Analysis of Variance
MICE- Meetings, Incentives, Conventions and Exhibitions
MIS- Marketing Information System
MoCAT- Ministry of Civil Aviation and Tourism
NHTTI- National Hotel and Tourism Training Institute, Bangladesh
NRB- Non-Resident Bangladeshi
NTA- National Tourism Authority
NTB- National Tourist Board
NTO- National Tourism Organisation
OECD- Organisation for Economic Co-operation and Development
PATA- Pacific Asia Travel Association
PCA- Principal Component Analysis
PPP- Public- Private Partnership
PR- Public Relation
ROAB- Restaurant Owners Association of Bangladesh
SAARC- South Asian Association for Regional Cooperation
SARTC- Santa Ana Regional Transportation Centre
SMPTDB- Strategic Master Plan for Tourism Development in Bangladesh
SPSS- Statistical Package for the Social Science
TA- Travel Agent
TDP- Tourism Development Plan
TIDAB- Tourism Developers Association of Bangladesh
TO- Tour Operator
TOAB- Tour Operators Association of Bangladesh
TTRAB- Travel and Tourism Reform Advisory Board
TWAB- Travel Writers Association of Bangladesh
UFTAA - Universal Federation of Travel Agents Association
UNDP- United Nations Development Programme
UNESCO- United Nations Education, Scientific and Cultural Organization
UN- United Nation
UNCTAD- United Nations Conference on Trade and Development
UNWTO- United Nation World Tourism Organisation
VWP- Visa Waiver Programme
WB- World Bank
WOM- Word-of-Mouth
WTTC- World Travel and Tourism Council
WWW- World Wide Web
ZIA- Zia International Airport

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Abstract

Tourism is a branch of the service sector which can bring a substantial influx of foreign visitors to both developed and developing countries. Bangladesh is an example of a developing country which can become an important destination for international tourists with its unique attractions. To make tourism successful, Bangladesh has to take advantages of the opportunities for tourism development, using marketing and promotional activities. The purpose of this study is to analyse the issues and challenges of tourism marketing in Bangladesh, with a key objective being to evaluate the effectiveness of this practice. This study has identified problems and limitations of tourism marketing activities undertaken by the tourism sectors in Bangladesh. Bangladesh tourism organisations lag far behind regional competitors in attracting a significant number of foreign tourists, mainly due to inadequate and ineffective promotional activities in domestic and overseas markets. Concepts of tourism marketing promotion, as well as developments in this area and its policy and planning for tourism in developing countries are used to provide a theoretical basis for the investigation. The study concludes that the promotional activities of the tourism industry in Bangladesh are seriously hindered because of a lack of financial support together with an insufficient marketing budget, low quality promotional literature, improper distribution of sales literature, a bad image of Bangladesh tourism, and improper and inappropriate marketing strategies for the potential promotion of Bangladesh. The study findings identify that, tourism stakeholders in Bangladesh need to use appropriate techniques to measure the effectiveness of their tourism marketing and promotional activities in order to attract a significant number of foreign tourists to visit Bangladesh. In addition, stakeholders may consider improving and developing their tourism promotional policies and adopting more effective promotional strategies to develop the tourism sector in Bangladesh. Only then may tourism in Bangladesh enter into a new era, with a solid footing and real sense of direction, in which case, the government of Bangladesh has to support effective marketing promotional activities through different media advertising to ensure the previously unsuccessful attempts to develop this sector at will not be repeated. This study concludes with an assessment of the practical implications of the research and consequent recommendations which have been identified for the tourism organisations in Bangladesh.

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Chapter 1 Introduction to the Study

1. 1 Introduction

This chapter provides a general introduction to the study. Firstly, the chapter gives a brief background to the research and its context and presents the aims and objectives of the research. This is followed by a brief discussion that provides the research justification for this study. A summary of the research methods employed are then followed by the chapter scheme as a thesis framework is presented.

1. 2 Research background: perspective Bangladesh

Tourism marketing for developing countries is an important aspect in promoting and selling tourist products. Recently, some countries have started reviewing the marketing sector by considering it as an important channel through which tourism can be promoted and sold nationally and internationally. As far as the tourist industry is concerned, developing countries suffer from a number of problems, the most important of which is the difficulty in marketing the tourist product to bring it within reach of the consumer. This is due to lack of a number of crucial elements: expertise; effective marketing and promotional activities; funds allocated for the purpose of tourism marketing; as well as inadequate tourism product distribution systems, i.e., selling the product in the main tourist markets. Another problem is that the tourist product is underdeveloped and has not yet reached the standards required to the international specifications along with high purchase price to the consumer. The above problems make it difficult for tourism organisations in developing countries to compete with other well established tourism organisations in the world.

One of the largest industries in the world, tourism has been identified as a major factor in economic development. It has been credited with providing a number of economic benefits such as generation of foreign exchange, employment opportunities, income and revenue to the government, development of marginal regions and the overall stimulation of economic growth. Tourism frequently acts as a channel for other developments while also contributing significantly to the economies of many countries. In many countries, tourism is an industry for earning revenue and foreign

exchange (Hossain, 2007). The many businesses that grow concurrently with the development of tourism include airlines, shipping, hotels and restaurants, finance companies, tour operators, travel agents, car rental firms, caterers and retail establishments and together, they contribute significantly to the overall development of a country's economy and to its cultural diversification and adaptation (Islam, 2007).

According to the United Nations World Tourism Organisation (UNWTO, 2010), 1.6 billion tourists will be visiting foreign countries annually by the year 2020 spending more than US\$2 trillion. Tourism generated US\$5890 billion worth of economic activities in 2008, which is expected to rise to US\$12118.6 billion by the year 2017 (WTTC, 2008). Data related to domestic tourism are not gathered in a specific manner, but these figures are estimated to be four times more than for international tourism (UNWTO, 2010). These data are more than enough to confirm the status of tourism as one of the most important economic activities of our times.

According to Baum (2007), tourism is often described as a 'people industry' and is characterised by a large number of people employed directly and indirectly by its various sectors. It is estimated that tourism worldwide provided direct and indirect employment to over 235 million people in 2010 (8.1% of world employment) (WTTC, 2010). The WTTC also predicted that the industry would see a growth up to 303 million jobs (a rise to 9.2% of world employment) by 2020.

Bangladesh has already made its mark as one of the fastest-developing tourism destinations in South Asia. According to the Ministry of Civil Aviation and Tourism (MoCAT) (2010), more than US\$73.2 million was earned nationally from the tourism sector in 2009. The revenue earned was US\$81 million in 2007 which increased to over US\$94.2 million in 2008. However, this amount is much lower as compared to some other developing countries; for example, India earned US\$8.6 billion in 2009, US\$10.7 billion in 2008 and US\$11.8 billion in 2007 from tourism (UNWTO, 2010). In addition, approximately 207.67 million domestic tourists travelled around Bangladesh and more than 1.8 million Bangladeshi travelled abroad for medical, holidays, business and other purposes (The Financial Express, 2010). Data also reveal that the hotels, motels and restaurants under the national tourism organisation in Bangladesh earned a net profit over US\$3.2 million in the fiscal year 2008-2009 from

the tourism sector compared to US\$2.6 million in the previous fiscal year (2007-2008). Effective tourism marketing and promotional activities and proper media advertising makes the Indian tourism sector flourishes more than Bangladesh tourism. Therefore, these figures are far greater than those captured for Bangladesh. A fast growing tourism development trend is also observed in other developing countries like, the Maldives, Nepal, Sri Lanka, Cambodia, Malawi, Senegal Tanzania, Uganda, Zambia and Southern African countries through effective marketing promotional activities (UNCTAD, 2010; UNWTO, 2008). This situation raises some questions about the reasons for the slow growth of tourism arrivals and less budget spending for the tourism marketing and promotional activities in Bangladesh.

Throughout history, tourism has been a part of human life for a variety of purposes such as health, education, trade, leisure and recreation, and for social gatherings. Considering the nature of tourism as a service industry, involving large numbers of people as guests, hosts and providers of services, the importance of tourism marketing in this industry cannot be overemphasised. Various dimensions of tourism marketing and development are now subject to serious consideration by tourism marketing policy makers, planners, and researchers. These factors identify the importance of tourism marketing as one of the most important components of tourism development in Bangladesh.

Competiveness of a country's tourism marketing depends greatly on its quality. This is not only true in terms of the marketing of destinations and attractions but also in terms of the quality of services provided. A major determinant is the professionalism of the people involved in the development and provision of tourism marketing products and services. Along with the attractiveness and uniqueness of individual tourism destinations, the quality and integrity of social, cultural, economic and physical environments is equally important. Quality of tourist experiences is directly related to the integrity of the physical, social, and cultural environment of a tourist destination. Thus the environmental elements within a tourism destination are critical to ensuring the quality of tourism marketing services. One of the challenges facing tourism developers is to ensure the quality of tourism services and competitiveness of tourism destinations which inevitably may lead to continue growth of the tourism sector.

Western tourists have not been attracted to Bangladesh compared to other neighbouring countries, as the Bangladesh tourism industry continues to suffer from many bottlenecks. One of the major problems facing the country in the development of its tourism industry has been its poor image outside the country. Also infrastructure hurdles, such as lack of proper connecting roads, ports and airports, have inhibited the growth of tourism in Bangladesh. Continued natural disasters have not helped the cause of tourism development, with scenes of flash flooding across western countries' television channels and newspapers spoiling the image of the country. On top of these problems, growing violence in the country has given rise to security concerns for tourists and hampered the growth of tourism in Bangladesh.

Systematic planning is important for developing a tourism culture and environment through regional cooperation e.g., international, national, district and local. Tourism attractions in Bangladesh can be divided into three categories from a broader viewpoint: archaeological, historical and natural. Governments of Bangladesh may introduce tourism as an attractive development option to overcome their economic and social problems. As a result, a trend towards tourism-based development can be initiated through development policies. The reason for the support of the development of tourism in Bangladesh includes the low returns from tangible exports, which are mainly agricultural products and raw materials. Consequently, these exports are not enough to generate the required level of foreign exchange, and tourism can be another important source of income for the country's economy. An effective promotional activity is one of the main tourism marketing strategies to develop and promote Bangladesh tourism in overseas markets to fill this economic gap. The Bangladesh government could formulate a policy to fulfil the economic gaps by the introduction of tourism development. Although the government of Bangladesh has realised tourism's economic value since the country's independence in 1971, tourism performance in economic development is still not at a significant level compared to other sectors (MoCAT, 2009).

Tourism marketing is considered to be one of the means to address some of the development problems faced by less developed countries. Governments all over the world have been making significant investments in developing tourism marketing in recent years, and Bangladesh has been trying to utilise its tourism resources as a

means to achieving socioeconomic development since attaining political independence. However, the effectiveness and efficiency of these endeavours are increasingly becoming questionable. Environmental and social problems of tourism marketing have become a major concern for destination communities and tourism marketing policy-makers in Bangladesh, which is the case in most developing countries. Some of the well-established destinations in the country have become case studies in how not to develop tourism marketing. Thus effective tourism marketing is a major issue in Bangladesh tourism.

Bangladesh also has a huge population, a significant proportion of which is illiterate and unemployed. Tourism, probably, offers one of the most effective ways to provide gainful occupation to the multitude of unemployed individuals in the country. Developing and employing the abundant human resources available in Bangladesh in order to enhance the quality and development of tourism is a realistic and sensible option for the nation in its pursuit of tourism development. These issues are very real in the case of Bangladesh tourism and require serious policies and programmes to address them, so that these policies and programmes can fulfil its functions as a facilitator of not just tourism market development, but the overall development of the country. Tourism today is an experience that needs to be delivered to the outside world through aggressive marketing strategies. While government efforts may not be enough to couple the region's prospects, the authorities could become facilitators by roping in private investment. For this, the government will have to shed its careless mind-set and exhibit the required professionalism (MoCAT, 2010). Baum (2007) mentions a skilled workforce as one of the most important components of a service industry such as tourism. Tourism education and training can contribute to create a skilful workforce which is another major issue in developing countries. It can contribute to preparing a workforce that will have the necessary skills, knowledge, and attitudes to ensure and enhance competitiveness and develop the tourism industry in developing countries. Considering the educational deficiencies of developing countries (Todaro and Smith, 2008), tourism education and training has an even more significant role, not just in developing a competent tourism industry, but in the overall socio-economic development of many communities in the society. In an era of increasing emphasis on quality and competitiveness, service industries such as

tourism need to look at service quality as a competitive opportunity and a strategic issue (Baum and Kokkranikal, 2003).

Tourism industries in developing countries have also been affected by wide range of problems that pose a major threat to tourism industry survival. The harm that tourism development has caused to destination environments all over the world, especially via carbon emissions by airlines and other modes of transportation, has serious complications for the global environment and is considered as one of the major contributors to global warming and resultant climate change (Font and Harris, 2004; Font and Tribe, 2001). Consequently, tourism policy makers and stakeholders have been looking for ways to reverse or at least minimise the negative impacts of tourism on the environment. A large number of seemingly effective solutions and strategies to transform tourism into a less environmentally damaging activity have emerged in recent years. Examples include the zero carbon commitments by the airline industry, environmental activities by the major tourism businesses and a number of certification programmes encouraging environmentally friendly business practice (Font and Harris, 2004). Tourism is one industry that can ensure benefits to all its stakeholders, from a taxi driver to a five-star hotelier in Bangladesh (Islam, 2009). Concrete actions, and not words, are required to change the face of tourism in Bangladesh.

Since tourism marketing planning is usually a prerequisite to measuring tourism marketing effectiveness, the existence of formal strategic tourism marketing plans at the operational level, was evaluated in this study. Mass media-led strategies emphasise the effectiveness of tourism marketing communications rather than efficiency. The goal is to connect with consumers. The media choices lever their attentiveness, receptivity to ideas, conversations, buzz potential, and help deliver an authentic brand experience. This is a significant change in communications strategy, which diverts media resources to deeper and richer exchanges with smaller audiences. At present, the destination itself, its website, blog, Facebook page, Twitter feed and YouTube channel are all facilitated by Internet tools and technologies that allow tourism marketers to engage the consumer in appropriate and desirable formats, when and where they seek information. This relationship-building approach can deliver a richer brand experience, and foster consumer support and word-of-mouth recommendations that carry a great weight and credibility. The mass media's role is

growing now and maintains the momentum created by tourism customers, word-of-mouth and recommendations from travellers and booking agents. In the last 20 years, the Internet is become one of the most influential factors on the consumer's decision and buying process, and continues to grow every year (UNCTAD, 2010). Besides influencing the purchase decisions, the Internet, i.e., websites; blogs; feeds; and social networks tools provide marketing options that did not exist 20 years ago. These are the examples of media that may use to promote destinations and resorts for maximum visibility and deeper connections with the destination visitors (Buhalis, 2000). According to UNCTAD (2010), the effectiveness of tourism marketing, the impact of marketing communications and the media's ability influence the consumer's purchase decision. UNCTAD (2010) also highlights that for impact and higher return on tourism marketing investment, communications may be appropriate and authentic, from trusted and reasonable sources. Owned or 'earned' media vehicles such as websites, blogs and reviews are more appropriate for these direct communications than the paid media mentioned by UNCTAD (2010).

Time has changed, and so must require effective travel and tourism marketing strategies in order to promote and develop tourism in developing countries. It cannot expect that mass media alone will reach targeted customers: niche markets are also required to perform their role effectively to influence their customers. It is true that customers are influenced more by unpaid media than paid media (McKercher, 2003).

Given the above background of tourism marketing in developing countries and the particular situation of tourism marketing in Bangladesh, the overall aim of this study is to analyse the issues and challenges of tourism marketing in Bangladesh. The primary objective of this current research is to identify the development trends in Bangladesh tourism in the context of international tourist arrivals and revenue generation. This study analyses whether the promotional activities are working positively or not in the domestic and overseas markets which can be utilised by Bangladeshi tourism stakeholders to measures their future promotional effectiveness using different media. Contemporary issues in tourism marketing in Bangladesh are also analysed so that tourism marketing stakeholders in Bangladesh can identify the potential tourism marketing strategies available to them in developing and promoting

country's tourism nationally and internationally. These strategies can contribute to increasing the competitiveness of Bangladesh tourism in future.

1.3 Research objectives

The current challenges of tourism marketing in Bangladesh lead the researcher to believe that this current research is necessary to fill the gaps in the literature of tourism marketing in Bangladesh as a tourist destination. Being a Bangladeshi, with an interest in tourism marketing and its development, the researcher choose Bangladesh as a context with a view to enhancing research on destination marketing at the international level. The overall aim of this research is to analyse the “issues and challenges of tourism marketing in Bangladesh”. This study has four major objectives which are:

- i. to identify development trends in Bangladeshi tourism;
- ii. to evaluate the effectiveness of tourism marketing in Bangladesh;
- iii. to analyse issues in tourism marketing in Bangladesh; and
- iv. to identify potential strategies that can contribute to increasing the competitiveness of Bangladesh tourism.

By studying the issues and challenges facing tourism marketing in Bangladesh and strategies being used by the tourism organisations, one may identify the factors that contribute to the attraction of tourists to Bangladesh. The following hypotheses are tested in Chapter 7 and 8 to draw conclusions about the research objectives. Based on the above objectives, there are some hypotheses drawn for this research which are tested in Chapter 7 and 8. These hypotheses are:

H_0 : Marketing promotions taken late in 2008 had no effect to increase the number of tourists.

H_1 : Marketing promotions had an effect to increase the number of tourists

H_0 : None of the independent variables are effective ($\beta_1=\beta_2=\beta_3=\beta_4=0$)

H_1 : At least one of them is effective (at least one of the coefficients is non zero)

H_0 : Number of promotions, volume of tourist and total budget on tourism has had no effect on revenue earned on a specific year.

H_1 : The set of predictors has significantly affected the revenue earned on a specific year.

H_0 : Amount of budget spent on different media in the domestic market is not significantly different from the hypothetical frequencies

H_1 : Amount of budget spent on different media in the domestic market is significantly different from the hypothetical frequencies

H_0 : Amount of budget spent on different media in the overseas market is not significantly different from the hypothetical frequencies

H_1 : Amount of budget spent on different media in the overseas market is significantly different from the hypothetical frequencies

H_0 : There is no simultaneous relationship between conducting pre-test and post-test of any tourism promotions with target achievement.

H_1 : At least one of them (pre-test and post-test) is related to target achievement.

1. 4 Justification of the research

Tourism marketing has been gaining increasing recognition in recent decades, both in regions where there exists a well-established tourism industry as well as in those countries where tourism is a relatively new economic activity. Organisation at trans-national, national and local level both the public and private sectors have initiated a number of measures to assist in the development of tourism marketing. Tourism destinations use tourism marketing promotional activities as a communication strategy to influence destination image (Beerli and Martin, 2004). Stakeholders or tourism industries and intermediaries create destination marketing and promotional activities through the media, literature, arts, and popular culture (e.g. motion pictures, TV shows, media advertising, exhibitions, fairs and festivals or music) (Cohen-Hattab and Kerber 2004). A greater emphasis has to be given to the development of both domestic and international tourism in Bangladesh. Although the Bangladesh tourism

industry still is at an early stage, its development appears to have been impeded by an inadequate and ineffective tourism marketing and promotional strategy. Therefore, in order to adopt effective marketing promotional activities to develop the tourism industry and serve the mutual interests of both the customers as well as the marketers properly, it needs to conduct wider surveys and research in different areas of the tourism marketing (Uysal, et al., 2008). Research is an important tool for the industry to use in order to get proper insight into the customer decision making process.

Tourism marketing policy formulation and planning is still generally a government domain, are handled by the bureaucrats who very often, have very little experience in tourism and, where the private sector is involved, narrow sectoral business interests that dominate their thinking, especially in developing countries. Important areas of tourism marketing are very often ignored or addressed without any real seriousness. Another very important area of concern for international tourism marketing in developing countries, especially in today's climate, is tourism's negative impact on the environment, society and the wider economy of tourist destinations. The growth of tourism marketing has not been without its own share of problems and complications. The long-term survival of the tourism industry, considering the limited nature of resources and new destinations, and the rapid growth rate of tourism is very doubtful if tourism development and practices are not reorganised in a development approach. In spite of a number of negative experiences all over the world and considerable amount of discussion at various levels and policy declarations, tourism marketing, mass or alternative, continues to follow established patterns of tourism development, especially in developing countries (UNCTAD, 2010).

Given the important role that tourism marketing and employees can play in facilitating tourism development, tourism marketing and human resource development strategies and practices have to be another key aspect of tourism development. If tourism marketing and human resource development policies, strategies and programmes can be given a development orientation, achieving the goal of tourism marketing development would be more realistic, especially in developing countries.

Bangladeshi tourism has been experiencing steady growth in recent years compared to many other developing countries and tourism marketing development suffers from the

problems associated with the early stages of marketing development and the lack of a proper holistic perspective. There is a clear lack of any unity of direction or any proper strategies and policies for tourism marketing in Bangladesh. Bangladesh tourism is at a stage, which calls for sensible long-term vision, development strategies and practice. Tourism marketing promotion and development has an integral part and important role to play not only for the future development of Bangladeshi tourism but also to help addressing the country's various tourism marketing promotion and development problems. Tourism marketing promotion and development would go a long way in helping the country to acquire its potential for various benefits that tourism could offer to assist in tackling some of the serious developmental problems (Ahmad, 2009).

As there has been no major study pertaining to tourism marketing and promotional strategies of the tourism industry in Bangladesh, a study in this area may identify and measure the effectiveness of different forms of marketing promotional activities undertaken by the tourism industry. The results of this research may be potentially significant in a number of different ways. It is expected that the results of this study may provide sufficient information on how present and potential tourists may be successfully persuaded to visit Bangladesh. This may also help the tourism sector in Bangladesh to undertake appropriate promotional approaches to ensure better effectiveness of tourism marketing. These approaches may help to identify the problems/limitations and find ways to overcome those in the present context of tourism development in Bangladesh. For example, problems of the observed tourism marketing promotion and development and issues and challenges related to the forms of proper marketing promotional activities may assist tourism authorities to reduce the tourism sector's weaknesses in the light of proposed policy implications and recommendations in the study (Chapter 9). In addition, the results of this study may improve tourism development and the competitiveness of Bangladesh as a tourism destination. The results of this study may also help a tourism destination to promote its tourism products and development and pursue tourism competitiveness in the tourism markets nationally and internationally. Marketing promotional tools users' and non-users' knowledge of the tourism destination may also contribute to promoting Bangladesh as a viable tourism destination. Because of the significance of the way a tourism destination is perceived and the importance of marketing and

promotion in bringing a tourism destination and potential tourists together (Stabler, 1988), once a destination can convey the desired powerful images to its prospective visitors by using tourism marketing and promotional tools effectively, the destination will have an edge over its competitors in attracting more tourists. Furthermore, increasing the number of tourists may stimulate the development of local tourism within the destination. The results of this study may also assist a tourist destination in promoting its image and raising its tourism value. As a result, the destination's tourist sector may be able to effectively choose marketing promotional tools to convey and promote a positive image to target markets. At the same time, the tourism value of a destination may be improved when a better image of that destination is believed by potential tourists.

The recommendations arising from this current study (Chapter 9), if implemented by Bangladeshi tourism stakeholders, could contribute to the economic development of Bangladesh. Therefore, this study has the potential not only to help creating a better understanding of tourist perceptions about Bangladesh as a tourism destination but also to help improving and extending tourism assets for future generations. Furthermore, because marketing and promotional strategies and their effectiveness within the tourism industry in Bangladesh have not been given much attention so far, this area offers itself to a systematic and structured study to uncover the potential benefits of these strategies. Finally, as an emerging research area, the study will also add to existing knowledge of tourism literature to fill gaps in tourism marketing research, as well as providing guidance for further research on other aspects of tourism marketing issues in the context of Bangladesh as a developing country. It is also anticipate that the outcomes of this study might be adapted to suit the development of tourism marketing and promotional approaches in the context of other developing countries in the world.

1.5 Strategy to conduct this research

The research methodology used to conduct this research is a combination of three components i.e., literature survey, documentary study and field research. These are briefly discussed in below:

- i. The literature survey is the documentation of a comprehensive review of the published and unpublished work from secondary sources of data in the areas

of specific interest to the researcher. A comprehensive literature review was carried out at the primary stage to obtain relevant data and information to develop knowledge and theories of tourism marketing regarding developing countries and Bangladesh tourism. In addition the literature survey has provided the researcher with a comprehensive understanding of tourism marketing and promotional concepts and theories in this area.

- ii. Documentary research develops the argument that tourism is a potential developmental option for developing countries, where the promotion of tourism marketing policy and planning are essential to its development. This task was completed by assessing information readily available from journals, conference proceedings, text books, annual tourism reports, periodicals, published and unpublished doctoral theses, CD-ROM for data (compact disc-read only), newspaper reports, magazines, web-based information, government publications and financial reports. Tourism organisational information from various developing countries was used to obtain source materials. Additionally, other materials were used e.g., souvenirs, brochures, travel handbooks, leaflets and folders from the Bangladesh Parjatan Corporation (BPC), private tour operators and travel agents in Bangladesh. In addition, available literature relevant to the area of study was reviewed in order to see how tourism and its marketing promotions are organised by tourism stakeholders, including the government in Bangladesh. This was done to strengthen background knowledge about the country. Other published and unpublished materials from the government of Bangladesh and non-government agencies have also provided essential information which has been used to develop a theoretical understanding prior to undertaking the empirical research.
- iii. There were two dimensions to the field research which was conducted in Bangladesh during the months from September to November in 2008. This corresponds with the beginning of peak season for tourism in Bangladesh. The data collection techniques chosen for this research were in-depth face-to-face interviews and a survey of departing visiting tourists. Both approaches involved the use of a combination of structured and closed questions. Interviews with Bangladeshi tourism stakeholders lasted between 1-2 hours and those conducted with departing passengers at the ZIA international

Airport, Dhaka, Bangladesh lasted between 15-20 minutes. Face-to-face interviews established better understanding of the subject area, were found to be appropriate for revealing information about perceptions, feelings and emotions regarding different aspects of marketing and promotion of the tourism sector. The face-to-face interviews established a high degree of confidence between interviewees and interviewer, which enabled the author to examine tourism marketing promotion and its effectiveness as well as tourism development in Bangladesh. A list of interviewees for the stakeholders study with their details is given in Appendix-II.

1. 6 Analysis of field data

A mixed research model (qualitative and quantitative) approach has been employed to collect and analyse the data. A combination of these methods helped to represent the real picture of Bangladesh tourism marketing promotional activities and their effectiveness, development patterns, problems and potentialities. Conclusions are drawn from the findings and practical implications have been recommended for Bangladeshi tourism stakeholders regarding what measures may be taken for the tourism marketing and promotional activities in both the domestic and overseas markets to achieve tourism potentiality for the country's tourism image and economic development.

1. 7 Thesis framework

This thesis comprises nine different chapters in order to achieve the research objectives set out on page 8 above. The structure of each chapter is as follows:

Chapter 1: Introduction

This chapter has highlighted general issues, dealing with research background, research problems, research objectives, research justification and an explanation of the research methodology used to compile this research.

Chapter 2: Tourism in Developing Countries

This chapter analyses tourism-related literature, different views on the concepts and development patterns of developing countries and common problems of tourism development. Due to the problems identified, many developing countries have supported tourism for economic and tourism development which is the main focus of this chapter. Theoretical perspectives, government and NGOs involvement and their roles in tourism development are also discussed here.

Chapter 3: Tourism Marketing in Developing Countries

This chapter represents a theoretical discussion on tourism marketing, planning, and strategy formulation. Tourism marketing planning as a process and the various planning models are evaluated critically in order to establish a marketing planning and strategy guide to enable a country to develop the natural and man-made resources in order to increase prosperity. Various methods to evaluate the effectiveness of tourism marketing promotion are also discussed in this chapter. This may assist to formulate future directions for the improvement of the tourism sector in developing countries particularly in Bangladesh.

Chapter 4: Overview of Tourism in Bangladesh

This chapter analyses the structural characteristics of national tourism organisation and international and domestic tourism in Bangladesh. Theoretical perspectives, the role of private sector tour operators and core tourism products are also discussed in this chapter. Comparative tourist arrivals from different countries are also presented in this chapter. Some important issues in relation to further tourism development are also described here. Tourist arrivals, earnings from tourism and tourism growth in Bangladesh are also highlighted in this chapter.

Chapter 5: Tourism Marketing and Promotion in Bangladesh

Tourism marketing and promotional efforts are the basic activities used to link the tourism product with tourist markets. The concept of tourism marketing and promotion for Bangladeshi tourism is highlighted in this chapter to develop a

theoretical background. This chapter also examines tourism marketing and promotional strategies undertaken by the private and public tour operators and the MoCAT in Bangladesh. This analysis puts forward a future direction of tourism marketing and promotional strategy for tourism organisations in Bangladesh and illustrates how promotional activities can be effective in promoting and developing Bangladesh tourism and its image in domestic and overseas markets.

Chapter 6: Research Methodology

This chapter presents the philosophical basis for the study as well as the research methodology, research strategy, sampling design and other considerations related to these areas. It also highlights interviewees (stakeholders) characteristics, data collection method, analysis procedures and data reliability and validity. Different statistical tools and their theoretical background are also highlighted in this chapter. Sources of secondary data and some limitations of the study are also addressed here.

Chapter 7: Findings, Analysis and Discussion on Visiting Foreign Tourists in Bangladesh

This chapter introduces the analysis, discussion and findings from the field-work in terms of perceptions, experiences, opinions and views about Bangladesh tourism by the departing foreign tourists. Data management procedures are highlighted in this chapter. Descriptive statistical data analysis results are also presented in this chapter. Key statistical techniques are used to measure perceptions, experiences, opinions and views. The techniques are chi-square and goodness of fit test, binary logistic regression (BLR), principal component analysis (PCA) and descriptive statistics. The statistical package for the social science (SPSS) software was used to analyse survey data on visiting foreign tourists in Bangladesh.

Chapter 8: Findings, Analysis and Discussion on Stakeholders in Bangladesh

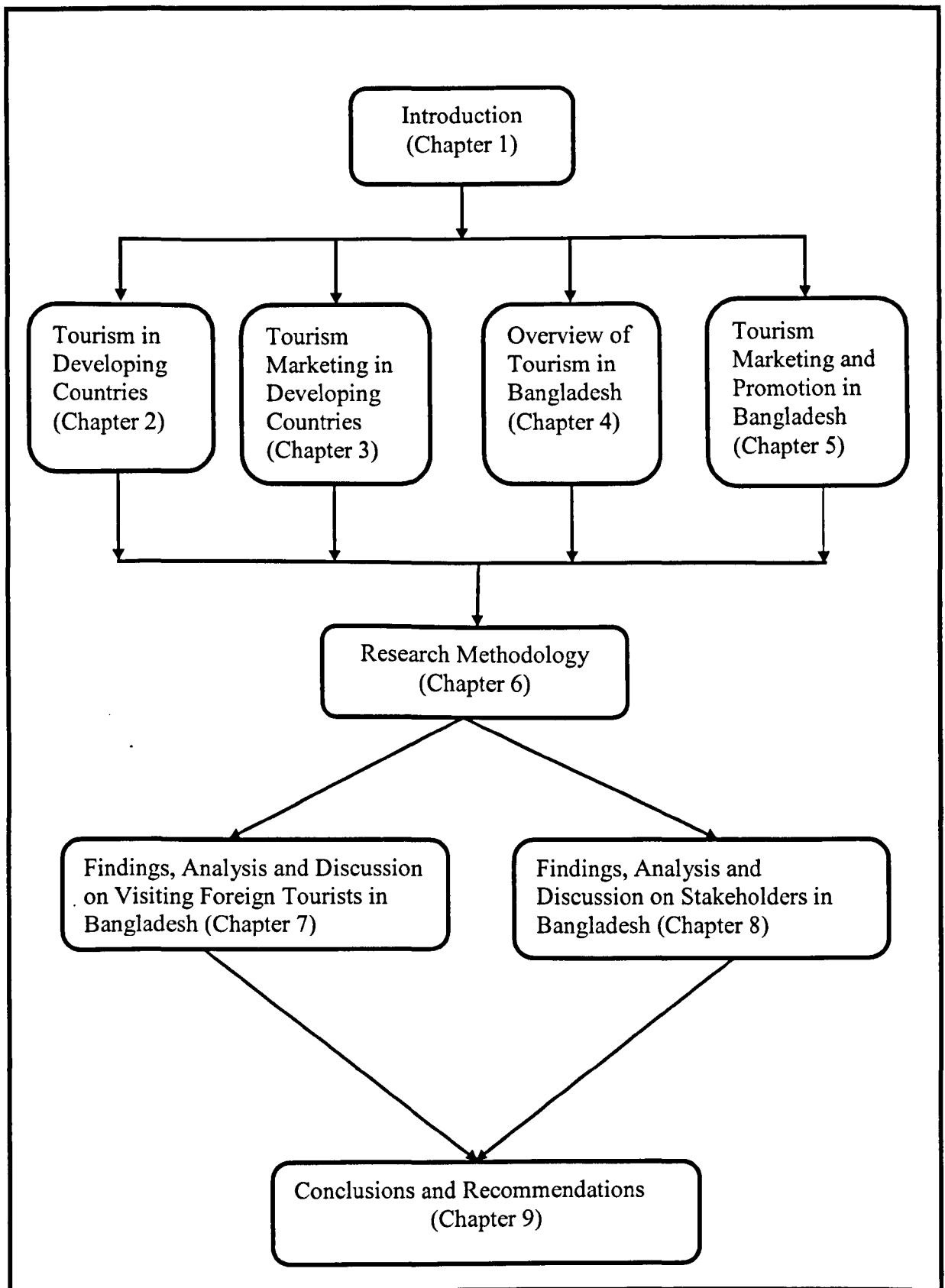
This chapter presents the analysis, discussion and findings of the field work in terms of perceptions, experiences, opinions and views of Bangladesh tourism marketing and promotional activities and developmental trends by the Bangladeshi tourism

stakeholders i.e., MoCAT, BPC, Biman Bangladesh Airlines (BBA), tour operators and travel agents. A number of techniques e.g., multivariate analysis of variance (MANOVA), chi-square test, binary logistic regression (BLR) and descriptive statistics are applied to analyse survey data.

Chapter 9: Conclusions and Recommendations

This chapter is a synthesis of the study and draws conclusions and recommended strategies related to the objectives of this research. It places the research in the wider context of tourism marketing in developing countries. The chapter also highlights the contribution and research implications for the Bangladeshi tourism stakeholders (national tourism organisation, government, public and private tour operators and travel agents), identifies the research limitations, and outlines recommendations for future research. The chapter ends with some suggestions for tourism marketing in Bangladesh and the author's concluding remarks.

The structure of the current study



Chapter 2 Tourism in Developing Countries

2. 1 Introduction

Many developing countries have recognised the role of international tourism in generating economic benefits to their economies (Jenkins, 1992; UNWTO, 1994; Anwar, 1995). Anwar (1995) reveals that in the past, the public sector did not invest significantly in tourism development as it was not a recognised prospective economic sector. He goes on to argue that the situation has changed with time; it became one of the major investment-oriented economic sectors. Government not only considers this sector as an economic benefit generator but also gains social and environmental developments out of this sector. Developing countries tourism may provide a solution to their foreign exchange difficulties (Erbes, 1973). Developing countries can gain some support from this sector, as in part tourism is a highly visible activity (Dieke, 2003). In a wider sense, tourism development reflects developing its services and facilities; however, in some cases, these facilities go beyond the capacity of local residents especially if the development occurs in luxurious resort areas. In the last two decades tourism has developed remarkably, especially in developing countries (Pearce and Butler, 2002; Vanhove, 2005).

The aim of this chapter is to develop a theoretical background about the common problems of tourism in developing countries which hinder the developmental process, and to clarify why many governments of developing countries consider tourism as potential development alternatives. Tourism's contribution to world economic development, its advantages and the associated dangers are discussed in this chapter. The main policy areas for government involvement to develop tourism are critically assessed in the context of developing countries, in addition, the private sector and international assistance for tourism in developing countries is examined in this chapter.

2. 2 Definition, concept, meaning, and characteristics of developing countries

The terms 'developing countries', 'poor countries', 'underdeveloped countries', 'the third world' and 'less-developed countries' are generally used as a similar concept

(Tosun and Jenkins, 1998). McQueen (1977) notes that it is a difficult task to describe exactly what is meant by these terms. Buchanan (1971) defines a developing country as a country with a fundamental deficiency. In order to clarify this term, it is worth quoting Todaro (1982: p. xxi) at some length: "The 143 African, Asian and Latin American member countries of the United Nations often collectively refer to themselves as the 'Third World' or 'developing countries'. They do this primarily to distinguish themselves from the economically advanced 'capitalist' ('first world') and 'socialist' ('second world') countries. Although the precise origin of the term developing countries is vague, it has become widely accepted and utilised by economically poor nations themselves, while it is unfortunate that numbers such as 'first' 'second' and 'third' occasionally bear the regrettable implication of superiority and inferiority when used in reference to different groups of nations, the fact remains that the term 'Third World' is widely used among developing nations in a concerted effort to generate and represent a new sense of common identity and growing unity of purposes". Moreover, developing countries include all those countries who are not members of the Organisation for Economic Co-operation and Development (OECD) (Todaro, 1982). However, in view of Tosun and Jenkins (1998), this general definition fails to distinguish the levels of development of some nations, especially in the Middle East, or South Africa.

UNWTO (2009) defines developing countries as those countries which exhibit the lowest socio-economic and human development ranks among all of the countries in the world. Countries with per capita income of less than US\$2200 as well as high level of illiteracy are classified as developing countries by the World Bank (2009e), e.g., Afghanistan, Pakistan, Bangladesh, India, and Sudan.

The United Nations (2008) identifies developing countries in terms of their low gross national income, weak human assets and high degree of economic vulnerability. The United Nations (2008) describes the world's poorest countries based on the following three basic criteria:

- i. Low-income estimates based on a three-year average of the gross national income per capita is less than \$750 for inclusion, above \$900 for graduation;
- ii. Human resource weakness is a combination of human assets index based on indicators of education, adult literacy, health, and nutrition; and

- iii. Economic vulnerability measures based on different factors, such as, instability of agricultural production; the instability of exports of goods and services; the economic importance of non-traditional activities; merchandise export concentration; and the handicap of economic smallness.

The United Nations (2009) identifies 120 countries as developing countries whose aggregate contribution toward world's total gross national product is less than 20%. Pearce (1994) clarifies developing countries in terms of geographical location. He says all nations outside of Europe, North America, Japan and Australia have to be considered as developing countries while many of them are located in Sub-Saharan Africa, Asia, Latin America, Pacific and Caribbean regions of the world. However, the development rates among the developing countries are not equal; some of them are developing faster than the others, e.g., the development rate of India is much higher than that of Bangladesh. According to Pearce (1997), the developing countries idea is very wide, as some of the developing countries are reaching the edge of development while the others such as Burma, Bangladesh, Nepal, Cuba, Libya, Sudan, Bhutan, Congo, Nigeria, Somalia, and Ethiopia as very poor.

World Bank (2009e) classifies world economy based on GNI per capita which is calculated using the World Bank Atlas method. The groups are:

- i. Low income country from \$935 or less;
- ii. Lower middle income country from \$936 to \$3,705;
- iii. Upper middle income country from \$3,706 to \$11,455, and
- iv. High income country from \$11,456 or more.

Per capita income of developing countries based on the World Bank (WB), the International Monetary Fund (IMF) and the Central Intelligence Agency (CIA) reports for 2007-2008 are shown in the Table 2.1.

Table 2. 1 Per capita income of developing countries

Country	Per capita income in 2007-2008 (in US\$)	Organisation
Afghanistan	457	IMF
Bangladesh	690	WB
Burma	287	CIA
Cambodia	760	CIA
Ethiopia	317	IMF

Haiti	793	CIA
India	1078	CIA
Kenya	680	IMF
Mali	712	CIA
Nepal	428	IMF
Nigeria	401	IMF
Pakistan	1,085	WB
Sri-Lanka	2099	IMF
Vietnam	1055	WB
Zimbabwe	401	WB

Source: CIA, IMF and World Bank reports, 2009

The above table shows that Sri-Lanka holds the higher per capita income among the developing countries according to the World Bank report. Similarly, Pakistan, India and Vietnam hold the second, third and fourth position in terms of per capita income according to the World Bank and CIA reports. Another report also published by the World Bank on Bangladesh's per capita income and its position eighth among the above listed developing countries. Bangladesh's per capita income is gradually increasing and the country's government is working to improve this situation. According to the CIA report, the lowest per capita income is in Burma at US\$ 287. However, most of the developing countries belong to the low income group and only four countries just entered into the second group are shown in the above table. Developing countries are trying to increase their GNI per capita income. According to the World Bank (2009b), 94 out of 116 countries economic growth rate of is downturn, among those 43 have high levels of poverty.

Chowdhury (2009) reveals that developing countries' economies are suffering from unequal income distribution and is persisting over time, because of product policies, organisational and systemic failures, all these factors are rolled into one. He also states that a number of developing countries from Asia, Africa and Latin America are facing socio-political instabilities, mainly because of absence of homogeneous income distribution which also increases the number of poor countries. Ravallion, et al., (1991) explain absolute poor countries as those who possess low income while relative poor countries are referred as the high income countries.

Chowdhury (2009) also argues that substantial private sector involvement, generation of employment and foreign and government investments can play an effective role in bridging the gap between rich and poor in the world. Jenkins and Henry (1982) note that developing country governments play an important role in both tourism policy formulation and planning to develop tourism. Jenkins (1994) states that developing countries have many limitations, such as, resource constraints, limited involvement of the private sector, and a lack of tourism expertise knowledge and experience. Therefore, developing country governments play a fundamental role to develop their tourism sector and in some cases, at the presence of under-developed private sector, government might be the only investor who has sufficient resources to invest in the tourism sector especially at the beginning stage of tourism development (Jenkins, 1994).

There are many obstacles related to the economic development in the developing countries, of which insufficiency of resources and shortage of goods and services are notable. Developing countries' economic development is a challenging job at least in the initial stage, as they have a very limited capacity to increase capital, goods and services. Jenkins (1994) reveals that developing countries tourism has failed to bring its anticipated benefits. At the first sight, one may think that tourism has not developed up to the level of expectation, but Jenkins (1994) notes that the majority of failure occurs due to the high level of expectancy which is not feasible to be met. Therefore, the developing country tourism development process requires re-evaluation to assess the suitability of the existing process and modify or introduce new methodology, if necessary. In terms of growing importance of tourism in the global, regional and national economies, the politicians, planners and academics might have interests in exercising the role in developing tourism. This should be reflected in the adjusted and new approach of tourism development. Furthermore, tourism is one of the major components of global economy, so the different interest groups are concerned for future tourism development including government and other national and international organisations (Jenkins, 1994).

In the developing world, population growth rate is high, so family size is usually larger and children tend not to leave their parents until they get married (Mountjoy, 2005). This has some social value, although it may create overcrowding in

accommodation, lowering per head household income, increasing the hidden labour force. Moreover, education in its present form is not satisfactory in many developing countries, particularly for women. Finally, Mountjoy (2005) notes that most of the population of developing countries suffers from malnutrition which increases the chance of being affected by many diseases as well as decreases the working capacity. Lack of standard hygiene and medical facilities make this situation worse. Rural people tend to migrate in urban areas to earn money and for better opportunity and life. As a result, cities are overcrowded which creates many difficulties including housing, employment, education and environmental degradation. High levels of population growth have adverse effects on every sphere of human life and the main obstacle to turn to human burden instead of human assets. Therefore, the lack of education and training creates a shortage of skilled manpower hence impeding economic development.

The United Nations (2007) mentions that the extreme poverty, on-going and widespread political unrest including civil war and ethnic clashes, widespread political corruption as well as political and social instability are the main difficulties of developing countries. In such countries, the form of government is dictatorship in nature which is also one of the major issues.

In summary, many developing countries (e.g., Nepal, Bangladesh, and Pakistan) have common economic features, so they can be considered through a similar framework (Islam, 2010). Developing countries can be classified into six categories:

- i. low standard levels of living;
- ii. low incomes, inequality, poor health, and inadequate education;
- iii. low levels of productivity;
- iv. high rates of population growth and dependency burdens, substantial dependence on agricultural production and primary-products exports;
- v. prevalence of imperfect markets and limited information; and
- vi. dependence and vulnerability in international relations (Todaro et al., 2003; World Bank, 2009c).

The following section discusses tourism opportunities in developing countries and revenues earned from this sector as well as why tourism is important in the context of developing countries.

2. 3 Why developing countries become involved in tourism

The importance of tourism in the growth of the national economy has been long recognised. Tourism has become the largest export industry in the world's foreign trade and the main source of foreign exchange earnings for some countries (Jenkins, 1991a). Developing countries with limited exports suffer from severe trading shortfalls. Tourism provides more stable foreign exchange earnings than many primary products; it can be readily useful for many developing countries to balance out the economic deficiency (Burkart and Medlik, 1984). The importance of tourism was formally recognised by the twenty first United Nations General Assembly, where they declared 1967 as international tourist year. The unanimous slogan was that tourism deserves the inspiration from all people and governments as it is a fundamental human activity. Tourism provides valuable development assistance in the form of production (the capital/output ratio) and employment (the capital/employment ratio).

In many developing countries, the tourism sector can be an important source of income. The possible ways to increase their revenues is to encourage development of both domestic and international tourism. A selective tax system i.e., sales tax can be used by the developing countries governments as a common technique. Developing country governments are capable to increase their tax base, which may increase their revenues by practicing a wider range of tourism activities (O'Grady, 1990; Dieke, 2005). Durbarry and Sinclair (2000) state the developing country's government advisors are not active enough to increase revenue from tourism. They do not have a balanced approach that can support them to increase their revenue from this sector. A balance approach ensures involvement of different representatives from different communities (NGOs, businesses, regional and local communities) in the society so as to develop country's culture and quality of life. In this regard, they also recommend that a dual tax system may be possible to operate in some cases. As a result, local residents will pay a lower charge and imposed higher charge on foreign tourists or pay no charges at all. Domestic tourism can be developed by this approach but there might be a chance to annoy foreign visitors. This is a metaphorical situation, would look like 'killing the goose that lays the golden egg'. Richter (1991) argues that at least in the

long term, government should earn adequate revenue from the tourism sector to be able to provide financial support to the other governmental functions concerning tourism. Furthermore, if possible, governments can support the expansion of private sector tourism through their surplus tourism revenue. According to Borenstein, et al., (1999), developing country governments must have investment incentives available not only for tourism development but also for land levies as land is a basic input for tourism development but is a limited resource in many developing countries. They also argue that government should not allow foreigners to purchase the land but government can lease or rent it to them over a certain period of time. Al-Mousawy (1988) notes that developing countries expect to achieve a number of objectives by developing their international tourism. These objectives include increasing national product, ensuring continuous flow of foreign exchange earnings, creating new employment opportunity and increasing government revenue.

Unemployment and underemployment rates are very high in most developing countries which is one of the major social and economic challenges. Developing the tourism sector can minimise the unemployment and underemployment as it is a labour-intensive industry (O'Grady, 1981). She also mentions that tourism creates both direct and indirect employment opportunity, the forms are as below:

- i. Tourism provides direct employment opportunities by selling goods and services directly to tourists, e.g., accommodation or lodging sector, casinos, entertainment and food and beverage supplies, tour operators and tour guides, travel agents, water sports operators and Ministry of Tourism and Civil Aviation workers.
- ii. Indirect employment opportunities include construction workers, wholesalers and manufacturers catering to the tourist industry, persons involved in the maintenance of beaches, lakes and mountains, and civilian officials.

According to the Scottish Tourist Board (1975), the volume of direct employment opportunities generated by the different organisations e.g., hotels, varies based on the location, size, price, and standard of services, also reflects wage rates and policies regarding investment at this sector. Being a labour-intensive organisation, tourism creates relatively high employment per unit of capital investment, Kenya's tourism can be an example, where the tourism sector recruits more labour than any other

sector (Jenkins, 1991a). He states that tourism also offers additional earnings especially in tourist areas. Erbes (1973) says tourism may boost countries economy through creating job opportunities for the local people in the tourist recipient countries. Although tourism has an ample opportunity to recruit many people, UNWTO (2006) notes that the actual size of workforce engaged in this sector is not reported clearly. In the view of deKadt (1979a and 1979b), although tourism creates job opportunities, it inspires migration from rural to urban areas, consequently, agriculture sector may suffer labour crisis. Jenkins (2005) reveals that tourism creates job opportunities especially to attract young people and women to reduce unemployment. Dieke (2003) notes that in some developing countries, such as Nepal and South Africa, many women are involved in this sector which encourage single women to live in separate accommodation and reduce the tendency of living with their parents. He also found that in Tunisia, wages of single women are paid to their father's account rather than directly to the employee as they are responsible to provide financial support to their family until they start to live in a separate place.

This section has discussed the contribution of tourism revenues and opportunities and the next section discusses the importance and trends of tourism in developing countries.

2. 4 Importance and development trends of tourism for developing countries

Tourism is an important and dynamic sector in the international economy and especially in the developing countries. Tourism growth directly linked to private sector as well as other sectors such as transport. More jobs can be created in this sector at the different levels of skilled and unskilled workers (The Bangladesh Monitor, 2007). It is challenging to make sure that this sector may develop in an organised way, without threatening the natural environment and the social and cultural life of the country. An unorganised development of the tourism sector may be in risks and in the long term its future growth could be restricted (The Bangladesh Monitor, 2007). According to UNWTO (2006), undoubtedly the tourism sector is the only services sector among other business sectors that provides real trading opportunities for all nations in the world, regardless of their level of tourism development.

Wilks and Moor (2004) make key points regarding the importance of tourism; they note that developing countries tourism is one of the influential factors for their economic development. Tourism contributes significantly in different ways to develop a country's economy such as a) strong economic growth; b) the creation of skilled and semi-skilled jobs; c) greater returns; d) foreign investment and currencies; and e) economic well-being and social stability. Although travel for leisure and recreation and other motives growing faster in the developing countries this opportunity to offer a wider range of tourism products for the present and potential visitors.

Christie (2005) reveals that tourism makes a significant contribution to foreign exchange earnings in many developing countries than other major export sectors such as textiles and clothing or agriculture without any trade barriers. According to the UNCTAD (2008a), tourism trade services and activities are important forces for economic development in a country. Tourism can be one of the driving forces to alleviate poverty. However, the International Monetary Fund (IMF) (2007a) recognises that tourism is also a highly vulnerable economic activity which is more likely to be affected by different risk factors including international politics, economic recession, health problems and climate changes. Consequently, creating a rational developmental framework for trade in tourism services, especially for the country with high economic dependency on tourism, is of crucial importance. In addition, preserving environmental eco-system by promoting the tourism sustainability is also an important issue. Tourism has many effects and Jenkins, (1991a) defines these effects as an indirect effect of direct tourism expenditure. These effects can be measured through economy e.g., maintenance and construction, warehousing and real estate for their initial investment in tourism.

Chon and Singh (1993) discuss the reality that developing countries are more dependent on income streams from the tourism industry than developed countries. Countries such as Nepal, Maldives, Thailand, and Malaysia have relied a great deal on their tourist industries for economic growth (Chon and Singh, 1993). In Sri-Lanka, primarily international tourism was promoted as a means of obtaining rapid foreign exchange as well as expanding its export sectors in the international market in order to accelerate their economic growth rates which may be compatible with western economies (Edmundson, 1999).

In 1996, the global amount of tourist spending was 3.6 trillion dollars or 10.60% of gross global product. However, this figure had gone up to US\$ 6.9 trillion by 2007 (UNWTO, 2007a). The revenues support a significant proportion of the economies of many countries (The Bangladesh Monitor, 2007; Mak and White, 1992). Tourism policies and strategies can be integrated by the government to promote tourism at both the international and national markets. The government can play an effective role to develop tourism industry for establishing a fundamental framework based on tourism policies and strategies (Harrison, 2005).

Developing countries need their own tourism strategy for developing the tourism sector as this sector contributes not only to earn foreign exchange but also to wider economic and social development. Harrison (2005) reveals that tourism policies and strategies need to be adopted by governments which may assist in maximising the economic and social benefits of tourism.

Many authors (Hundt, 2006; Wall and Mathieson, 2006; McKee and Tisdell, 1990) suggest the following six elements as prerequisite for developing tourism:

- i. **Attractions:** It comprises mostly the natural attractions such as beaches, mountains, forests, animals, people, archaeological ruins, and shopping.
- ii. **Social infrastructure:** It also an important element which contains hospitals, transportation, economic stability, degree of protection against personal injury and theft.
- iii. **Political organisation:** It involves tourists' concerns that comprise the presence of socialist or capitalist principles, travel restrictions, political instability, and fear of military action.
- iv. **Accessibility:** Is the tourist destination easy to access? Easy access possibly allows more tourists.
- v. **Level of tourism development:** It comprises quantity and quality of accommodations, sanitary conditions (including food and water), and ability to speak the tourists' language.
- vi. **Labour:** Low labour costs and a sizeable labour pool are essential factors.

McKee and Tisdell (1990) argue that the aforementioned elements must be considered to make tourism profitable through successful tourism development campaigns in any

country. Developing countries is no exception. According to Wall and Mathieson (2006), every element is equally influential to build sustainable tourism but they are highly interdependent on each other. Wall and Mathieson (2006) also suggest that the tourism industry may expect positive economic growth, if these elements work effectively.

According to the UNWTO (2008) Cambodia, Nepal and Uganda are the only least developed countries to generate more than US\$ 200 million per year. The UNWTO (2008) notes that Zambia ranks alongside these countries in terms of visitor numbers but its receipts per arrival are much lower as it attracts high numbers of day visitors to Victoria Falls. In terms of the proportion of exports represented by tourism receipts, the highest for the LDCs is Tanzania with nearly 36 per cent, followed by Vanuatu at 35 per cent and the Gambia at 34 per cent (UNWTO, 2008). For countries such as Guinea, Malawi, Bangladesh, Djibouti and even Ethiopia, tourism receipts represent a very small proportion of export earnings (UNWTO, 2008). In contrast, tourism represents a major percentage of the export revenues of many Caribbean countries. For example, average earnings from tourism of the 20 LDCs sampled by the UNWTO in 2008, details are shown in the Table 2.2:

Table 2. 2 Tourism Statistics for LDCs

LDCs	International Arrivals	International Receipts (US\$ million)	Receipts per Arrival (US\$)	Per cent of Export Earnings
Tanzania	550,000	1,266.7	670	35.9
Vanuatu	62,000	2,000	62	35.0
The Gambia	98,000	43	462.6	33.8
Haiti	247,000	67	487.8	24.6
Uganda	338,000	242	696.6	19.2
Nepal	564,000	253	429.7	19.0
Madagascar	221,000	101	852.1	12.1
Benin	252,000	43	317.1	11.4
Burkina Faso	260,000	52	362.5	7.6
Cambodia	386,000	266	680.4	6.4

Mauritania	NA	NA	NA	6.2
Mali	100,000	60	702.4	6.0
Ethiopia	150,000	21	220.9	4.7
Djibouti	85,000	5	290.5	3.2
Malawi	278,000	25	94.3	2.3
Bangladesh	272,000	61	396.5	1.5
Guinea	55,000	2	53.5	0.2
Bhutan	10,000	9	2,333.3	Na
Zambia	462,000	85	307.2	Na
Sources: UN World Tourism Organisation; IMF. Balance of Payments Statistics, 2008. NA- Not available data				

This sample was collected by UNWTO and it is prepared based on the LDCs' own figures. This table represents these countries' international arrivals, international receipts (US\$) in millions, receipts per arrival, and per cent of export earnings. From the above table, it is easy to identify the contribution of tourism to a country's economy.

Travel motives such as visiting friends and relatives (VFR), and pilgrimages are also important. These markets can be important for the LDCs, many of which have large expatriate populations abroad that can help to fuel the growth of tourism. VFR remains an under-developed segment of the market for many countries (Oppermann, 2000).

The following section discusses the major issues and challenges of tourism in developing countries.

2. 5 Major issues and challenges of tourism in developing countries

For developing countries problems emerge from attempts to use tourism as a development tool e.g.: lack of capital; expertise and market connections; level of infrastructure and superstructure development; and social problems.

Many developing countries have a severe balance of payment deficits. These countries receive investment funds from foreign countries as loans (Dieke, 2003). The sources of loans are international financial organisations and banks as well as domestic sources. These countries lack the foreign exchange that is required to conduct international trade, where goods and expertise are bought for development and investment. International tourism is seen as a source of foreign exchange (Jenkins, 1991b). Tourism revenues in foreign exchange earnings provide the means to overcome these constraints and repay loans.

Rajendra (2005) notes that tourism in developing countries generally suffers from a lack of development of tourist attractions and facilities e.g., limited tourism activity, entertainment and dining facilities. Inadequate tourism development funds are one of the limitations in small developing countries for investment and development in tourism facilities. Jenkins (1991a) mentions that developing countries possess very low standard tourism facilities including transport link with roads, sea and airports, water supply, electricity, telecommunication and sewage and solid waste disposal.

The negative attitude of local people to tourists may create problems for host and guest interaction which severely affects tourism. In addition, the local people tend to perform low skill tasks in the presence of foreign ownership and outside the management of tourists' facilities that can create anger between two groups i.e., foreign and local (Richter, 1989; Burkart and Medlik, 1984).

Developing countries need more professional people for the expansion of the tourism industry. Therefore, many developing countries try to send their mature students in developed countries to gain practical knowledge and experience in the field of tourism marketing, management and administration (Shakland and Partnership, 1974). Richter (1989) states that the ownership of many international standard hotels operating in developing countries own by the foreigners and they dominate some particular activities such as rental cars, coach and tour operations. Moreover, the foreign-based companies have stronger sales and marketing links with tourists generating countries than that of local companies. As a result, local companies are unable to compete with foreign-based companies. Harrison (1995) says that finding suitable land at a reasonable price for the development of tourism infrastructures is one of the challenges as the land price is increasing worldwide.

Tourism is mainly a seasonal activity with very little continuing during the off-season which creates seasonal unemployment (Muhanna, 2007). According to Muhanna (2007), the off-seasonal tourism activities require less than half of many facilities leading an inordinate waste of resources. Baum and Lundtorp (2001) indicate that seasonality is an intensive problem at a policy in the tourism marketing and operational levels. Seasonality is the challenge to the destinations and business operators in the country. Butler (2001) recognises seasonality is a major problem of the tourism industry as it creates many difficulties, e.g., gaining access to capital, getting full time staff and low returns on investment. Butler (2001) also found that seasonality problems still exist in identifying the basic causes of the phenomenon, the reasons for its determination and its measurement. For the tourism destination, their governments and management organisations, seasonality in tourism demand is a challenging policy issue. Seasonality creates negative effects on tourism especially in LDCs, so that LDCs tourism is badly affected than developed countries (Butler, 2001).

The major tourist-generating countries are developed countries. The hard currency earned from developed countries through tourism can be used in the development process of developing countries. Tourism consumes hard currency in some developing countries because of imports needed for the operation of the industry, and money leaks out from the economy; e.g., payments for imports; payments to expatriate staff; and fees paid for the operation and management of tourism premises (Muhanna, 2007). Island economies have the greatest tourism earnings leakage ratio due to imports needed for tourism investments and tourists' needs (Yearcan, 2006, Jenkins and Lickorish, 1997).

In tourism there are few tariffs and quota barriers. Most countries no longer put barriers as to where their citizens visit or how much money they can take with them for vacation expenditures. The non-existence of barriers in international travel makes tourism an attractive option for developing countries (Yearcan, 2006, Jenkins and Lickorish, 1997). Developing countries not only compete with each other but they also compete with developed countries to develop their tourist markets to gain better advantages (Dwyer and Forsyth, 1994).

Tourism tends to be a labour-intensive activity. Tourism, as a service industry, creates more employment than other sectors. At the initial level of development, tourism employs, at the service level, mostly low skilled labour (Jenkins and Lickorish, 1997; Yearcan, 2006). The tourism industry in developing countries does not have to train employees since very low skills will be sufficient. At later stages of development more educated employees are needed for the management and operation of facilities e.g. hotel managers (Williams and Shaw, 1991; Vanhove, 2005).

Jenkins (1991a) discusses that in the early 1970s, the main concern was economic benefits while giving less attention to the social, cultural and environmental impacts of tourism as well as host communities in developing countries. Formulation of tourism planning and regulation are important challenges for the foreign markets to meet the demands to foreign tourists (Henthorne, 2007). Mathieson and Wall (1982) reveal that tourism has a major economic and social impact both in developed and developing countries. Faster growth of tourism resulted rapid economic growth and positive environmental and social effects in the country. They also utter that the same as Jenkins (1991b) that economic benefits of tourism attracted more attention than other non-economic aspects. Countries with established tourism sector gained a more stable economy by generating employment and investment opportunities and modifying land use and economic structure. Mathieson and Wall (1982) also argue that tourism and its corresponding social and environmental benefits may tremendously increase if these are well researched. Some research studies have adopted an environmental and or a social perspective. However, the majority of such research investigations are fairly recent. For example, the theoretically psychological, social, and cultural effects of tourism are given importance in the influential works of Mathieson and Wall (1982), Young (1973), and Turner and Ash (1975). Following these pioneering statements, a number of authors have highlighted some of the more alarming negative impacts of tourism and included that the modification of traditional cultures has resulted in an increase in prostitutions and crimes, and the pollution of beaches (Wall and Mathieson, 2006).

Economic forces that control the international tourism industry are external to most developing countries. The externality of tourism demand for a country also includes the cases where a destination country cannot control the factors that occur outside of

its reach (Vanhove, 2005). Vanhove (2005) argues the Gulf War in 1991, Afghanistan war in 2001 and Iraq War in 2003 had a negative effect on tourism industries in Egypt, Iran, Israel, Jordan, Pakistan and Turkey. Britton (1982) reveals that while undoubtedly many developing countries benefit will come from tourism; at the same time, the sector continue suffering in particular from class and regional inequalities, economic problems, and social tensions. These issues lead the developing countries' economies, tourism industry and its promotional strategies in vulnerable and ambiguous situation.

Tourism demand is very unstable and changes quickly (Cohen, 1977). Therefore, George and Henthorne (2007) argue that this leads to observations that tourism is a dangerous industry to devote the majority of resources and investment. Some even view modern tourism as an extension of colonialism (Palmer, 1994; George and Henthorne, 2007). Several authors such as, George and Henthorne (2007); Palmer, (1994); Dieke (1989) and Britton (1982) discuss that developing country's social and economic organisations suffer from a various common organisational alterations generally observed in poor countries.

Tourism development occurs on a wide range of levels but frequently in small local operations such as provision of accommodation in private homes (Wall and Long 1995) or itinerant selling of souvenirs (Cukier, 1996). The destination will contain a variety of activities at various stages of development and it could be categorised as being developed, developing or undeveloped (Pearce and Butler, 2002; Pearce, 1989). Where tourism development is taking place in an unsettled area, consideration has to be taken of the nature of processes. Pearce and Butler (2002) mention that there are some general and practical issues for the development of the tourism industry such as priorities, control scale, stage or timing of development, community harmony or conflict as well as other issues involved in determining whether tourism development will be successfully implemented in a particular marketing situation, relating to the nature of the specific development. Several authors (Haley, Snaith and Miller, 2005; Crompton and AP, 1994) argue that the tourism organisation's foremost goal is to attain optimistic results in developing and attracting tourism to public that could be appropriated in the context of costs and benefits for all stakeholders, especially residents, tourists, and the industry.

Costa (2003) notes that some developing countries (India, China, Nepal, Malaysia, Thailand and the South African region) may become the tourist destination countries of the twenty first century because of their strong internal tourism market; the improvement of their tourism competitiveness based on the quality of the services and infrastructures; and strong promotional campaigns to improve international awareness for the destination. Costa (2003) also notes the key issues which are affecting tourism development in Brazil, namely a common perception that were related to gaining access mainly by the airports, and the quality of tourism promotion, services and infrastructures. The key issues are to promote tourism as an advanced industry; to stimulate and attract foreign investment for receptive tourism; and to promote international business travelling and tourism in main urban areas.

Jenkins (1998) discusses a number of general issues concerning tourism development in developing countries. Economic return from the tourism sector is one of the most disappointing issues. Sinclair and Stabler (1997) note that in the early 1970s the tourism organisation's main emphasis was on tourism development as it was acted towards generating economic benefits. Economic benefits include foreign exchange earnings, jobs creation, increase personal and government incomes that may encourage to regional development (H. S. Zinder Associates, 1969). Wilkinson (1987) recognises that the tourism sector's leakages are very high in developing countries, especially in island economies. According to Willks and Moore (2004), it is rather disappointing that the tourism policy makers are more interested to raise tourist expenditure than increasing their capability of holding a larger portion of the tourist expenditure within the country. That means the main economic goal would be the net economic retention, which is partially addressed by the decision makers. Increasing the amount of leakages out of tourism sector reflected the weak economic structure of that specific country, which creates difficulties to take advantages of inter-sectoral linkages to support tourism sector. Willks and Moore (2004) express these as structural difficulties and it may overcome in the long run. The economic return is badly affected by the accumulated effects of those problems and Jenkins (1991b) blames the insufficient knowledge of tourism market and marketing mix to create such disappointing economic return from the tourism sector.

As mentioned in Jenkins (1997), for some tourist destinations e.g., the Maldives, low-volume market segment may be better for eco-tourism whereas high-volume market segment is better suited for beach tourism, especially in Bangladesh, India, Thailand, and parts of the Caribbean regions.

Chachage (1999) reveals that, in some tourists-receiving countries, the level of tourism development is very low as because of the financial insolvency of local people to participate in tourism. George and Henthorne (2007) discuss that there is a tendency to create advanced tourist facilities within developing countries because these countries have a harmonic relationship. Majority of local people do not have enough money to avail tourism facilities which are particularly created for the privileged elite visitors. This situation is likely to have a negative impact on tourism.

In the recent decades, global tourism has developed and expanded to turn into one of the fastest-growing economic sectors in the world (UNCTAD, 2008b). Recognising the multiple benefits and challenges of tourism, many developing countries, particularly the least developed countries, seek to maximise gains from tourism by ensuring an enabling environment and supporting tourism development more actively. UNCTAD (2010) reveals that success not only requires meeting immediate economic challenges but also improving social responsibilities and aiding the development of changing into green economy to confirm the long-term sustainability of national tourism industry. However, developing countries face various social, environmental and economic difficulties in maximising the achievements from the tourism sector, concerning inter-sectoral linkages to decrease excessive revenue leakage from their national economies (UNCTAD, 2010). A small number of international tour operators and travel distribution linkages for example, organised travel, international booking, sales and marketing of tourism and associated activities are pre-dominating many important aspects of world tourism (UNCTAD, 2004). UNCTAD (2004) also focuses that increasing control of global tourism organisations is one of the major challenges for the developing countries.

In general, when considering the impact of tourism on the local community, the greater the difference in lifestyles between hosts, guests, and the less the former have been exposed to visitors. Rate and scale of development over time and space is the underlying principle here, (George and Henthorne, 2007) but any programme for

growth, whether in an area new to tourism or one that has failed to adopt to changing market conditions, is made all the more difficult when the community lacks the necessary skills, capital organisation structures and information sources to progress the plan.

Major limitations of tourism in developing countries are discussed in the following section.

2. 6 Major limitations of tourism in developing countries

There are various problems of tourism which are strongly interlinked in less developed countries. Agricultural products and minerals are the main export from most developing countries. These products, due to competition and trade barriers, do not receive good returns in the world export market (Matsuura, 1991). In this regard, the terms of trade may not be in favour of developing countries and cause problems in the balance of payments (Anwar, 1995). These countries are fully or partially dependent on developed nations and have shortages of foreign exchange due to limited export commodities. Consequently, foreign exchange leakages due to the import of goods and services do not allow these nations to establish their economy as compared to the developed countries. The hotel sector is most vulnerable in this area, especially in the Caribbean, the Maldives, or the Seychelles which have very little production of foodstuffs and building materials, and therefore are likely to have high import needs to serve their tourist industries (EIU, 1989). Technologically, the developing countries of the world are still in their initial development stage in the tourism sector due to the lack of expertise and limited resources. Lack of professionalism and skills training are frequent constraints on youth employment in the tourism sector in developing countries. Potential visitors cannot distinguish the country and businesses' offerings in the market from others as information is not presented in a well manner. In view of Dieke (2005), a little effort is made to enhance tourism products to be appropriate for the individual market segment. Dieke (2005) also reveals that towards delivering the value for money, least developed countries may improve their capacity. In most of the least developed countries, frontline staff, e.g., taxi drivers, tour guides, interpreters, attractions and hotel and restaurant staff never get adequate standard customer service training (Dieke, 2005). Because of the limitation of technological advancement, developing countries tourism organisations

cannot manage their data in scientific way and sometimes they are unable to file the data with the UNWTO. So, there is a possibility of losing the original information. For this reason, developing countries international tourism data is less trustworthy (Jenkins and Henry, 1982). Developing countries do not practice a standard procedure of measuring tourism activities which creates difficulty in comparison among tourism organisations.

The lack of investment capital has made it difficult to improve infrastructure in the tourism sector in developing countries. Furthermore, because of the lack of technology, these countries are unable to fully utilise their land for agricultural production on which their economies depend (Matsuura, 1991 and 2001). For instance, the amount of arable land for agriculture is decreasing rapidly due to increasing population, urbanisation and water erosion, and salt water in-filtration (Stephen et al., 1993). It is arguable that the increasing population of developing countries has reduced the amount of food available for export. Consequently, such countries cannot invest enough funds to develop their tourism sector. Therefore, developing countries depend on the developed countries for financial investment to develop the tourism industry.

Governments in developing countries are themselves often a major problem. In times of political unrest, indigenous and foreign private sectors usually avoid investment in all aspects of economic development including the tourism sector. In such circumstances, image degradation is a general practice in both an economic and social sense (EIU, 1994). Certainly, a developmental gap occurs and the nation's transformation process stops. Governing politicians do not accept democracy and there are severe problems of poverty (World Bank, 1990). Such governments are not concentrating on developing their tourism industry at all. Wars between developing countries are common constraints such as the Indo-Pakistan war (1947, 1965), and Bangladesh-Pakistan war in 1971, the eight year Iran-Iraq war (1980-1988), and Middle East crises have seriously destroyed those countries' tourism images and economies (Anwar, 1995). Recently, Saleh, (2011) reveals that certainly the lack of political stability in Egypt has short-term consequences for tourism. Saleh, (2011) also states it is still too early to tell when Egyptian, Libyan, Bahrain, Iraq, or even Tunisia crisis (North Africa) tourism business will return to normal situation. So that,

war and political instability may have a major impact and issue in developing tourism in any country. Popova (2011) states that continuous raise fuel price will impact transportation which component of tourism. She also highlights the political uncertainty and the escalation of violence in this region is one of the main limitations to develop tourism. As a result such countries have effectively lost their tourists markets as well as foreign exchange earnings.

Increasing potential tourist's awareness regarding their countries offerings is of crucial importance for developing countries. Harrison (2001) reveals that there is no experienced tourist board in a vast majority of the developing countries to promote their country as a viable tourist destination.

Furthermore, the private sector suffers from a lack of tourism skills and resources to promote and trade their tourism products on the Internet (Harrison, 2001). Jenkins (1997) mentions that online bookings for flights, accommodations and tours are difficult or non-existent, due to limitations in the infrastructure of telecommunications and internet access. According to Harrison (2001), there are many reasons, developing countries having structural problems and their product offering is unidentified, and their industries are underdeveloped. These reasons are due to the lack of effective tourism promotion and administration; lack of social services and improper tourism infrastructure; inadequate investment for developing tourism infrastructure i.e., attractions, entertainment and shopping; and a high level of ecological instability and vulnerability.

Why the government's role is more important and how they should perform their role to develop the tourism sector in developing countries is discussed in the next section.

2. 7 Role of government in developing countries

The government role is very much important for successful tourism development within a country, no problem whatsoever the structure of governmental or changing government policies towards market orientation. Pearce (1992) points out that for many reasons public sector gets involved in tourism. Their level of participation varies from country to country and it depends on their broader political beliefs and policies. Economic factors are nevertheless usually to the fore. These include

increasing foreign exchange earnings, state revenues (taxes) and employment, economic diversification, regional development and stimulation of non-tourist investment. Social, cultural and environmental responsibilities may also lead to government involvement as may be a range of political considerations. The government may also play a role as a landowner or resource manager. Jenkins and Henry (1982) admit that the government support for the tourism industry is highly related to foreign exchange earnings. According to Jenkins and Henry (1982), foreign exchange shortage is one of the major constraints on the development effort in most non-oil exporting developing countries including, Sri Lanka, India, Nepal, Bhutan, Bangladesh, Pakistan, and Thailand. So that these countries may concentrate more on tourism development to make this sector an effective and efficient foreign exchange earner. In this regard, Jenkins and Henry (1982) suggest that to maximise foreign exchange derived from tourism, a government can do one key thing to reduce leakages from tourist expenditures. Jenkins and Henry (1982) also advise in order to minimise these leakages, a developing country's government could carefully review the nature and level of tourism-related imports and explore the possibility of introducing and encouraging an import-substitution strategy. Without the active government support and encouragement, it is very challenging to minimise the leakages which are commented upon by Holder (1980). A strong governmental support is needed to get advantages of linkage, particularly in developing countries. Without the government involvement and active support, it is difficult to measure the effectiveness of linkage on economic retention. Weisbrot et al., (2001) suggest that government investment incentive is an important aspect in the development of tourism in developing countries. It is no doubt that only government can legislate in this area directly or indirectly. In order to encounter specific objectives of tourism linkage an active government role could counsel a balanced set of incentives against the tourism sector. Weisbrot et al., (2001) also argue that unfortunately, in many developing countries, many tourism development plans to achieve their objectives i.e., effective tourism linkage are either overlooked or not executed.

The role of government in tourism is important and complex, and involves various policies and political philosophies. A slow withdrawal of governments began in the boom of the 1980s with the shift to market-oriented economies. The ways in which governments administer their tourism programmes vary considerably as OECD

reports have indicated, from Ministries of Tourism usually with a low political profile, to a small coordinating or supervisory unit in a major governmental department (Lickorish and Jenkins, 1997).

Modern tourism grew up largely through a system of market enterprise and municipal patronage, with the individual resorts competing actively for trade (Milne, 1992). However, in the early days the visitors, depending on public transport, were not mobile; they stayed in the resort of their choice (Lockhart et al., 1993). It was much later with mobility and increased frequency of trips, that a regional as well as a local and indeed a national approach became practical and necessary.

Government normally promote their tourism on the basis of its potentiality in economic development and job creation in developing countries. Opperman, (2000) states that few governments or private companies directly link tourism development to poverty reduction in developing countries. Being an advanced sector, tourism is largely depends on marketing skills, information technology and some dominating organisations with very limited involvement of poor people. Taking this into account, Opperman (1993) pronounces tourism as an improper sector to make a start in modelling pro-poor development and poverty reduction. Altinay and Bicak (1998) argue that as the fastest growing sector, tourism activities are not confined in its original boundary rather it is expanding even up to the isolated rural areas. Moreover, this sector is being more labour intensive industry. Therefore, Altinay and Bicak (1998) suggest examining the usefulness of tourism sector to model pro-poor development. According to Killick (1999), tourism by its own is an inadequate sector for pro-poor shaping and poverty alleviation but it may be an important sector to be considered. It has been criticised that global political economy and the structure of the tourism industry minimise the economic benefits of tourism for both the developing countries as well as for the poor. Due to the non-homogeneity of the structure of the industry across all developing countries any adjustment programmes fail to maximise the economic benefits (Killick, 1999). Based on the empirical evidence, Killick (1999) notes the structural adjustment programmes are not equally effective in all developing countries as it mostly depends on individual country's governmental structure. These programmes have had negative effects on the urban employed poor people as they are less capable to improve country's economic growth. Therefore,

these people are suffering from discriminations and cannot protect and avoid this dangerous situation effectively.

Jenkins and Henry (1982) found that the role of government and their active involvement in tourism reflects the economic importance of tourism in each developing country. The economic importance of tourism may be measured in four different ways, such as contribution to gross domestic product and national income, earnings from foreign exchange, employment and income generated, and contribution to government revenues, reveal by the Jenkins and Henry (1982). They also suggest that the government's involvement in the tourism sector may reshape the developing countries economic structure by considering these factors, hence making this sector as a main economic contributor.

George and Henthorne (2007) discuss that the bureaucratic system of the government in developing country makes the government unable to quickly respond in changing market situation. Developing countries governments provide inadequate revenue-generating facilities and insufficient tourism infrastructure to tourists such as hotels, accommodations and transport services. Some times travel agencies and tour operators providing these services to the visitors. According to UNWTO (1997), lack of flexible managerial approach and long-term vision prohibit the developing countries governments to provide high quality service to visitors. For these reasons, developing countries governments are not effective and useful sources of tourism management for the visitors, which requires much attention (Chachage, 1999; George and Henthorne, 2007). Brohman (1996) pronounces that government's neo-liberal economic policies adoption may encourage the development of tourism industry, economic growth and job creation. Bussolo and Lecomte, (1999) state that small scale niche tourism i.e., eco-tourism and cultural tourism are increasingly being pushed by the NGOs and governments by allocating funds for different projects relating environmental, wildlife, and cultural conservation. They also state that now-a-days, different organisations such as governments, public and private, NGOs, communities and international donors consider tourism sector as prospective facilitator for poverty alleviation and rural development.

DFID (2006) reveals that already millions of low income people are involved with tourism in developing countries. DFID (2006) also suggests that considerable benefits

can be generated through different ways. Such as, firstly, tourism industry may employ a higher percentage of women in the country as it is very much labour intensive industry; secondly, developing countries tourism have more potentiality than other competitive export sectors; and finally, tourism can create a link to increase additional sales with other products.

The World Bank (2005) notes that market reformation can be an important issue in increasing an opportunity for low income people. To create new opportunities government may reform local organisations and their structural frameworks. In the reformation process, some local organisations may be financially affected and government has to ensure compensating the potential losers in the transition period. Altinay and Bicak (1998) state greater equity is an essential issue to alleviate poverty especially for the society with high inequality. World Bank (2005) says that government support is an important factor to minimise the society's inequalities and their support may help to build-up of human, land, and infrastructure for the society's poor people.

According to UNCTAD (2008b), in developing countries tourism has a positive economic impact on investment, foreign exchange earnings, job creation, and tax revenues. Sing (1997) identifies that tourism success in the Asia Pacific and South Asian region is clearly recognised by these region's governments. This is not surprising that tourism playing an important role in the economic development of these regions. Sing (1997) also reveals that tourism may be promoted as a strategic export industry by the government. Britton (1982) states tourism promotion is a core component of the tourism industry. Medlik and Middleton (1973) focus that usually tourism destinations are organised in unique environmental or cultural features around the world. They also reveal that directing tourist flows to a specific destination is a critical factor in the presence of tourist attractions, including transport linkages, accommodation and fare.

Jenkins (1997) notes in developing countries like, India, the government has invested in tourism facilities, for example, through the Indian Tourism Development Corporation, including ski resorts and hotels, and also in tourism services such as travel agencies, buses, car hire and airlines. Jenkins (1997) also suggests there is no definite pattern which reflects the role of government in the development of tourism

industry. In the early 1990s, institutional pressure from international bodies such as the WB and IMF encouraged, if not forced, (Erbes, 1973) many governments in developing countries to relinquish their commercial activities to the private sector. In tourism, this means that more governments in developing countries are now providing support for tourism, rather than taking an entrepreneurial role (WTTC, 1999).

Tourism is a profit oriented organisation and visitors might get standard level of services at appropriate rates from this sector. Jenkins (1994) notes that in most of the developing countries government owned organisations are non-profit making organisations, especially in hotel and airlines. He suggests that in order to reduce the role of government in operational level private sector may involve more actively which may change loss- making organisations into profit-making ones.

However, Jenkins and Henry (1982) suggest that in the development of tourism, private sector involvement is one of the key influencing forces in the competitive market. Although private sector involvement has a great deal of opportunity but it is not easy to predict how long privatisation could be continued for the development of tourism by the government of developing country. Several authors have emphasised that privatisation can be considered based on the political expectations, tourism experience and the levels of economic development (Jenkins and Henry, 1982; Archer, 1973a, 1973b). They also highlight that although the privatisation creates many opportunities for the development and promotion of tourism but its exaggerating involvement may cause many problems.

Tosun and Jenkins (1998) argue that the private sector's involvement in the tourism sector should not be restricted rather it may be worth considering their involvement in the formulation of tourism planning and policy. There is no doubt that private sector organisations are best for the market but the fact indicates that governments of developing countries have limited budgets and the governments cannot invest sufficient budget in tourism sector due to their budgets limitation (Jenkins, 1998; Bryden, 1973). Jenkins (1994) goes on to discuss in another works (1998) that the developing countries government is still responsible for the development of tourism. Government has the responsibility to maximise the tourism benefits by minimising its adverse effects on society, culture and environment.

There is an extensive experience of developing countries governments in formulating and developing tourism services through tourism development organisations. Tosun, and Jenkins (1998) discuss that developing countries governments have an extensive experience in developing tourism facilities through tourism development organisations. Government initiatives may include not only developing various tourism facilities, e.g., hotels and airlines, but also taking responsibility to operate them in order to maximise the benefits. Jenkins (1998) states that the governments are the main policy maker to develop privatisation and developing countries governments and private organisations become involved in the commercial operations through joint participation of the public-private partnership in developing tourism structures.

Land use planning has already been recognised as an important issue for tourism development by most of the developing countries (Dieke, 1991). Many developing countries have master plans for developing tourism including in Egypt, Indonesia, Ghana, India and Bangladesh. In relation to land use policies, tourism development poses particular problems. Dieke (1991) also suggests that the natural environment comprises the main attractions of tourism in most developing countries, but uncontrolled development in such environment may results detrimental effects. Tourist developments are mainly based in areas of outstanding natural attractiveness. In that case, lack of careful management and misuse it by the tourists may decrease the scenic value as well as physical erosion of this area. In order to preserve the existing environment and social structure, government has to consider the impact of any anticipated tourism development on the environment and society (Dieke, 1991). Lobbyists group can only be able to resolve the frequently occurring conflicts between development and conservation by the use of value judgements. There are many examples; government can exercise the value judgements method to solve their conflicts. In developing countries, government's land use policies may be worth considering the indigenous people welfare against any temporal or spatial complications arise from the increasing tourism development. Sometimes minor local complains can turn into major social and political problems in the absence of active government's interfere (George and Henthorne, 2007; Dieke, 1991).

The following section discusses future challenges of tourism development in developing countries.

2. 8 Future challenges for tourism development

Developing countries tourism industry is growing very quickly (George and Henthorne, 2007; Sinclair, 1998). Paton (2003) reveals that the regardless of level of tourism development, tourism sector is one of the service sectors offering actual market opportunities for all countries. George and Henthorne (2007) suggest that the developing countries main focus is to commercialise their service sector in the UNWTO country including important facilities such as health care, education, and drinking water.

According to UNWTO (2007b), only 7 per cent of the total world's population may travel to abroad by 2020. Poon (1998) states that now-a-days, adventure and eco-tourism development encourage in exploring the exotic beauty. However, many authors discuss that the tourist arrivals and retention of their expenditures are similar between tourists sending and host countries because tourism organisations are struggling to control over and access to tourist arrivals (Hindley and Smith, 2007; George and Henthorne, 2007; and Grassl, 1999).

Borenzstein, et al., (1999) state that many developing countries fail to obtain the enormous investment to develop their tourism infrastructure although these countries possess comparative advantages in terms of attractions. George and Henthorne (2007) find that the financial difficulty is a default problem in most developing countries to the big players at the tourist originating points in western countries.

With the continuous development of tourism industry, it has many shapes and forms. Community resources can decay though improper tourism management such as refuse collection and search and rescue costs, amid outside pressure for change (Vanhove, 2005). Elliot (1997) pronounces that a country's different landscapes, attractions, towns and historical places are the important factors for potential tourists as they continuously seek for destination's natural beauty rather than expecting to be welcomed by the community people. However, tourism sector ought to be directed in such a way that ensure improved quality of lifestyles and preserve the natural resources. Community people can play a central role to implement any long-term tourism management strategies, for their own shake. Developing countries are often badly organised and do not have sufficient money to spend to take challenges of

tourism development (Chachage, 1999; George and Henthorne, 2007). In some countries there is no chance for local communities to have much input in this regard. Where this is the case this challenge needs to be overcome in the near future.

Destination visitors are those who stay longer in the destination so spend more money while pass-through visitors are referred to those who spend short time. Thus, attracting destination visitors is of crucial importance for effective tourism management. Pass-through visitors' vacation experience is different from destination visitors. There is a big opportunity for the destination visitor to become familiar with local culture, activities, lifestyles, and recreations (George and Henthorne, 2007; Vanhove, 2005). By substituting pass-through with destination visits, a small number of resources are used and visit limited places, hence spending less money on accommodation and meals than destination visitors. In addition, destination visitors feel fascination to visit heritage and cultural sites as well as shopping malls with local guides. This creates a variety of job opportunities for the local people (Sudmeier-Rieus and McConkie, 2002).

Tourist accommodation provision is one of the major challenges facing the future development of tourism in developing countries (Sharply, 2001). Sharply (2001) also interprets that developing countries supply of accommodation facilities has been gradually increasing. Due to financial constraint, rapid development of the accommodation facilities is not feasible in many developing countries. However, a number of authors explain that despite underpinning the development of tourism and supporting a thriving construction industry in some developing countries (for example, Nepal, India, Cyprus, Malaysia and Taiwan) increasing accommodation facilities suffers from some difficulties (Sharply, 2001; Lockhart, 1994; Warner, 1999). According to Oppermann (1993b), these difficulties include improper planning and regulation, inability of government control, and lack of appropriate distribution of accommodation development which may frequently occurred due to the improper implementation of the national policies formal structures.

The lack of control over accommodation development by the tourism development authority in developing countries has a number of negative impacts on the tourism industry. Firstly, much effort was invested on developing apartment/self-catering sorts of accommodation while ignoring the development of higher grade accommodation

facilities (Sharpley, 2001; Oppermann, 1993a; 1993b and 1999b). Vanhove (2005) states that during the second half of the 1980s, the supply of apartment accommodation and self-catering market have developed significantly, specifically the apartment accommodation market developed doubled than self-catering market in developing countries. Recently, Vanhove (2005) also says that developing countries governments developed four and five star hotels to attract middle-income to higher-income tourists and the higher grade hotels are growing faster compare to the lower grade accommodations (apartment/self-catering). Secondly, accommodation facilities are still insufficient, and as a result, enhance demand for accommodation and are a key concern. Moreover, Josephides (1997) comments that the higher grade hotels provide huge discounting facilities in order to maintain their levels of occupancy. Thirdly, operating costs, especially payroll costs have significantly increased in the accommodation sector. As a result, accommodation providers in developing countries are stuck in an economic problem because this sector facing longer-term investment threatening between increasing costs and decreasing income. The tourism sector's main challenge is to overcome this situation by minimising costs and maximising profits as well as ensuring further long-term investment to maintain quality. Finally, a number of commentators also comment that coastal areas development ought to be an important issue by the tourist accommodation provider's in developing countries (Ionnides, 1992; EUI 1992; Sharpley, 2001). Sharpley (2001) pronounces that developing countries constraint is to acquire potential benefits of tourism development in inland areas. However, although hotels sector is of high quality, they are centralised in the cities, towns and major tourist areas around the country. As a result, many newly developed or under developed resort areas do not have high quality accommodation facilities.

Most developing countries are facing economic challenges (Centre for Strategic Studies, (CSS), 1999). Governments are limited in their possible responses due to lack of resources and external dependency. Tourism offers mixed prospects. It is a hard currency earner, but vulnerable to global economic trends.

UNCTAD (2004) reveals that global trade and borrowing obligations are one of the constraints of domestic economic policies in developing countries particularly in tourism, trade, investment and technology. In addition, UNCTAD (2004)

recommends that discovering the issues of how this national economic policy can be effectively used by the tourism authority in developing countries which requires re-examining its appropriateness regarding the flexibility of that policy.

According to OECD (2009), in order to ensure sustainable tourism development and improve its quality, performance and competitiveness at international, regional, national and local levels, forming tourism mechanisms is one of the major challenges. Further, OECD (2009) mentioned that integration of local tourism development with the protection and regeneration of tourism resources are also big challenges for developing countries. The awareness of tourism development and offering is another important challenge for developing countries (Elliot, 1997; Hulm, 2001). Host countries responsibility is to increase awareness of their tourist offerings to the potential visitors.

UNCTAD (2008b) reports that tour operators are mainly from developed countries and they are dominating whole tourism sector worldwide. These tour operators are involved with non-standard activities for example; they are practicing the multilateral disciplines on cross-border restrictive business. As there is no legal framework, it is very much challenging for developing countries to stop tour operators' monopolistic business activities.

The following section discusses the chapter's conclusion.

2. 9 Conclusions

In real terms, tourism in developing countries is the integration of challenges and opportunities. Developing countries future tourism development looks very promising. This chapter has provided an overview of contemporary tourism, comprehending its dynamics contributions and development, unravelling the difficulties of tourism, and illustrating the policy dimensions and contradictions of tourism in developing countries. The major issues and future challenges facing developing countries in the development of their tourist industries have also been analysed and highlighted in this chapter. Many developing and the least developed countries have tourism development advantages in terms of tourism attractions. These nations fail to acquire the huge investment required to provide accessibility and

amenity infrastructure for the development of tourism in their country. Finally, implications of tourism marketing are more influential in terms of social, economic and environmental in the context of tourism development in developing countries which are positive in nature. Developing countries tourism sector can be one of the major sources of foreign exchange, enriching the job market, attracting both the domestic and international investors, boosting up the economic growth and the structural characteristics of the developing countries' economies. However, to attain the full benefits of the tourism sector, PPP, local and foreign public and private sector involvement is required to minimise tourism-related problems. A government's role is vital in formulating and implementing tourism policies in order to initiate national and foreign private sector involvement and to control the speed and extent of tourism development in order to sustain resources. The local private sector is usually small as a result foreign private sector involvement is important to develop tourism sector. Priority has not been given to the tourism sector in many developing countries, as a result, limited resources from both private and public sector have been invested, and hence, the sector has made a little contribution to economy.

Lack of tourism expertise knowledge and scarcity of resources is the main barriers to develop tourism in developing countries. Due to the lack of resources and tourism knowledge developing countries tourism sector may face the difficulties to gain expected level of foreign exchange earnings. Government may eventually handover the operational role to the private sector once the private sector became experienced and government can concentrate more in improving political environment, necessary for building effective tourism industry. To get the social and economic benefits from tourism sector, government involvement would be a flexible approach to planning and developing tourism. The role of government in developing countries may be encouraging, managing, and regulating to tourism development. Failure to address the problems may cause tourism in developing countries will not flourish and bear the financial prosperity.

Political instability, both regional and specific in some developing countries, could seriously impact future economic growth. Despite of having larger manpower, most of the developing countries tourism sector is unable to provide sufficient training to their staff. As a result, developing countries tourism sector cannot achieve

international standard quality. With respect to future strategies for the tourism sector i.e., the hotel industry in developing countries, can choose one of many options, including: full national and international ownership, joint ventures; franchising; and management contracts. Having examined tourism development in developing countries the following chapter analyses tourism marketing in developing countries, since marketing is a major factor in raising awareness of a destination and influencing the number and type of visitors attracted to a country.

The next chapter discusses tourism marketing in developing countries.

Chapter 3 Tourism Marketing in Developing Countries

3.1 Introduction

Tourism is one of the main industries in the contemporary developed world and is of major and increasing importance in the developing world. As an integrated economic activity, tourism requires joint co-operation with other sectors in the country. Tourism has a greater impact on national, regional and local economy than many other sectors. The role of the industry is substantially driven by the country's marketing system which is strongly influenced by its political and economic structure. Due to the lack of transparent political and economic systems in developing countries, it is difficult to measure the role of tourism in the service sector. In any case, governments provide continuous support to expand their tourism industries. This chapter discusses tourism marketing and tourism marketing effectiveness and its issues in relation to developing countries. Strategic tourism marketing planning, internet tourism marketing, and challenges of tourism marketing in developing countries are also highlighted in this chapter.

3.2 Developing countries' tourism marketing

The marketing of tourism products is a major challenge, mainly when it requires continuous updating, modernisation and promotion in a rigorously competitive international market. Most developing countries have not excelled in this area. Tourism marketing serves as a main function in promoting economic development and raising living standards in many developing countries around the world (Fisk, 2001; Gordon, Carrigan and Hastings, 2011). Developing and marketing of new, adventurous and exotic tourist destinations are given especial emphasis by developing countries. Many authors (Echtner, 2002; Echtner and Prasad, 2003) argue that in general, effective tourism marketing is increasing in the fastest growing destinations, for example, East Asia, Africa, Latin America and Micronesia. Tourism within developing countries continues to grow and equally, promotion of these regions is of vital importance to raise awareness among the potential visitors. Echtner (2002)

comments that developing countries' tourism marketing has not been well researched. To promote developing countries' tourism marketing image, Echtner (2002) proposes the '4A approach', where the 4As comes from attractions (natural and man-made); actors (hosts and tourists); actions; and atmosphere. A textual analysis was conducted on country tourism brochures using noun, verb and adjective and adverb. Nouns referred to either attractions' or actors' (host or tourist) tourism experience, verbs were for actions i.e., how the tourists feel or react, and adjective and adverb were for atmosphere portrayed in tourism brochures. Developing countries tourism promotions can be facilitated by analysing these elements of speech. Therefore, developing countries can be clustered into three groups, namely oriental, sea-sand and frontier based on the 4As approach. The tourism brochure is one of the important promotional activities to promote tourism marketing. Echtner (2002) notes that tourism marketing plays an important role in creating and promoting images of tourism destinations and influencing the expectations of tourists.

At present, developing countries receive about 40 per cent of international tourist arrivals which has approximately tripled over the past 20 years (UNWTO, 2010a). (UNWTO, 2010a) also predicts that this trend will continue as the exotic tourist destinations in developing countries are promoted to novelty-seeking, highly mobile tourists of the twenty-first century. Broadly speaking, tourism marketing in any country plays a fundamental role in creating images of destinations and influencing the expectations of tourists. In the most common form of tourism marketing, only certain images of the product are featured in tourism advertising (Echtner and Prasad, 2003). Echtner and Prasad (2003) also show that these promotional images are usually market-driven, that is, they reflect the needs, desires and fantasies of the tourism consumers. In tourism marketing, the use of a selected set of destination images serves to direct the potential tourist's attention towards certain natural and man-made attractions and to represent unique tourist activities (Echtner, 2002). Tourist's expectations can be modelled through these promotional images reflecting touristic experiences available at the destination (Mohamed, 1988; Britton 1979; Echtner, 2002). However, promotion of these destinations and their promotional materials has been criticised over the last few decades (Britton 1979; Echtner 2002; Mohamed 1988; Silver 1993; Sturma 1999; Wilson 1994).

According to Adams (1984) and Reimer (1990), in developing countries, tourism promotion is the main focus of tourism marketing. As noted by Sturma (1999), developing country destinations are usually promoted by international organisations e.g., multinational tour operators, travel agencies, and other intermediaries in the developed countries. Mohamed (1988) and Wilson (1994) note that the primary targets of these marketing efforts are based in the developed countries as these countries are the main tourists generating countries. Consequently, a significant number of developing country tourism promotions are influenced by the tourism marketers who are economically interested to sell a particular brand to a developed country's market.

Silver (1993) states that the important aspects of the tourism marketing and promotion concept in developing countries come from developed countries tourism marketing ideas. Echtner (2002) argues that a thorough and encompassing analysis of developing countries' tourism marketing has not yet been undertaken. Echtner (2002) also finds that this lack of foundation research is a significant gap in the theory of tourism marketing studies, especially since tourism marketing to developing country regions is increasing and concern about tourism marketing, images of tourism and in tourism promotional materials is intensifying. Similarly, Echtner and Prasad, (2003) and Gandhi, (1998) reveal that the geopolitical and ideological context, especially in terms of postcolonial theory, is an important issue in the context of tourism marketing in developing countries. This has been virtually ignored by tourism marketing scholars. In relation to this, Echtner and Prasad (2003) also note some emerging issues regarding postcolonial theory. Firstly, colonial form of discourse was repeatedly applied to dominate developing countries by the developed world i.e., Europe. Secondly, in creating and controlling promotional images of tourism in developing countries, the predominating role of the developed countries was highlighted. Thirdly, lack of homogeneity of the industry relationships between developed and developing countries was also emphasised. The implementation of postcolonial theory in developing countries tourism marketing can be strongly justified. Postcolonial theory suggests that local participation is important in developing and marketing of tourism. Twenty- first century's tourism marketing encourages freedom from the colonial distress and limitations. From a wider perspective, postcolonial theory encourages power frameworks between developed and developing countries (Dann, 1996a).

Therefore, tourism destinations in tropical developing countries may take an opportunity to develop their tourism by using the experiences of developed countries which are known as tourism paradises. Furthermore, tourism promotion and power-sharing between colonial and post-colonial countries are important issues in the context of tourism marketing in developing countries.

Ashcroft (1995) argues that post colonialism is more effective than colonialism in the promotion of tourism marketing in developing countries. He also suggests that in order to eliminate the control of developed countries over developing country tourism marketers, greater local involvement is important. Local people participation is key to postcolonial theory for building a significant awareness of tourism marketing in developing countries.

Other researchers note that marketing scholars have shown very little interest in focusing on the problems of tourism marketing in developing countries. In relation to this, Echtner and Prasad (2003) also note some emerging issues regarding postcolonial theory. Firstly, colonial form of discourse was repeatedly applied to dominate developing countries by the developed world i.e., Europe. Secondly, in creating and controlling promotional images of tourism in developing countries, the predominating role of the developed countries was highlighted. Thirdly, lack of homogeneity of the industry relationships between developed and developing countries was also emphasised. The implementation of postcolonial theory in developing countries tourism marketing can be strongly justified.

Currently, many researchers study a wide range of approaches to tourism marketing in developing countries for extensive application of postcolonial theory. Ashcroft et al., (1995) state that postcolonial theory has been successfully employed in many areas, such as literature, cultural studies, political science, ethnology, education, and history. Although postcolonial theory offers an effective framework for understanding tourism marketing in developing countries, till to date, this theory has been rarely addressed to evaluate the tourism promotion.

Tourism organisations in developing countries perform their role in supporting a leading growth service industry which contributes to a significant level in developing the country's economy. As a result, developing countries governments at all levels

make a major effort to expand their tourism industries (Echtner, 2002). However, due to the rapid growth in socio-economic structures, technology and market competition tourism marketing planners turn to strategic marketing planning. Echtner (2002) states that strategic planning has great importance in developing countries as it play a significant role in promoting tourism imagery in the tourist generating countries.

Kaynak et al. (1986) note that many service organisations in developing countries do not recognise marketing as an effective tool to promote their products. Moreover, several authors (George and Barksdale, 1974; Bessom and Jackson, 1975) mention that the tourism industry was thought to be the least marketing-oriented; as a result it received little support to market its goods and services. However, it is recognised that service industries including tourism organisations have become more marketing and consumer oriented organisations in the competitive marketing environment (Silver, 1993).

Developing countries tourism organisations may develop strategic marketing plans to attract more visitors which may increase their competitiveness. Kaynak et al. (1986) suggest two main stages of a strategic marketing planning process namely, selecting market segments and developing the marketing mix for selected markets. They also state that the developing countries tourism organisation suffers from improper combinations of tourism marketing planning and marketing mix.

Kaynak et al. (1986) suggest that the developing countries' organisations may produce higher level of tangible products by using strategic tourism marketing planning. Some authors argue that marketing planning can be used for the marketing of manufactured goods as well as for tourism service, but they need to adopt own tourism marketing strategies (Echtner, 2002; Kaynak et al., 1986). Nonetheless, strategic tourism marketing planning is still in its infancy and very often fails to solve the tourism organisational problems.

The following section discusses the strategic marketing planning in tourism in the context of developing countries.

3. 3 Strategic marketing planning in tourism in developing countries

Strategic marketing planning in tourism involves analysis of selected market segments to identify tourist demand, develop tourism products that would fulfil tourist's needs and wants, advertising of available offers, services through different organisations, determination of the prices of offers, services, and achievement of the ultimate goals by marketing the products. Strategic marketing planning encourages tourism organisations to organise the programme relating to tourism marketing and promotional campaigns.

According to Din (1996), the tourism marketing mix in tourism marketing planning can start to develop core tangible products in marketing goods and services. Tourism organisations offer physical packages for the visitors, but the aim of an organisation is to offer physical packages so as to support existing and potential customers better than the competitors and thereby to reach its target. If the physical package were more similar with that of the other competitors, it would not be possible to distinguish among the competitors.

Silver (1993) notes that developing country tourism organisations can take essential steps through strategic policies within a very dynamic environment that can contribute to develop tourism marketing strategic planning. Strategic marketing planning of a tourism organisation is a manuscript that provides guidelines to lead an organisation and specifies what is to be done and how it is to be done to negotiate any up-coming confrontations and provide strategies to tackle that situation. As tourism is a dynamic industry with ever changing needs and demands of its customer, its tourism marketing strategic planning requires continuous revision (Witt and Moutinho, 1995).

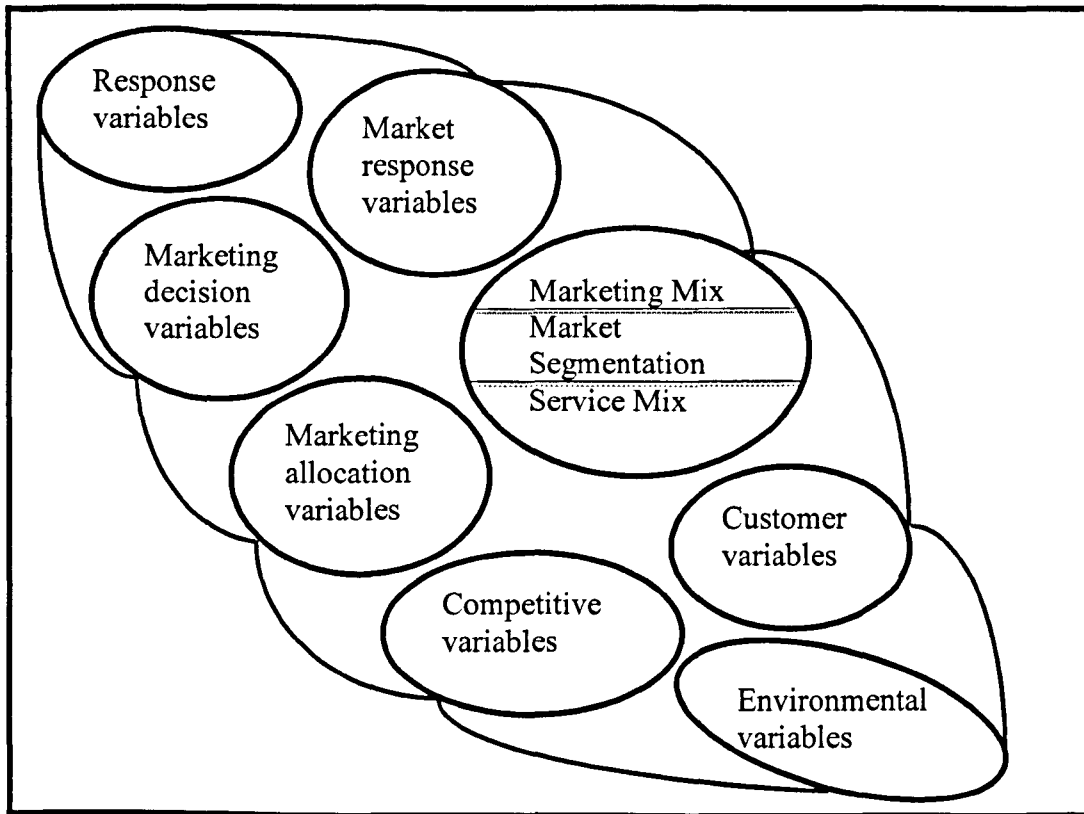
According to Kaynak et al. (1986), tourism marketing planning strategy helps tourism organisations to monitor tourism organisational strengths, weaknesses, threats and opportunities in competitive markets. In the strategic marketing planning process, tourism organisations need to decide which marketing functions and strategies are appropriate in the promotion of tourism marketing products and services in the domestic and international markets. Tourism organisation need to consider seven

specific factors for the particular market segments and marketing mix to promote their tourism products for the potential tourists. The factors are:

- Customer variables: the volume of visitors in the specific market and their needs, motives, attitudes, purchase behaviour, habits and socio-economic standards.
- Environmental variables: government, social and economic.
- Competitive variables: tourism organisations policies offering similar and substitute services.
- Marketing decision variables: control of communication and services mix factors can increase tourism organisational sales.
- Marketing allocation variables: marketing and its effective efforts, services, customers, sales and market segments. Division of the tourism organisation's marketing efforts among its services, customers, segments and sales areas.
- Market response variables: marketing effort mixes and sales behaviour. Behaviour of sales in response to alternative levels, allocations and mixes of marketing effort.
- Resources variables: various available resources including personnel, finance, equipment and facilities.

These variables are closely related to each other and are continuously changing. These variables are shown in Figure 3.1 below. Without considering any of these variables, strategic marketing planning may not work effectively to develop tourism markets both in domestic and overseas. In this regard, Kaynak et al., (1986) compared these variables with the solar system.

Figure 3. 1 Strategic marketing planning in tourism in developing countries



Source: Adapted from Aubrey Wilson, 1972, p.88

The needs and wants of customers ought to be reflected in any marketing activities taken by a tourism organisation and proper management of all such activities is essential for adopting a strategic marketing planning strategy. However, the organisation may consider its own resources and objectives while launching any activities to increase tourist satisfaction. In the tourism marketing literature, very little importance has been given to strategic marketing planning especially in terms of the effect of customer-related variables (Kaynak et al., (1986). In the context of developing countries' tourism marketing, consumer attitudes toward travel, tourism and their destination choice behaviour have not been well-researched. Analysis of travel patterns and benefits from travel trips can help identifying distinct tourist market segments. Different customer-related variables, e.g., customers' needs attitude, behaviour etc. are very informative and are essential to consider in preparing strategic marketing plans (Kaynak et al., 1986). According to them, in most developing countries, strategic marketing plan does not consider consumer- or demand-related issues rather it focuses only on the supply-oriented issues.

Kaynak et al., (1986) add that developing countries' local tourism organisations can develop useful attractive holiday packages as a part of their tourism marketing strategic plan to attract more foreign travellers. Suitable tourism marketing strategies and promotional policies can help to convert irregular to regular travellers to the same tourism destination.

Burnett and Etzel (1982) suggest that, for developing countries, low-cost holiday packages can be the best possible alternative to attract foreign travellers. Low cost holiday packages may encourage visitors to stay longer for their holiday that would allow them to visit more man-made and historical amusements of that destination and make their time more enjoyable. A holiday package including these components provides better benefits and that could be an effective and successful tourism product. To promote developing countries tourism destination a substantial amount of promotional budget may be spent for creating destination loyalty that may stimulate repeat purchase. Therefore, developing countries tourism destination and market segments may provide better benefits for the potential visitors.

However, Internet marketing is also an important factor to develop tourism marketing destination in developing countries. Internet marketing strategies mostly developed online tourism business for the tourism products. Developing countries tourism organisations may promote tourism products through the Internet tourism marketing strategies for the tourism products.

In the context of developing countries Internet tourism marketing is discussed in the next section.

3. 4 Internet tourism marketing in developing countries

Technology has been recognised as an important factor in many service industries. The Internet provides efficient reliable and quick ways of communication. Due to market globalisation, exaggerated market competition and dynamic development of new technologies world tourism is facing rapid changes. In promoting tourism business and supporting tourism travel arrangements for the visitors, the Internet is becoming more important. The role of the Internet in the promotion of every aspects of international tourism has also expanded rapidly in recent years.

Today, high frequency Internet availability is increasing rapidly while prices have decreased world-wide. Therefore, developing country tourism organisations may consider being connected with the high speed Internet. However, UNCTAD (2005) mentions that many small and low-income developing countries especially in Africa, Bangladesh fails to attract foreign investors for infrastructure development. These countries are able to compete with the world competitive marketplace. Their Internet facilities are not adequate as well as it is much expensive compared to that of the developed countries. As the Internet provides an opportunity to change tourism marketing patterns, developing countries may connect with national and international satellites and fibre optic cables to develop and promote their online tourism markets and products.

Tourism has already been recognised as a major economic contributor to developing country economies. Tourism may be significantly improved by developing informative websites. Websites may contain sufficient information with images about the destinations for the potential visitors as well as various online services, such as purchase holiday package, reserve accommodation and transportation and online pay option. Further, UNCTAD (2005) reports that huge number of potential visitors using online system for their holiday purchase. Sheldon (1997) believes that essentially a large number of information can be incorporated on the websites as a result huge number of potential users can use this information at any time from around the world.

Mathur et al., (1998) suggest that developing country tourism organisations can be encouraged to establish new business models and advanced e-marketing for the national economy. With the aim of satisfying tourists as customer and building sustainable tourism, tourism organisations may develop new products and services, e.g., eco-tourism, for the potential markets. This may help national tourism organisation to become more familiar in the international market and gain a strong market position for their tourism products.

According to Ratnasingham (1998) and Liu (2005) in the past prospective tourists generally had to depend on limited printed information, brochures and videos of inadequate number of tourism destinations or holiday from the local travel agents. At present, with invent of Internet potential tourists can gather a variety of tourism information by simply visiting destination's websites. Information can be in the form

of text messages, photographs, video clips and audios. Buhalis and Schertler (1999) highlight that the tourism organisations can enrich their websites by including information relating to destination's attractions, caterings, transportations and accommodation facilities, various forms of leisure and recreation facilities.

UNCTAD (2005) suggest that developing country tourism operators may gain better tourism related experiences easily and quickly from developed countries tourism operators through Internet communication. However, developing countries tourism operators may face some difficulties to implement strategies in order to improve their connectivity with the developed world. In this context, Tyler (2000) suggests that developing countries tourism operators should act in way that can help developing international tourism markets, marketing and organisational activities.

For example, in recent decades, liberalisation and global Internet connectivity has significantly developed in India that has practical effects for the development of tourism activities based on Internet. This may be used as model for the other developing countries. Buhalis and Schertler (1999) and UNCTAD (2005) find that in the absence of domestic online markets competition, developing countries cannot gain significant benefits from the changing international world, in terms of better global connectivity in the tourism sector.

A small number of larger organisations create monopoly situation and impose higher prices on leased lines in many developing countries. As a result, some smaller organisations cannot afford Internet expenses and are unable to compete with the larger ones even in the domestic market. Therefore, only larger tourism organisations are able to connect with overseas markets. Buhalis and Schertler (1999) suggest that developed countries may assist those developing countries to improve Internet connectivity. According to (UNCTAD, 2005), developing countries governments can play an important role to provide technical support and infrastructure development for the Internet connectivity. Wijesiri (2010) suggests that the high volume of tourism investment may be worth considering in building effective tourism marketing through Internet. Tourism organisations can develop new products and destination images and promote tourism resources through Internet in an easier, cheaper and quicker way, resulted in high volume of tourist received so as to increase their profits.

However, push-pull tourism marketing strategies is one of the recognised tourism marketing strategies.

The following section discusses push-pull tourism marketing strategies in developing countries.

3. 5 Push-pull tourism marketing strategies in developing countries

The tourism paradigm is related to the nature of human beings, so, it is very difficult to find out why people want to travel to a destination and what they want to enjoy from the destination. Generally, it is a motivational concept. Tourism marketers and destination promoters need to consider why visitors choose a particular destination for their holidays. They may provide more marketing efforts and attention to the major attributes of a specific tourism destination within a particular market segment's visitors' needs and wants.

In push-pull tourism marketing strategies, visitors are pushed by their internal forces to travel a particular destination and pulled by the external forces of a particular tourism destination attributes (Dann, 1981). Dann (1981) suggests push-pull theory for the destination pull in response to motivational push. He argues that push-pull factors deal with tourist motivation and influence travellers to take decisions to travel to the specific attractions of the destination in developing countries. Ravenstein (1989) concludes that pull factors are more important than push factors for tourism.

Robinson (2008) mentions that tourism destinations need to create pull factors. The pull factors can be created by improving attractions and tourism facilities that fulfil visitors' psychological needs and wants. It is also interrelated to the push factors. Robinson (2008) also discusses push-pull theory in the context of a busy family with children. Both husband and wife are tired with their every day's work related stress, feel to get rid of work responsibilities for a certain period and six week's school summer vacation is in ahead. The family wants to get some relaxation and enjoyment. How the push-pull marketing strategies affect this family to make a choice about where to go for their holiday.

In this regard, several push factors are working towards motivating the family to travel to desire destination. These are: (a) family is bored with their everyday life style; (b) feel to get some recreation and relaxation; (c) children need to enjoy the vacation. So the family started to search information for their desire destination that would meet their maximum satisfaction. Brochures information, images and destination attractions is the main source of information to take their holiday and travel decision. Several pull factors are involved in this context. These factors are: (a) opportunities for adequate rest and relaxation; (b) scope of exploring new place and facilities for children enjoyment; and (c) safety and security for the whole family.

In view of Robinson (2008) and Shaw et al., (2000), in general, the push strategy involves five major factors: relaxation/hobbies, prestige, novelty, escape and improvement of relationship. Most motivational studies in tourism highlight the fact that the average tourist is seeking an escape from reality. Cohen (1997) states that visitors' are looking for recreation in landscapes that they encounter in the real world. But some other recreational elements such as countryside areas are limited and separated from the reality. Several authors e.g., Robinson (2008); Awaritefe (2004); Witt and Mountinho (1989), suggest that pull forces create by the three elements. These are:

- i. static forces that include many different factors e.g., historic/cultural features, natural and cultural landscapes and climate of the tourism destination,
- ii. dynamic forces e.g., tourism trends, entertainment, catering, accommodation and country's politics also pulled potential visitors in the destination,
- iii. decision factors which are influenced by prices at destination, marketing strategies and area of origin are also important to pull them to visit a destination.

Although push-pull factors are complex these are very effective to motivate prospective tourists. A number of authors (Bansal and Eiselt, 2004; Robinson, 2008), describe that potential tourists are greatly influenced by tourism advertisements. For example, sunbathers seek sunny beaches for their holidays and viewing posters of sunny beaches creates as many push factors as possible in their mind, hence

stimulates them to visit that particular destination. Therefore, the push factors can be developed through creating and displaying attractive destination images by the tourism promotion which create sensation to the prospective tourist's mind, forces the visitor to fill that it would be worth visiting that destination and they would be able to fulfil their maximum expectation out of it.

According to the functionalist view, tourism recreation is initiated by pull factors from within the tourist's own society. This recreation has the value of reinventing the individual. Some of the most famous tourist sites include the French Polynesian islands of Tahiti, Bali, and the Caribbean. Individuals seeking to change their life, even though temporarily have the alternative options of selecting a destination which encounters visitor's values. They choose destination with attractive offers. Hence, pull factors play a significant role in the choice of a tourist destination. Europe draws the largest numbers of tourists, but in recent years, Middle-East, Africa and the Pacific Rim have been attracting tourists because of several great physical, social and cultural attractions (Sinha, 2002). According to Cohen (1974), tourists seek novelty and strangeness as part of international travel. Some seek novel experiences in another land as part of an environmental bubble where they essentially maintain the same comforts as provided at home or even more while travelling abroad (Oppermann, 1999b).

A number of tourism researchers note that push-pull marketing strategies lead people to travel their desired destination (Balogu and Uysal, 1996; Kim et al., 2003). These push-pull strategies are developed by tourist enterprises as the intermediaries, i.e., tour operators/travel agents (Papadopoulos, 1989a; 1989b; 1989c). Tourism attractiveness is an element of pull factors that attracts visitors to visit a particular destination in developing countries (Law et al., 2004). Push factors include personal needs and wants, preferences, situation and unique characteristics.

The push-pull marketing strategy provides a wider meaning in terms of tourism marketing. Usually, the tourism marketing product e.g., tourists experience pushes by a push marketing strategy through to the customer by the use of channels of distribution e.g., tour operators, travel agents, booking services, accommodation providers. However, push marketing strategy creates tourist demand for tourism products and services by the use of organisational sales force and tourism promotional

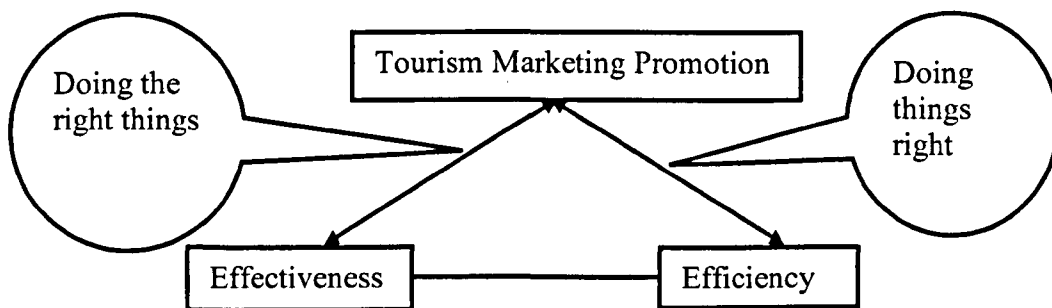
activities. On the other hand, to purchase tourism product or experience a pull marketing strategy focuses on the ultimate users to encourage them. Therefore, a tourism product is pulling potential visitors through the channel of distributions.

Tourism managers and policymakers in many developing countries must know the effect of their push and pull tourism marketing strategies and their product innovations. Therefore, tourism marketing organisations in developing countries may successfully use these strategies to stimulate their potential visitors effectively.

The next section discusses the evaluation of tourism marketing of developing countries.

3. 6 Challenges in the evaluation of tourism marketing effectiveness in developing countries

The tourism marketing literature contains only limited reference to the effectiveness of tourism marketing promotion in the context of developing countries (Bonoma and Clark 1988). There is a certain consistency in relation to use of the terms effectiveness and efficiency. A definition summarising the difference between effectiveness and efficiency is offered by Drucker (1974) is: doing things correctly is associated with efficiency while doing the right things is called effectiveness. This situation is clearly represented by the following figure.



Source: Author's own work

Although some academic reports have tried to identify critical factors for the effectiveness or success of tourism promotion in developing countries (Selin and Myers, 1998), few of them have attempted to define what effectiveness actually

means. It has been found difficult to identify the meaning of effectiveness because there is little agreement on how to conceptualise this term due to its comprehensiveness and value-based characteristics (Sekaran, 2000). As there have been few attempt to define effectiveness, in this context it is necessary to refer to the literature on the meaning of effectiveness in the tourism organisation theory literature.

Promotion effectiveness (doing things right) can be followed back to the work of Kotler (1977) and can be evaluated by the following criteria: (i) customer orientation, (ii) integrated marketing organisation, (iii) adequate marketing information and (iv) strategic orientation operational efficiency (Bonoma and Clark, 1988; Kotler and Bliemel, 2001).

Kotler and Bliemel (2001) state that efficiency and effectiveness are simply supportive and would call for the same action. If on the other hand in any specific situation the requirements of efficiency and effectiveness do not call for the same action then there is a need to think a great deal more carefully about the meanings given to the terms concerned. Machin (2007) notes that there is no doubt that in everyday use the two terms have different meanings. Most tourism organisation managers seem to use the word 'effective' when talking about the extent to which their output is in line with organisational objectives, and 'efficient' to describe the relationship between the resources that are consumed in the process of generating effective output and the output so produced.

The extensive use of promotions in tourism product management has produced significant discussion over effectiveness. Some authors, Ehrenberg et al. (1994) and Kwok and Uncles (2005) argue that in the long-run tourism business when a market share loss and promotion does not work to motivate customers, in that case tourism promotions are ineffective, there might be other factors involved but authors did not consider these factors. Nonetheless, other researchers have revealed that promotional activities lead to increase in sales and profits in the long-run business plan (Dhar and Hoch, 1996; Kwok and Uncles, 2005). Chandon et al., (2000) allude that other factors are also involved in increasing sales and profits along with promotional activities; for example, promotions are more effective when they deliver benefits for the tourism organisation that are consistent with the promoted tourism products.

According to Socher (2006) tourism organisations may well invest in promotion when it is most effective, for instance in the case of business cycle downturn or a new trend which is expected to be profitable in the future. It is generally accepted by tourism organisation theorists that the concept of effectiveness was introduced by Barnard in 1938, who views effectiveness in terms of goal achievement (Lee, 1986). After Barnard (1938), various alternative models have been suggested to define and measure effectiveness. These approaches can be broadly classified into three categories: (a) the goal achievement model; (b) the system resource model; and (c) the multiple-constituencies approach (Kim, 1990; Boyne, 2003).

The goal achievement model is the simplest model of measuring organisational effectiveness. It is based on the evaluation of formal organisational objectives or goals that can be achieved. Any organisations have a formal set of goals or objectives and this model can be used to measure their success and failure (Boyne, 2003). The system model is also called system-resource model, consists of survival and preconditions (Boyne, 2003; Maynard-Moody and McClintock, 1987). Survival is related to acquire resources from environment and precondition of survival involves inputs from environment like money from customer and good and services from suppliers. This model emphasises inputs rather than outputs or outcomes. The multiple-constituencies approach involves variety of internal and external stakeholder groups to justify performance of all organisations to measure effectiveness. This model considers common criteria to measure of organisational effectiveness (Boyne, 2003; Cameron, 1986); this model emphasises the image and legitimacy of an organisation rather than material and service delivery.

Hall (1996) argues that marketing promotional effectiveness is a multifaceted phenomenon, so it is hard to define clearly. He explores possible ways to define and assess marketing promotional effectiveness by integrating above three models. He suggests four models of effectiveness: the goal model, the system model; the customer satisfaction approach; and the social function model. The first three models are similar to the models suggested by Kim (1990). Hall defines the social-function model as the model based on the issue of what organisations do to or for the society of which they are a part.

Parsons (1951) also suggests measuring effectiveness on the basis of how well organisations can solve problems. Parson's (1951) model can be treated as a part of the system approach that regards industry and its circumstances. Thus, the industry effectiveness theories are developed from the goal-attainment and the multiple-constituencies model. However, this approach is criticised by Hall (1996) as being extremely abstract and only a theoretical framework that is unable to be developed.

The goal attainment model seems to be superior to the system model in terms of simplicity and clarity in defining effectiveness. It seems that most studies relating to effectiveness in tourism understand effectiveness in terms of outputs or goal achievement, as in the case of the goal model (McWilliams and Crompton, 1997; Plaza, 2000; Kang et al., 2005).

Promotional effectiveness is also discussed by Radshaw (2000) in his research on measuring promotional effectiveness with regard to promotional activity interventions. Radshaw divides the evaluation criteria into four main categories: (i) achieving goals; (ii) increasing promotional activities; (iii) satisfying visitors; and (iv) improving the internal process.

These four categories are closely related to the three models suggested by Hall (1996). Achieving goals is compatible with a goal-attainment model, increasing promotional activities and improving internal processes with a system-resource model, and satisfying tourists with customer satisfaction approach.

Radshaw's approaches, therefore, can be regarded as a comprehensive model in which diverse facets of effectiveness are integrated, and this comprehensive model can be used to measure the effectiveness of promotion by applying it to tourism marketing. That is, the effectiveness of promotion in tourism marketing: (i) is able to acquire the necessary and critical resources for tourism; (ii) is able to ensure a high level of motivation and satisfaction of visitors in association with efficient processes; and (iii) as a result, is able to contribute to tourism development.

Pratt et al. (2010) mention that knowledge of marketing effectiveness helps tourism organisations to identify target markets, develop products, and adapt promotional campaigns so as to achieve maximum profits. Pratt et al. (2010) discuss a number of

methods to evaluate the effectiveness of tourism marketing campaign or advertisement. These are conversion studies, advertisement tracking studies, quasi-experiment and cross-sectional analysis.

Originally proposed by Woodside and Reid (1974), the conversion model studies the conversion/behaviour of perspective tourists derives after a series of advertisement. It involves conducting a survey on sample of recipients who received a popular set of advertising message and obtains an estimate of how many recipients were motivated by the advertisements and 'converted' into actual tourists (Pratt et al., 2010). Pratt et al. (2010) refer conversion studies as the best model to measure effectiveness of promotional campaigns as it consists of questionnaires based survey as well as provides a numerical estimate of conversion rate. Many authors e.g., Cai, 1998; Woodside and Saki, 2003; and Pratt et al., 2010, argue that it is less expensive compared to other methods. However, conversion model is unable to measure advertisement effectiveness correctly, if improper sampling design and inappropriate sample size is used. It also involves addressing non-response bias. Failure to do that may return an inaccurate estimate of conversion rate (Kaplanidou and Vogt, 2003).

Beside the conversion studies, advertising tracking studies can also be used to measure the effectiveness of tourism marketing campaigns. According to Pratt et al. (2010), this model organises information at various levels of the tourism marketing process regarding visitors' response. According to Kaplanidou and Vogt (2003), advertisement creates awareness among potential tourists that develop two categories of tourists. The first category consists of those who consider a set of destinations for choosing their desire destination and the second category comprises of those who are positively influenced about a particular destination. Advertisement tracking model keep track of perspective visitors reactions at different stages of the advertising process. However, the main difference between conversion model and advertisement tracking model is that advertisement may convert a prospective tourist to actual visitor but this does not guarantee that this conversion was due to advertising awareness.

According to Pratt et al., (2010) advertising tracking model is appropriate to create consumer awareness and develop positive image of the tourism destination over a period of time. Many researchers discuss that advertising tracking method is useful in the particular point of view to evaluate tourist satisfaction regarding information

searching and realising, attitude changes and travel motives toward a specific tourism destination (Pratt et al., 2010; Siegel and Ziff-Levine, 1990). Pratt et al., (2010) mention that till today, for evaluating the impact of tourism marketing activity and measures the effectiveness of tourism marketing is hampered due to the lack of available data and appropriate methods.

Effectiveness can be measured by comparing results with organisational goal attainment (Kotler, 1997). Hulbert and Toy (1977) also suggested that the effectiveness could be measured by comparing the actual results of a marketing programme with the budget of the tourism promotion. The main criteria might be market share, market size, and market growth (Hulbert and Toy, 1977). However, the impact of marketing in general and promotional measures in particular very much depend on the tourists themselves. Additional information is needed about travel decision perspectives in order to differentiate between a psychological /motivational characteristics approach, cost-benefit approach, and a process approach.

Although developing countries have progressed greatly over the last couple of decades with respect to tourism, they are still way behind the developed world (Das, 2009). Das (2009) argues that developing countries receive a large number of foreign tourists; for example, the volume of foreign tourists visiting Thailand each year is three times higher than that of India (3 million) while having comparatively lower geographic area and smaller number of tourist attractions. The Thai government's plan is to enrich their tourism sites as they are expecting to receive 20 million foreign tourists in the coming decade.

As a result, India earns lower revenue from its tourism than other similar countries. For example, India received one seventh the revenue of China, one fourth of Indonesia and less than half of Philippines. In the context of developing countries, importance of tourism marketing are not only confining on bringing foreign exchange but also generating employment opportunities at the different levels, e.g., from taxi drivers to airlines staff at different locations in the country. UNWTO (2010a) claim that the potentiality of many developing countries as tourist destinations has not yet explored properly. Developing countries tourism organisations may take active steps to explore their novelty as tourist destinations.

Echtner (2002) also addresses the potential growth of tourism marketing in developing countries. To progress this role, developing countries must consider the following issues regarding the inadequacies of present arrangements (Muthiah, 1999), otherwise the growth of tourism marketing may be hampered. Tourism development largely depends on improved transportation and communication systems as well as qualitative accommodation facilities. Therefore, in order for the tourism industry to flourish, developing countries may need to focus on tourism infrastructures development such as highways, railways, airways, telecommunication, hotels, resorts, ports and other related service industries. Insufficiency of these infrastructures negatively effects tourism marketing development in developing countries like, India, Bangladesh, and Nepal. Tax on tourism products is unexpectedly high in many developing countries. The bureaucratic system creates difficulty to take rapid decision of tourism marketing policies and strategies in developing countries. Different tourism development projects like, lands acquire for hotel industry and resort development is often restricted in most of developing countries e.g., India, Tunisia, Thailand, Africa and Bangladesh.

In many developing countries tourists and tourist vehicle movements are restricted in some high vulnerable areas, e.g., the hill tracks area in Bangladesh, some parts of India, Pakistan and Thailand, due to the lack of proper security (Islam, 2009). The hill tracts area in Bangladesh has low population density with dense jungle hills. Due to inadequate security, foreign tourists could not travel around the destination without panic of being assault or loss of belongings in most developing countries. Due to insufficient development of human resources (to promote and implant customer service values) in most developing countries, the visitors are being treated more as trespassers than as honoured guests. Developing countries are unable to sell rich and potential tourism products effectively due to improper tourism marketing strategies, among the developed countries. Developing countries tourism organisations may market themselves as value added tourism destinations emphasising the variety of cost effectiveness. Tourist satisfaction would be the highest priority for the tourism industry in the developing countries along with infrastructure development; tourism development requires peaceful surrounding and political stability, so that visitors feel secure and enjoy their holidays peacefully. Political unrest is a common feature of

many developing countries, which obstruct tourism development in these regions (Islam, 2009).

Poverty is one of the major challenges of tourism marketing and promoting in developing countries, like Bangladesh as a tourist destination. The negative senses of thousands of starving people off-sets the beauty of many attractions. Hence, many developing countries fail to overcome these challenges because of poor planning and marketing strategies. Tourism marketing structural weaknesses have locked the country out of the benefits that developing countries tourism can offer to the visitors. Developing countries may need to consider a creative tourism marketing strategies to focus marketing their potential tourism destinations in the international market (Honey and Gilpin, 2009). Tourism marketing strategies may focus on building awareness and promoting tourism destinations and its products. According to Dimitrios (2000), entire tourism marketing mix needs to redesign to overcome the tourism marketing challenges. He also mentions that increasing sufficient fund and tourism marketing promotion development and implement is one of the most challenging tasks for tourism marketing in developing countries. Targeting the right market with the right message at the right time is very difficult, especially for the developing countries destination marketers which attract different cultural and linguistic background visitors from various geographical regions.

Echtner (2002) states that unfortunately, many developing countries are affected by political unrest, ethnic clashes and revolution, which negatively affects their tourism marketing services. Examples of this include the recent political disturbances in Thailand, Nepal, Africa, Pakistan, Tunisia, Egypt, Libya, Iraq and other parts in Middle East. Different epidemics, such as cholera, plague, AIDS and dengue fever are also adversely affecting the growth of tourism marketing in developing countries. Das (2009) suggests that in order to boost the tourism marketing business in developing countries and to overcome the tourism marketing challenges, the government of a developing country must take a lead to generate more foreign tourists by developing their available facilities. It includes development of tourist spots, expansion of culture tourism to holiday and leisure tourism, beach resorts tourism, main tourism markets and shopping centres nearby tourist spots, available cheap accommodation facilities and improves efficiency of tourism service. Still there is hope to improve and develop

tourism marketing services, policies and strategies and take more challenging steps with their competitors in this regard. Developing countries governments may establish support strategies, introduce and implement necessary regulations, remove bottlenecks, and adopt internationally recognised tourism marketing activities.

The chapter's conclusion is discussed in the following section.

3. 7 Conclusions

The tourism marketing perspective in developing countries has discussed in this chapter. There are several key issues highlighted in this chapter including: tourism marketing and strategic tourism marketing planning in developing countries; and how developing countries can market themselves as holiday destinations. Developing countries' tourism organisations can formulate competitive tourism marketing strategic planning to develop tourism-related promotions. The Internet opens up new possibilities for tourism suppliers in developing countries. Internet marketing plays an important role in developing and promoting tourism in developing countries, which is also discussed in this chapter. Other key tourism marketing strategies for example, push-pull strategies were also analysed in this chapter. This may assist tourism stakeholders in developing effective tourism marketing strategies to compete with other countries already established in the tourist market sector. Effectiveness of tourism marketing and promotion is one of the possible ways to increase visitors. So, effective promotional activities e.g., genuine and creative advertising are essential to increase national and international tourism market. Therefore, different approaches for measuring the tourism marketing effectiveness were discussed in this chapter.

Tourism marketing challenges in the context of developing countries are also highlighted in this chapter. It has been demonstrated that the tourism marketing industry in developing countries has witnessed dramatic structural changes over the last decade. The economic and social benefits of tourism marketing in developing countries are immense. The tourism marketing and promotion is an important factor for the development of tourism which is also highlighted in the context of tourism in developing countries and how tourism organisation can be economically benefited by using this tourism marketing concept is also discussed in this chapter. Therefore, in order to make sound tourism marketing decisions, a tourism organisation needs

constant monitor towards any changes occurring in the environment and take a proactive posture in their marketing programmes (Chon and Singh, 1995). That is, how to develop tourism marketing and promotions effectively by the tourism organisation in promoting tourism destination which may influence potential visitors to visit the country is addressed in this chapter. Developing countries tourism marketing may be actively promoted by the tourism marketers in the international tourism markets by adopting the changing international tourism environment. Tourism marketing is one of the important economic activities that involve several factors such as, modern technological developments and social standards changes. Tourism has become an industry with a solid basis as it is no longer only a services activity and it needs technical support to develop marketing strategies to promote effectively their tourism products and services in the domestic and overseas markets.

The next chapter discusses the overview of tourism in the context of Bangladesh.

Chapter 4 Overview of Tourism in Bangladesh

4. 1 Introduction

Immediately after liberation, the government of Bangladesh set up the Bangladesh Parjatan Sangstha (Bangladesh Tourism Organisation), with a view to developing the tourist industry in the country (Hasan, 2007). This organisation was restructured into the Bangladesh Parjatan Corporation (BPC) in 1973. The corporation drew up five-year programmes within the framework of the first national Five-Year Plan (1973-78) for economic and social development of the country to provide essential facilities and to develop natural attractions for increasing the inflow of tourists and making their stay in the country enjoyable. The second, third, and fourth five-year plans and two-year plans were intended by the past Bangladesh governments to develop the tourism sector but these plans have not been implemented fully by the government due to ministerial legacy and bureaucratic problems (BPC, 2007; Islam, 2007). For example, one government formulates a development plan, but the next government formulates another development plan, abandoning the previous plan. That money is wasted; as a result, there is a little development of tourism is observed in Bangladesh during the government's term.

Tourism in its modern sense is a relatively recent phenomenon (UNWTO, 2010a), and it began in the present Bangladesh only during the 1960s. Tourists from abroad came to see and enjoy the beaches, rivers, beauty of the landscape, tribal culture, religious rituals, historical places, forests, wild life and hill resorts (Hasan, 2006). This chapter highlights the tourism facilities, tourist attractions, the importance of tourism, the role of the private and public sectors in tourism and the organisational structure of tourism in Bangladesh.

4. 2 Geographical characteristics of Bangladesh

Bangladesh is a developing country in South Asia, located between 20°34c to 26°38c north latitude and 88°01c to 92°42c east longitude, with an area of 147,570 square km and a population of over 162 million in 2011, which was 140 million in 2006 (BBS, 2011). It is bordered on the west, north, and east by India, on the southeast by

Myanmar, and the Bay of Bengal to the south (Environment and Bangladesh, undated). Though it is a small country, it has many diverse attractions for nature lovers as well as being rich in culture and heritage. The territorial waters of Bangladesh extend 12 nautical miles, and the exclusive economic zone of the country is 200 nautical miles (see Appendix-VIII). There is a large marshy jungle coastline on the Bay of Bengal popularly known as the Sundarbans: one of the largest mangrove forests in the world, the home to the Royal Bengal Tiger. Bangladesh is located in the Ganges delta which is densely populated and it is formed by the confluence of the Ganges (Padma), Brahmaputra (Jomuna), and Meghna rivers and their tributaries as they flow down from the Himalayas, creating the largest riverine delta in the world. To the south is a highly irregular deltaic coastline of about 600 km, fissured by many rivers and streams flowing into the Bay of Bengal.

Geographically, Bangladesh is relatively distant from the main tourist generating countries of Europe, America and Australia but is easily assessable from the major South Asian tourism destinations in the world. Because of its geographical location, Bangladesh standard time is 6 hours ahead of the GMT.

Bangladesh's climate can be characterised by sub-tropical monsoon which causes devastating cyclones, floods and storms during August to November of each year. These natural disasters bring catastrophic problems including damaging assets and loss of lives in Bangladesh (Hossain, 2006). In general, Bangladesh has a tropical climate, approximately 26°C during winter and 38°C during summer with very high humidity levels. The peak winter and summer weather is observed in January and April respectively (MoCAT, 2006).

Bangladesh is a six season country, namely summer (Grishma), rainy (Barsa), autumn (Sarot), late autumn (Hemanto), winter (Seeth) and spring (Basanto). Spring is known as the king of the seasons with neither hot nor cold temperature ranging between 13.3 to 26.5°C; hence this season is observed as the best tourist receiving period for foreign visitors. Due to global warming, now-a-days autumn, late autumn and winter are less defined and other seasons are last longer than the normal duration of two months (Hasan, 2005).

The following section addresses international tourist arrivals and earnings from different regions.

4.3 Trend of tourist arrivals

This section highlights the international tourism arrivals in Bangladesh overall as well as from South Asian and SAARC countries. These figures will provide a picture tourist arrival trends in Bangladesh.

The following section considers trends of international tourist arrival in Bangladesh.

4.3.1 Tourist arrivals in Bangladesh

The following table shows the tourist arrivals in Bangladesh in different years with rate of growth:

Table 4.1 Tourist arrivals in Bangladesh

Year	Tourist Arrivals		Year	Tourist Arrivals	
	Number	Growth Rate (%)		Number	Growth Rate (%)
1991	113242		2002	207246	0.02
1992	110475	-2.44	2003	244509	17.98
1993	126785	14.76	2004	271270	10.94
1994	140122	10.52	2005	312575	15.23
1995	156231	11.50	2006	343590	9.92
1996	165887	6.18	2007	397410	15.66
1997	182420	9.97	2008	468951	18.00
1998	171961	-5.73	2009	576997	23.04
1999	172781	0.48			
2000	199211	15.30			
2001	207199	4.01			
Average Growth Rate					9.74%

Source: BPC, 2010.

Table 4.1 shows that the number of tourist arrivals in Bangladesh increased to 576,997 in 2009 from 113,242 in 1991 which shows an average annual growth rate of 9.74 per cent. Tourist arrivals increased in 2008 by 18 per cent and 23 per cent in 2009. In general, these statistics show a positive trend except in 1992 and 1998. This rate can be considered as high for those countries with a mature tourism market, but

for a new market entrant, like Bangladesh, the above growth rate may not be considered as unusual.

The next sub-section highlights the international tourist arrivals from the South Asian region as this region play an important role in the development of Bangladesh tourism.

4.3. 2 International tourist arrivals and earnings in South Asian countries

Over the last few years, the number of tourist arrivals in South Asian countries has increased significantly and tourism has developed considerably in some countries across this region. The number of tourist arrivals in South Asian countries and the per cent share of each country are shown in Table 4.2. These data show a clear picture of how many international tourists have been received by South Asian countries and the distribution of tourist arrivals among these countries.

Table 4. 2 Tourist arrivals in South Asian countries (in thousand)

Country Year	Bangladesh	Bhutan	India	Iran	Maldives	Nepal	Pakistan	Sri Lanka	Total
1990	115 (4)	2 (0.1)	1707 (54)	154 (5)	195 (6)	255 (8)	424 (14)	298 (10)	3150 (100)
1995	156 (4)	5 (0.1)	2124 (50)	489 (12)	315 (7)	363 (9)	378 (9)	403 (10)	4233 (100)
2000	199 (3)	8 (0.1)	2649 (44)	1342 (22)	467 (8)	464 (8)	557 (9)	400 (7)	6086 (100)
2002	207 (4)	6 (0.10)	2384 (41)	1585 (27)	485 (8)	275 (5)	498 (9)	393 (7)	5833 (100)
2003	244 (4)	6 (0.1)	2726 (42)	1546 (24)	564 (9)	338 (5)	501 (8)	501 (8)	6427 (100)
2004	271 (4)	9 (0.1)	3371 (45)	1659 (22)	617 (8)	360 (5)	648 (9)	566 (8)	7501 (100)
2005	313 (4)	10 (0.1)	4154 (47)	1890 (21)	767 (9)	395 (4)	725 (8)	659 (7)	8913 (100)
2006	344 (4)	12 (0.1)	4587 (47)	1962 (20)	851 (9)	471 (5)	839 (9)	781 (8)	9847 (100)
2007	397	15	4987	2569	966	503	919	826	11182

	(4)	(0.1)	(45)	(23)	(9)	(5)	(8)	(7)	(100)
2008	469 (3)	21 (0.2)	5792 (46)	2986 (24)	1018 (8)	547 (4)	951 (8)	879 (7)	12663 (100)
2009	577 (4)	30 (0.2)	6019 (44)	3459 (26)	1087 (8)	588 (4)	1002 (7)	901 (7)	13663 (100)

Source: BPC (2010).

The above table illustrates that the number of arrivals has increased gradually each year in every country. Bangladesh, for example, had tourist arrivals of 115,000 in 1990 which reached 577,000 in 2009. Similarly, India received 1707,000 visitors in 1990 which grew to 6019,000 in 2009. During this period (from 1990 to 2009), the number of arrivals increased in Bangladesh by 462,000 e.g., 577,000-115,000 whereas India received 5302,000 visitors e.g., 6019,000-1707, 000 which is approximately thirteen times higher than the tourist arrivals in Bangladesh. All other South Asian countries except Bhutan received more international tourists than Bangladesh over the last two decades. The table also shows that India is the highest tourist receiving country. Similarly, Iran, the Maldives and Pakistan are ranked as second, third and fourth, respectively, in terms of tourist arrivals. In 2009, a total 13663,000 tourists was received by the South Asian region of which Bangladesh received 4 per cent whereas India received 44 per cent. A similar situation is found in other countries like Iran and the Maldives which received 26 and 8 per cent respectively. Pakistan and Sri-Lanka received an equal proportion e.g., 7 per cent of international tourists in 2009. Therefore, only India obtained a major market share in this region and overall Bangladesh ranks in seventh position out of eight countries.

UNWTO (2010c; 2010d) forecasts that, the tourist arrivals in South Asian countries will reach 18.8 million by 2020 and the figure for Bangladesh will be 0.415 million. But it can be seen from the table that Bangladesh received a total 0.469 million tourists in 2008 which is more than the estimated figure 0.415 by UNWTO (2010c; 2010d). However, BPC gives a more optimistic forecast of 0.9 million tourist arrivals in Bangladesh by 2020.

According to WTTC (2011a and 2011b), in Bangladesh the direct contribution of travel and tourism to GDP is expected to rise from 2.3 per cent in 2011 (US\$2450.8 million) to 6.3 per cent (US\$4505.6 million) by 2021. Additionally, the contribution

of the travel and tourism to employment is expected to rise from 1,509,000 jobs in 2011 (1.9 per cent of total employment) rising by 2.6 per cent pa to 1,951,000 jobs by 2021 (2.0 per cent of total employment) (WTTC, 2011a and 2011b). The visitor export earnings from international visitors and tourism goods are expected to generate 0.4 per cent of total exports (US\$87.7 million) in 2011, growing by 12.7 per cent pa to 0.5 per cent (US\$179.4 million) of the total in 2021. Finally, travel and tourism investment is estimated at US\$445.2 million i.e., 1.6 per cent of total investment in 2011 for the development and marketing promotion of Bangladesh tourism in the domestic and overseas markets. This amount is expected to increase by 6.2 per cent pa to reach 1.7 per cent of the total investment (US\$812.1 million) by 2021 (WTTC, 2011).

The next sub-section highlights tourist arrivals from the South Asian Association for Regional Cooperation (SAARC) countries to Bangladesh.

4.3.3 Tourist arrivals from the SAARC countries to Bangladesh

Bangladesh is one of the seven countries in the South Asian Association for Regional Cooperation (SAARC). A significant number of tourists visit of Bangladesh each year from SAARC countries between 1995 and 2009. The following table depicts the number of tourist arrivals in Bangladesh from SAARC countries.

Table 4.3 Tourist arrivals in Bangladesh from the SAARC countries from 1995 to 2009

Country Year	Bhutan	India	Maldives	Nepal	Pakistan	Sri Lanka	Total Arrivals from the SAARC Countries	Total Arrivals	Share of SAARC Countries
1995	415 (1)	46015 (72)	94 (0.2)	2995 (5)	12903 (20)	1395 (2)	63817 (100)	156231	41
1996	568 (1)	53007 (80)	97 (0.2)	3628 (6)	7070 (11)	1522 (2)	65892 (100)	165887	40
1997	959 (1)	61606 (76)	123 (02)	5296 (7)	11481 (14)	1686 (2)	81151 (100)	182420	44
1998	441 (1)	57937 (75)	63 (0.1)	4799 (6)	12087 (16)	1563 (2)	76980 (100)	171961	45
1999	730 (1)	62935 (81)	53 (0.1)	4733 (6)	7894 (10)	1839 (2)	78184 (100)	172781	45
2000	1010 (1)	74268 (80)	189 (0.2)	4481 (5)	10637 (11)	2427 (3)	93012 (100)	199211	47

2001	1263 (1)	78090 (83)	129 (0.1)	4280 (5)	7010 (8)	3026 (3)	93798 (100)	207199	45
2002	1241 (1)	80415 (83)	150 (0.2)	4159 (5)	8703 (9)	2524 (3)	97192 (100)	207246	47
2003	1228 (1)	84704 (83)	182 (0.2)	3904 (3)	9238 (9)	2831 (3)	102087 (100)	244509	42
2004	874 (1)	80469 (81)	98 (0.1)	3144 (3)	11997 (12)	2826 (3)	99408 (100)	271270	37
2005	978 (1)	87897 (80)	105 (0.1)	3579 (3)	13679 (13)	3129 (3)	109367 (100)	312575	35
2006	1050 (1)	93651 (79)	113 (0.1)	4261 (4)	15604 (13)	3528 (3)	118207 (100)	343590	34
2007	1264 (1)	102,956 (78)	116 (0.1)	4910 (4)	18259 (14)	4014 (3)	131519 (100)	397410	33
2008	1380 (1)	109,987 (76)	148 (0.1)	5010 (4)	20795 (15)	5821 (4)	143141 (100)	468951	31
2009	1428 (1)	189,751 (80)	205 (0.1)	6339 (3)	29887 (13)	6976 (3)	234586 (100)	576997	41

Source: Special Branch, Bangladesh Bank, 2010.

Table 4.3 shows the percentage of tourists visiting Bangladesh from SAARC countries varies from 31 per cent to 47 per cent between 1995 and 2009. The lowest contribution of 31 per cent was observed in 2008 with total tourist arrivals at 468,951 while the highest contribution of 47 per cent correspond to 2000 and 2002 with total tourist arrivals 199,211 and 207,246 respectively. Both in 1995 and in 2009, visitors from SAARC countries contributed 41 per cent of total arrivals in Bangladesh.

The table also illustrates that the highest number of visitors to Bangladesh (more than 70 per cent) came from India compared to other SAARC countries, for example, in 2009, 80 per cent of arrivals from SAARC countries were from India compared to 72 per cent in 1995. Overall SAARC visitor numbers are gradually increasing. Number of visitors from the Maldives is very low in magnitude and does not make a notable contribution to Bangladesh tourism.

The roles of tourism organisation in Bangladesh are discussed in the next section.

4. 4 The development and role of tourism organisation in Bangladesh

4.4. 1 Bangladesh Parjatan Corporation- a brief history

During the Pakistan period of rule in Bangladesh, there was a tourism department (later called Tourism Cell) with an office in West Pakistan. This department was assigned promotion, development and regulation of the tourism sector in Pakistan. A private sector corporation came into operation at the end of 1970. After independence from Pakistan on 16th December in 1971, the socio-economic and political climate prevailing in Bangladesh was not encouraging for the private sector to participate in economic activities of a wider magnitude. Therefore, it became imperative for the government to take a role in promoting tourism in Bangladesh (Talukder, 1984). Soon after the independence of Bangladesh, the government of the new born state realised the importance of tourism in its economic and social life. Therefore, the Bangladeshi government decided to reorganise the tourism sector by combining both the tourism department and the private corporation into one organisation, bringing it under government responsibility for better coordination, marketing, promotion and development (MoCAT, 2004; Hossain, 2006). Consequently, the government established the National Tourism Organisation (NTO) in the name of Bangladesh Parjatan Corporation under Presidential Order No. 143, declared in November 27, 1972. BPC began in January 1973 with limited assets of the former "Pakistan Tourism Corporation" and TK.10 million sanctioned by the government (MoCAT, 2008). The Corporation was entrusted with the dual responsibility of developing tourism infrastructure and promoting Bangladesh as a tourist destination. Other responsibilities of the Corporation included regulation and operation of tourism activities in the country. Thus, the BPC came into being as the national tourism organisation in Bangladesh (MoCAT, 2004). As such, the structure of the tourism sector in Bangladesh is predominantly managed by the public sector. The public sector has played a pioneering role in the development and promotion of tourism in the country. Government involvement in the tourism sector is channelled through BPC, which is under the MoCAT (Hossain, 2006). As a semi-autonomous organisation the BPC enjoys wide power and authority, including the right to acquire

and dispose of property; construct and run hotels, restaurants and other tourists facilities; operate duty free shops (DFSs), provide transportation and car rental; establish training institutes; and invest its funds as it deems appropriate (Rahman, 2004).

The main objective of establishing the BPC was to create an agency that would act on behalf of the government for the promotion and development of tourism in Bangladesh. According to the Consultative Committee of Public Enterprises (1986), the BPC was established with a view to achieve some specific goals. These were: (a) promoting tourist attractions in Bangladesh through different promotional activities and broadcasting them through different media in the domestic and international markets; (b) enhancing and operating tourism physical facilities which include accommodation, transportation, recreation and catering for the tourists; (c) enriching travel sector by providing adequate training facilities to their staff; (d) formulating a tourism regulations to promote and develop Bangladesh tourism.

Although the BPC was established mainly to develop the infrastructure and promotion of tourism and project the image of Bangladesh as a tourist destination, it has since become a major provider of tourism services and the controlling, as well as regulating, agency of tourist installations rather than performing its original functions and fulfilling its core objectives as a national tourism promotion agency. The organisation has created some new tourist facilities (hotels, motels) and renovated and developed existing facilities in different places of historical importance (MoCAT, 2004). Tourist facilities at major tourist locations in Dhaka, Cox's Bazar, Rangamati, Kuakata, Mongla, Teknaf, Sylhet, Dinajpur, Rangpur, Chittagong, Rajshahi, Bogra, and Srimangal (the tea capital), Mainamati, and Paharpur have been established by the BPC (Rahman, 2005; Hossain, 2006). Catering units including bar facilities have also been set up in some of those places. A transport fleet including air-conditioned coaches, cars and minibuses were procured by the BPC to facilitate tourist movements (Talukder, 1984). The 5 star Sonargaon Hotel in Dhaka is also a public sector initiative. Government is also the main partner in the Dhaka Sheraton Hotel (Rahman, 2005).

According to Siddiqui (2005), the marketing communication manager at the Pan Pacific Sonargaon Hotel in Bangladesh argues that although Bangladesh possesses

many tourist attractions it suffers from ineffective promotional activities, e.g., lack of publicity to prospective visitors. Siddiqui (2005) adds that Bangladesh tourism products and facilities can be effectively promoted to potential foreign tourists through marketing communication systems. Siddiqui (2005) also argues that national tourism organisations and the private tour operators such as airlines and hotels can work together to promote tourism effectively.

Rita and Moutinho (1992) note national tourism organisations play a vital role in promoting country's tourism destinations in the international market to increase the volume of tourists. National tourism organisations have to identify the most attractive international markets for their tourism products. In this regard, to achieve greater promotional effectiveness, tourism organisations may determine the amount of promotional budget, allocate them appropriately among different promotional media and choose effective promotional messages to attract potential tourists. Long-term sustainability is likely to be emphasised more than the short-term, in promoting the tourism industry by the tourism organisations. Rita and Moutinho (1992) also emphasise that to realise long-term promotional benefits, tourism organisations can consider running promotions over a longer period of time. Moreover, before allocating a tourism promotional budget, national tourism organisations may consider a promotional plan to achieve tourism marketing objectives. It may worth considering the same approach for tourism promotion and development in Bangladesh. Hasan (1992) argues that tourism progress in Bangladesh is not satisfactory and not comparable to that of other neighbouring countries although it has many tourism attractions. He criticises the role of BPC in developing effective promotional policies to promote Bangladesh tourism attractions. In this regard, he suggests that the marketing activities of BPC-owned tourist sites may be handed over to private organisations in Bangladesh. He also recommends introducing and implementing a marketing plan and strategy to the potential markets to get the maximum benefits of the promotions. Thus, the government of Bangladesh and its agency, the BPC, can play a stronger role in the development of tourism infrastructures and facilities.

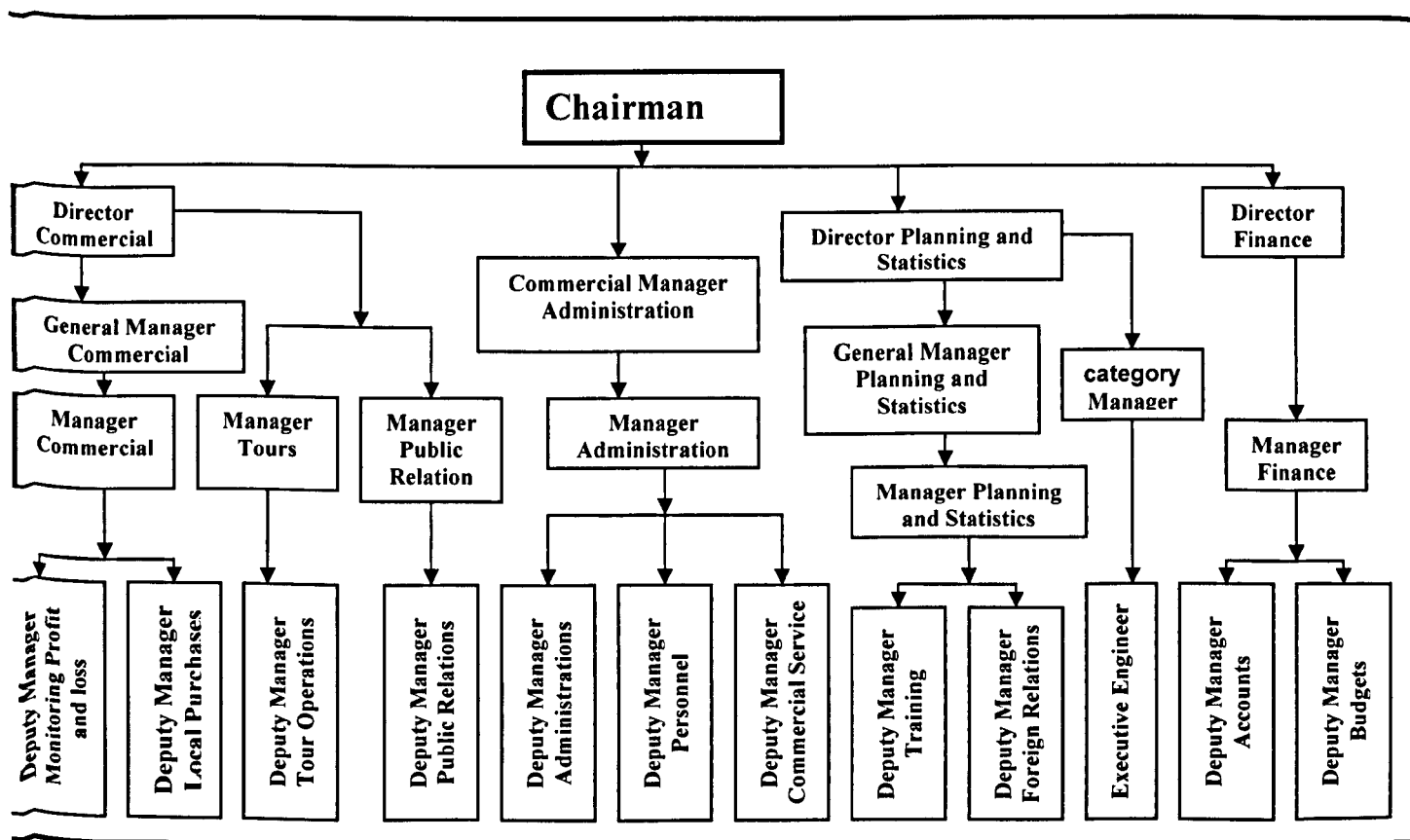
The BPC is also engaged in expanding the area of operations it has had for thirty-nine years in seeking to improve the quality of services, and promoting the image of Bangladesh. It is expected that the tourism sector in Bangladesh will gradually start

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taking organised shape in the near future. According to the BPC (2008), the Corporation has now a good number of officers (around 1687 in the Dhaka offices and 807 outside Dhaka) and employees who are involved in different sectors of the industry and engaged in the above activities. Among those the BPC has 779 officers and 1716 staff in total. Category-wise, the position of manpower is: Chairman: 1; Directors: 3; General Managers: 10; Manager/Superintending Engineers: 69; Deputy Manager/Officers of equivalent status: 307; Executive Officers/Officers of equivalent status: 389; Assistant Executive Officers: 450; Upper Division Assistant and equivalent staff: 410; Junior Assistant and equivalent staff: 456; and others (class-iv): 400. The activities and operations of the corporation are concentrated in four divisions of: commercial; administration; planning and statistics; and the finance division, each headed by a director or a general manager, as shown in the organisational chart of the Corporation below (Hossain, 2006; BPC, 2008).

Figure 4. 1 Organisational chart of the BPC



Source: BPC, 2008.

The organisational chart of the BPC shows that the Commercial Director has control over local purchases, monitoring profit and loss, tour operations and public relations. The Director, (planning and statistics) manages the activities relevant to training, foreign relations and development work. The Finance Director performs the responsibility of setting budgets and maintaining the accounts.

Skilled human resources are a sine-quo-non for the development of any sector of the economy (MoCAT, 2004). In order to develop human resources in the tourism sector, professional training is essential and is being provided by the BPC. The National Hotel and Tourism Training Institute (NHTTI) was established in 1974 under the BPC to provide professional training facilities to their staff (BPC, 2006).

The Institute was jointly funded by the government of Bangladesh and the United Nations Development Programme (UNDP) with the International Labour Organisation (ILO) in 1978 as the executing agency. During this time, the UNDP/ILO gave technical assistance to upgrade the training courses offered by the Institute. The Tourism Training Institute is operated under the auspices of the BPC at Mahakhali, Dhaka (BPC, 2006). Various courses of different duration are offered by this institution to develop trained and skilled manpower. NHTTI also launched a two year diploma course in Hotel Management in 1994 (BPC, 2006). Other courses offered by the NHTTI include Travel Agency and Tour Operations, Front-Office and Secretarial Operation, House Keeping and Laundry, Food and Beverage Production, Food and Beverage Service, Bakery and Pastry Production, Computer Operation, and Chef Course (1 year). NHTTI has trained more than 28,000 people (male/female) in different elements of the tourism industry (BPC, 2008). It now provides training to more than 1000 students each year. Besides this, occasionally, Bangladeshi immigrants to the developed part of the world engage with these training courses during their long visits in Bangladesh.

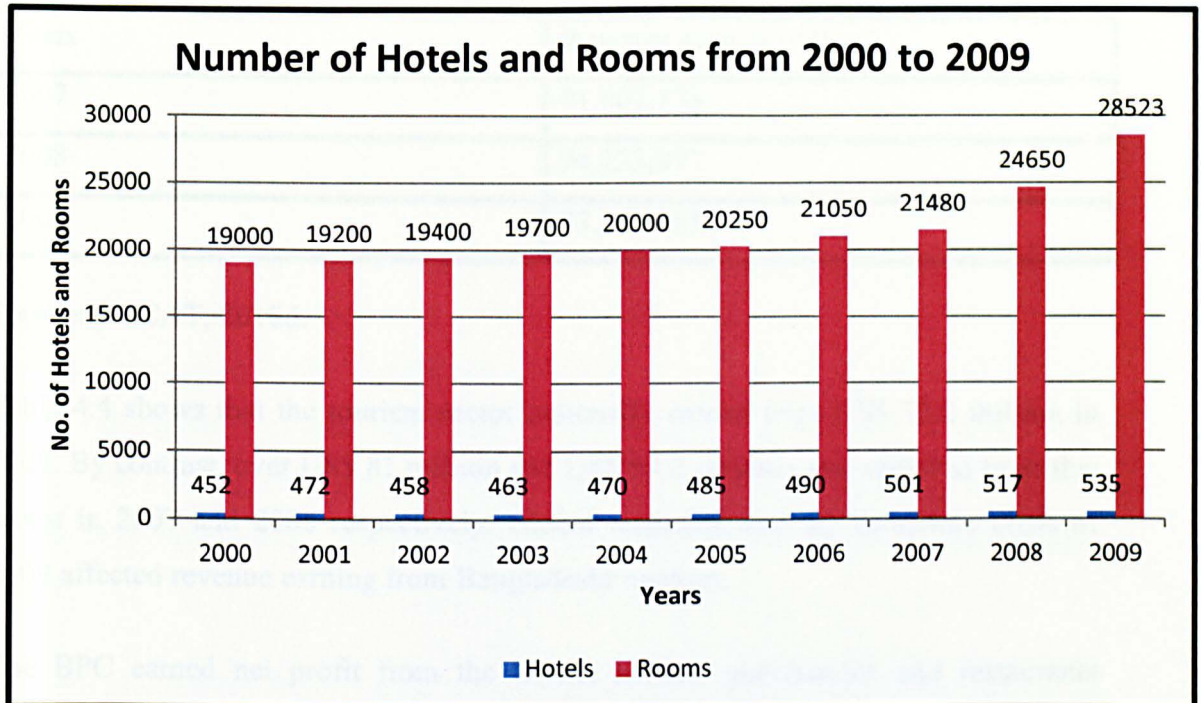
As it was felt necessary to involve local people for the development of tourism activities, Chittagong was felt to be the right place to establish an additional training centre. Supervision was undertaken by the principal of the NHTTI, Dhaka and the same curriculum was followed there although the whole range of courses could not be offered there (Hasan, 2006, MoCAT, 2006). The Chittagong-based satellite training centre (STC) of the BPC started conducting training in 1993. Unfortunately, the

centre was shut down in 1999 due to poor response from students, because the potential trainees prefer to be trained to the Dhaka campus as they feel that the training quality of Dhaka campus is superior to that in Chittagong (BPC, 2006).

The NHTTI is committed to strength of its training programmes to meet the growing challenges in the new millennium for trained and unskilled tourism human resources. As a result, all courses were upgraded from basic to intermediate level (Hossain, 2006) and for the first time in the country a two-year full time National Diploma course in Hotel and Catering Supervisory Management (HCSM) was introduced. The specialty of this Diploma course is that it includes all the courses covered in the NHTTI certificate and gives comprehensive knowledge to students in each sector (BPC, 2006). Courses are divided into three semesters a year, and in the final semester, there is an industrial attachment for eight weeks. In 1994, the NHTTI started offering this Diploma course in Hotel Management, and 46 persons have been awarded the Diploma in Hotel Management from this Institute. The NHTTI has also established a language laboratory, a travel agency, a library, library/documentation unit, a demonstration laundry, a bakery/patisserie training with a retail outlet, and a small video studio (BPC, 2007).

Bangladesh has many hotels that are operated by international chains such as Sheraton, Holiday Inn, West End, and Sonargaon. In 1994, the number of hotels increased after the signing of the peace treaty in the Chittagong Hill Tracts between Bangladesh and Myanmar. The Figure 4.2 below shows the number of available hotels and rooms between 2000- 2009 in Bangladesh.

Figure 4. 2 Number of hotels and rooms from 2000 to 2009



Source: Bangladesh Hotel and Guest House Owner association, 2010.

The above figure shows that number of hotels and rooms are gradually increasing each year but in 2008 and 2009 the number of rooms increased significantly by 3170 (24650-21480) and 3873 (28523-24650) respectively. This is because Bangladesh was the host country of South Asian Games in 2010. The Bangladesh government encourages private investors to develop the tourism sector. Bangladesh hotels play an important role in attracting tourists and promoting Bangladesh as a tourism destination because:

- (a) They market themselves by using Bangladesh as a selling point;
- (b) They benefit from global tactical relationships; and
- (c) Their marketing policies include participation in exhibitions and festivals outside Bangladesh.

Revenue earned by the tourism sector in Bangladesh is shown in the following table.

The most report was published by the MoCAT in June, 2010.

Table 4. 4 Revenue earning by the tourism sector in Bangladesh

Years	Revenue earn in US\$
2007	81,001,538
2008	94,223,077
2009	73,215,385

Source: MoCAT, 2010d.

Table 4.4 shows that the tourism sector nationally earned over US\$ 73.2 million in 2009. By contrast, over US\$ 81 million and US\$ 94.2 revenue was received from this sector in 2007 and 2008 respectively. Global recession and the economic crisis of 2009 affected revenue earning from Bangladeshi tourism.

The BPC earned net profit from the hotels, motels, guesthouses and restaurants revealed as by the MoCAT and this is reinvested in product and infrastructure development to attract tourists in Bangladesh. The following table shows the net profit earned by BPC in Bangladesh.

Table 4. 5 Net income generates by BPC's from hotels, motels, guesthouses and restaurants in Bangladesh

Year	Item	Revenue in US\$
2007-2008	Net income	396,462
2008-2009	Income	3,235,554
2008-2009	Expenditure	2,603,924
2008-2009	Net profit	631.631

Source: MoCAT, 2010d.

The MoCAT also reveals that the hotels, motels, guesthouses and restaurants under the BPC earned a net profit of over US\$.63 million in the fiscal year 2008-2009 which was US\$.39 million in the previous fiscal year (shown in Table 4.5). The table also shows the income and expenditure of those hotels, motels, guesthouses and

restaurants were over US\$ 3.2 and US\$ 2.6 million in the fiscal year 2008-2009 respectively.

The role of private sector tour operators is discussed in the next section.

4.4. 2 The role of private sector tour operators in Bangladesh

In the 1980s, the private sector in Bangladesh started emerging as a key player in the development of the country's tourism industry. The private sector is one of four sub-sectors contributing to the development of tourism in Bangladesh (Siddiqi, 2010a). These sub-sectors are: tour operation; hospitality, i.e., construction of hotels and restaurants; building of resorts and theme parks; and transportation. Private sector tour operators in Bangladesh are increasingly aware of the lucrative nature of the emerging market.

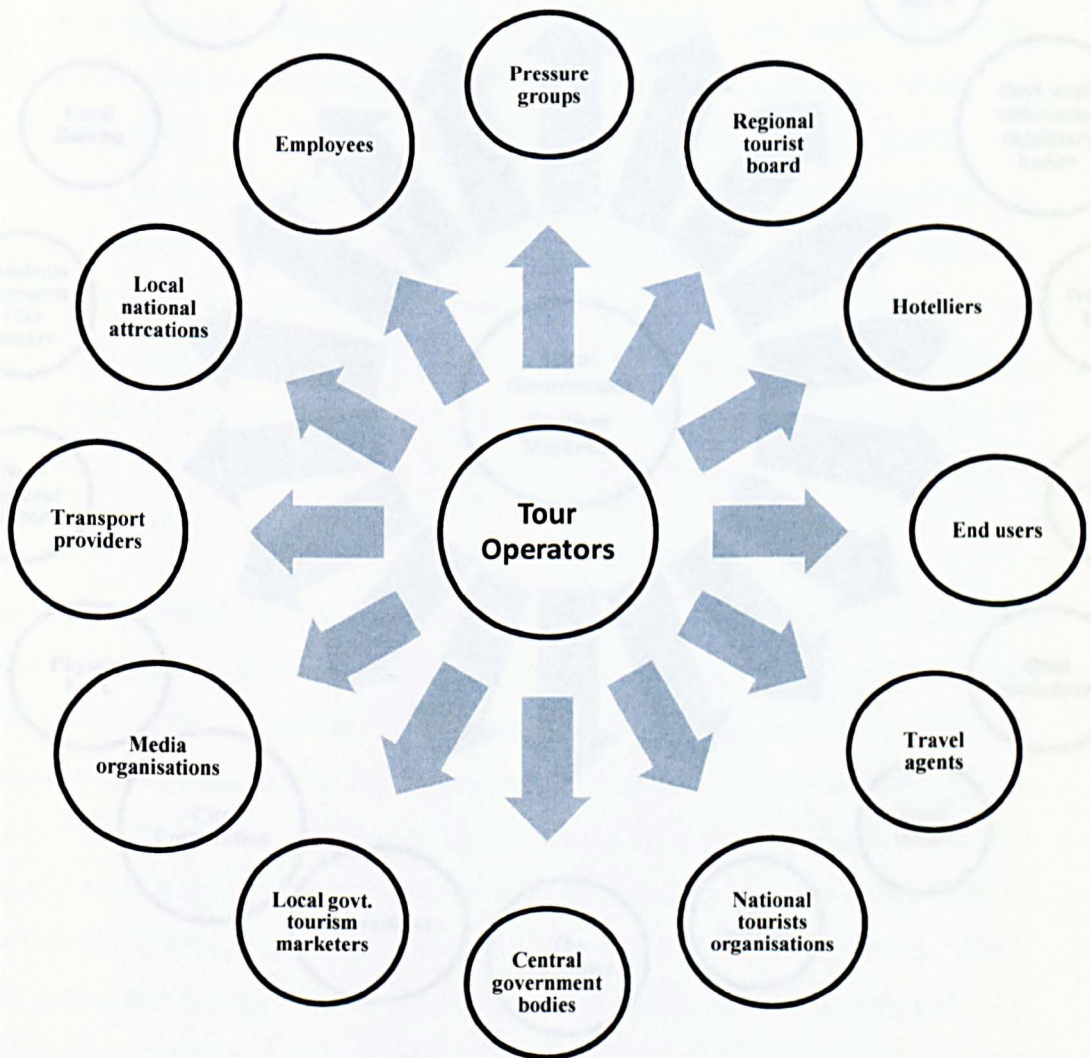
Tourism is a market-driven sector which can flourish through by the involvement of private sector activities and thereby enriching its businesses. Private sector tourism organisations can be engaged directly or indirectly through multi-stakeholder partnerships in home and abroad for their successful business. Private sector tour operator's role is to sell holiday packages along with other travel products including accommodation, transportation, catering and other services (Hossain, 2006). Tour operators usually formulate holiday packages and travel agents buy a chunk of those packages from the tour operators. In this respect, in the UK context Pritchard and Morgan (1997) refer to tour operators as wholesalers and travel agents as retailers who sell the packages directly to the consumers. Pritchard and Morgan (1997) also note that organisations provide products and services which make up the package holiday for the tourists. Tour operators provide transport carriers and accommodation services, such as: ferries; cruise lines; airlines; road transport; coaches; restaurants; hotels; and guesthouses for the tourists. Different tour operators including other tourism associations e.g., Tour Operators' Association of Bangladesh (TOAB) develop their tourism business and its marketing policy which has led to the widespread adoption of tourism marketing strategies in Bangladesh (The Bangladesh Monitor, 2007). There is considerable evidence that the many tour operators in Bangladesh (The Guide Tours, The Bengal Tours and Travels Ltd including other tour operators) specially design tour packages for visitors (MoCAT, 2010c). Clearly, the

major operators designed their tour packages in response to emerging tourism markets nationally and internationally. A large proportion of investments have been made in hotel businesses and tour operations. Private sector investors now are showing a keen interest to participate in the tourism sector (Rahman, 2005; Hossain, 2006). Tour operators have a significant role to play in tourism. Over forty private tour operators have already been engaged in developing tourism marketing in Bangladesh. Some of these operators conduct only domestic (inbound) tours while others offer both domestic and outbound tours (The Bangladesh Monitor, 2007). Thirty two such private tour operators are members of an association named “Tour Operators’ Association of Bangladesh (TOAB)”, formed to help operators carry out their activities more efficiently, to lobby the BPC and the government for the realisation of justified rights, and to promote the country’s tourism industry collaboratively (Nurunnabi, 1995). Tour operators in Bangladesh are working as members of TOAB and also as ground handlers of overseas tour operators from Switzerland, German, U.K., Japan, Singapore, Malaysia, India, and Nepal. TOAB also have international affiliation with the European Network for Accessible Tourism (ENAT). TOAB’s future plan is to increase the number of travel agents and new partners with good reputation and work closely with them. According to TOAB (2010), Bangladesh tour operators are currently offering the following services for potential domestic and overseas visitors: (i) readymade and customised inbound tour packages with English, Japanese, Chinese speaking guides, (ii) outbound travel packages with guiding; (iii) hotel booking in any part of Bangladesh and also internationally; (iv) hotel accommodation; (v) car rental; (vi) ticketing (air/train/tourist bus/paddle steamer/boat); (vii) only language interpretation services (Japanese, Chinese etc.); (viii) specialised travel packages for government, corporate, research and study groups; (ix) product launching, promotional activities, documentary filming co-ordination, event management; and (x) research, development and investment opportunities regarding Bangladesh tourism. Therefore TOAB’s main aim is to ensure global standard services to achieve the satisfaction of their customers from all over the world. Bangladesh tourism stakeholders are also interested in building a sustainable tourism network around the globe because they offer business collaboration with travel agents, tour operators, online hotel distributors, and other stakeholders for mutual benefit. Therefore, tour operators and governments may earn maximum profit from tourism products and services. Bangladesh tour operators also

work jointly with investors to establish investment opportunities in the tourism sector of Bangladesh (TOAB, 2010).

The private sector tour operator is a key player for the development of tourism markets. According to Robson and Robson (1996), the tour operator's offer licences to the different stakeholders to operate to a desirable quality as part of its social agreement. The stakeholder business will run smoothly as long as they can provide social benefits. Figure 4.3 demonstrates the stakeholder groups for the tour operator. Several issues emerge concerning stakeholder theory, e.g., each stakeholder constitutes an individual and unique group.

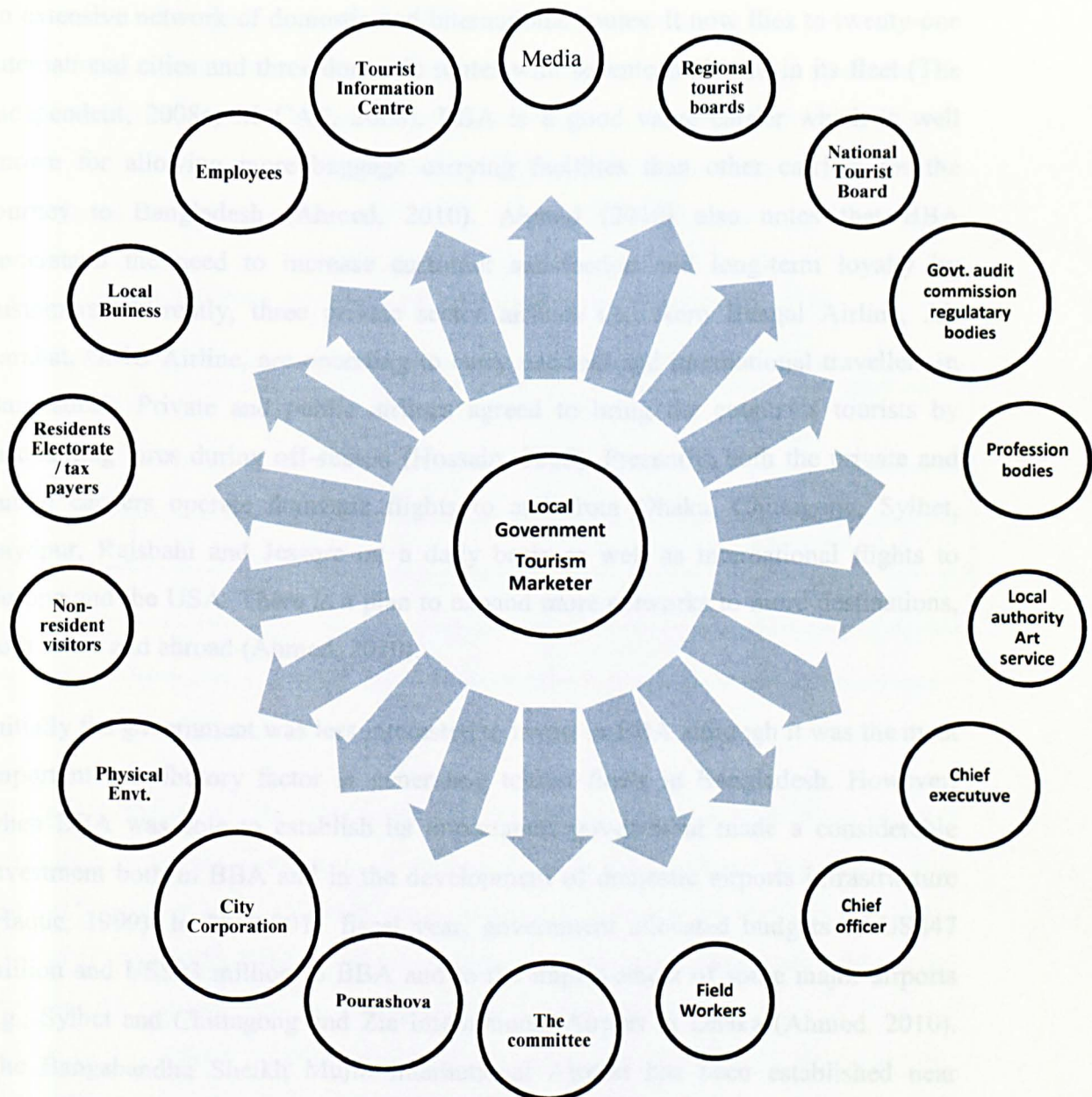
Figure 4. 3 Stakeholder groups for the tour operator



Source: Adopted from Robson and Robson, 1996.

Figure 4.4 shows the group of stakeholders for the local government tourism marketer. The prospective stakeholders in the tourism industry are varied. These stakeholders have agreed to build and identify the important potential strategic planning framework for the marketing promotion and development of the country's tourism sector. The stakeholder approach may consist of an admirable attempt for marketing managers in tourism to pursue, in spite of its complexities and weaknesses.

Figure 4. 4 Stakeholder groups for the local government tourism marketer



Source: Adopted from Robson and Robson, 1996.

BBA is the national flag carrier airline which operating as a public sector enterprise. It was established in January 4, 1972, and 20 days later Bangladesh became independent (BPC, 2007; Mondal, 2003). BBA inherited about 3495 skilled and semi-skilled staff including crew, officers, and staff members (The Independent, 2008b; MoCAT, 2008). Soon after Bangladesh Biman came into being, the management devoted its efforts to create a fleet, expand new routes nationally and internationally and ensure all-round services for travellers and cargo clients (Hossain, 1999; Hasan, 2002). Hossain (2006) also mentions that BBA emerges today as an established airline with an extensive network of domestic and international routes. It now flies to twenty-one international cities and three domestic routes with seventeen aircraft in its fleet (The Independent, 2008a; MoCAT, 2008). BBA is a good value carrier which is well known for allowing more baggage carrying facilities than other carriers for the journey to Bangladesh (Ahmed, 2010). Ahmed (2010) also notes that BBA understand the need to increase customer satisfaction and long-term loyalty by customers. Currently, three private sector airlines i.e., Aero Bengal Airline, Air Parabat, GMG Airline, are operating to carry national and international travellers in Bangladesh. Private and public airlines agreed to bring the country's tourists by discounting fares during off-season (Hossain, 2006). Presently, both the private and public carriers operate domestic flights to and from Dhaka, Chittagong, Sylhet, Saydupur, Rajshahi and Jessore on a daily basis as well as international flights to Europe and the USA. There is a plan to expand more networks to more destinations, both home and abroad (Ahmed, 2010).

Initially the government was less interested to invest in BBA although it was the most important contributory factor in generating tourist flows in Bangladesh. However, when BBA was able to establish its importance, government made a considerable investment both in BBA and in the development of domestic airports infrastructure (Haque, 1999). In 2010-2011 fiscal year, government allocated budgets of US\$47 million and US\$23 million to BBA and to the improvement of some major airports e.g., Sylhet and Chittagong and Zia International Airport in Dhaka (Ahmed, 2010). The Bangabandhu Sheikh Mujib International Airport has been established near Dhaka and there has been modernisation of airports near tourism areas of the country to attract domestic and foreign tourists. These investments are supportive of tourism development objectives.

The importance of government investment in hotels and airlines is in providing seed money to start an activity which would otherwise have been beyond the capability of the private sector in an impoverished country and in providing a model for and encouragement to private investors. The Zia International Airport ensures low cost, faster and on time airlines transportation in regional and international travellers. E-flight and e-ticketing facilities have been introduced for potential travellers. In addition, information technology is being used to improve BBA operations, its customer services, ticketing and other customer-oriented services (Ahmed, 2010). The government of Bangladesh has approved plans for the upgrade of Cox's Bazar Airport with an aim to make it an international airport to promote tourism. According to MoCAT (2010b), BBA brought 1.4 million travellers to Bangladesh during 2008-2009. BBA's targets to bring travellers to Bangladesh from different parts of the world are shown in Table 4.6.

Table 4. 6 BBA's future targets to carry passengers during 2009 - 2013

Year	Travellers to carry in Bangladesh (in millions)	Target to increase international destination
2009-2010	1.6	21
2010-2011	1.8	23
2011-2012	2.0	25
2012-2013	2.2	25

Source: MoCAT, 2010d.

Biman Bangladesh Airline's has a plan to increase international destinations to carry potential passengers. According to Ahmed (2010), BBA's target was 1.6 million passengers carried to Bangladesh from twenty-one international destinations during 2009-2010. Similarly, BBA's current strategy is to increase international destinations from twenty-one to twenty-five destinations. Another target is to increase from 1.6 million to 2.2 million travellers to Bangladesh during the 2012-2013 financial year. BBA expect to be able to contribute more in future to develop Bangladesh tourism through their service because 2011 has already been declared as the "Year of Tourism" by the Government of Bangladesh.

Travel agencies (TAs) play an important role in encouraging potential visitors to destinations (Hossain, 2006). Travel agencies are licensed by the Registration Authority under the MoCAT and controlled by the same authority under the Travel Agencies Registration and Control Ordinance of 1977, which says that the travel agencies will involve themselves in travel arrangements only (MoCAT, 2006; ATAB, 2009; Hossain, 2006). The Government of Bangladesh has approved ATAB since in 1979 as a trade body of travel agents and tour operators which liaises with the government and represents, protects and promotes the interest of the travel trade. At present, The Association of Travel Agents of Bangladesh (ATAB) is a full member of the Universal Federation of Travel Agents Association (UFTAA) and affiliate members of the UNWTO as well as of PATA for the best interest of their trade (ATAB, 2010). According to BPC (2009a and 2009b), about 701 travel agencies were operating in 1987. Currently, there are about 1400 travel agents operating in Bangladesh in Dhaka, Sylhet, Chittagong, Rajshahi, Barisal, Rangpur and Khulna, the major cities in the country, with all of these agents as members of ATAB (MoCAT, 2009a; ATAB, 2010). Most of them handle inbound and outbound visitors. Some of them handle inbound tourists exclusively (Islam, 2009).

ATAB (2008) reveals that travel agents undertake their promotional activities locally through domestic media advertising i.e., daily newspapers, magazines, regional newspapers and weeklies to promote their specific programme. However, they do not have promotional activities in the overseas market. Travel agencies adopt sales promotional techniques by offering a discounted price to their customers to create customer loyalty, for example up to ten per cent off from their package price to face existing competition in the market. Hassan (2006) suggests that Bangladesh travel agents and the government may undertake jointly more promotional activities in the tourist-generating countries to allow tourism in Bangladesh to flourish. Recently, ATAB considered a range of new development plans to be more supportive to the government and the travel agents for their professional development. The plans' main function is to develop the travel and tourism infrastructures in Bangladesh. ATAB introduced a new web-site with a view to develop tourism growth and increase their new partnerships with travel agents throughout the world (ATAB, 2010). It is important to monitor the role and activities of travel agents under supervision of the MoCAT in Bangladesh which may help to formulate new directions for the travel

trade in a changeable global situation. ATAB has joined in global IT and introduced a new global travel website which is a major step forward for the travel agent community in Bangladesh (ATAB, 2008).

The tourism products and tourist attractions in Bangladesh are discussed in the following section.

4. 5 Bangladesh tourism products and tourist attractions

The world thinks of Bangladesh as poor, flood-ravaged, and more of a disaster zone than a travel destination (Alam, 2003). In some respects, this perception is grounded in reality, but hiding behind this negative imagery is a country with a rich history, a strange beauty, and some interesting attractions. However, it is not a destination for everyone (Roaming around Bangladesh, undated) (Hossain, 2006). Bangladesh is a country with rich cultural traditions and religious festivals, colourful tribal life, natural attractions (beaches, rivers, lakes, hills, forests, and wildlife), archaeological structures, monuments, and handicrafts that offer great tourist attractions (Haque, 2005; Hossain, 2006). Tourism involves travelling for pleasure and education.

Ibn Batuta described Bengal as the wealthiest and cheapest land of the world during his visit to Bengal in fourteenth century. In the seventeenth century French traveller Francois Bernier observed and stated “Egypt has been represented in every age as the finest and most fruitful country in the world, and even our modern writers deny that there is any other land of peculiarly favoured by nature; but the knowledge I have acquired of Bengal during two visits paid to that kingdom inclines me to believe that pre-eminence ascribed to Egypt is rather due to Bengal” (Ministry of Information, Govt. of Bangladesh as cited in Hossain, 1999).

Bangladesh has the world’s longest 120 km unbroken sea beach (Hossain, 2006), sloping down to the blue water of the Bay of Bengal in Cox’s Bazar, Parki Beach and Kuakata. Such a long sea beach covering miles of golden sands, soaring cliffs, surfing waves, all of these make Cox’s Bazar the tourist capital of Bangladesh. The tourists can enjoy the magnificent sunsets (Hossain, 2006). These features make Cox’s Bazar one of the most visually attractive tourist spots in the world. In addition to that, there are other beaches such as Inani beach in Ukhia, Cox’s Bazar, St. Martin Island, and

Patengha beach which are also attractive to foreign as well as local tourists (MoCAT, 2006; Hossain, 2006). In Bangladesh there are some beautiful hilly regions which are also considered beautiful tourism spots, attracting a large number of tourists. These hilly regions show significant differences from the rest of the country because the indigenous inhabitants belong to different ethnic minorities who have a distinctive lifestyle from the majority of the population (Hasan, 2005). These sites are attractive to the foreign and national visitors. A large number of non-resident Bangladeshi people return to Bangladesh not only to visit their family, friends and relatives, but also to experience Bangladesh as a holiday destination.

Beach tourism is an important and well researched tourism segment in Bangladesh while other tourism segments such as eco-tourism, adventure tourism, cultural and historic tourism segments have not been studied much. According to MoCAT (2010a), the cultural and historic tourism segment has been increasing at a significant rate compared to other tourism in Bangladesh over the last decade and it has major growth potential in Bangladesh. The BPC (2010a) confirms that people come on holiday in Bangladesh to visit cultural, heritage and historic attractions rather than for other forces of tourism. The National Tourism Policy of 1992 emphasised culture and heritage tourism as one of the key areas for development. Therefore, the researcher has decided to present cultural and historical tourism briefly in the next two subsections.

4.5. 1 Cultural tourism

Cultural tourism includes all cultural activities which have a specific focus on the presentation of indigenous culture and history. This tourism provides a wide range of experiences to visitors of tourism destinations in Bangladesh. Cultural visitors can acquire knowledge about the indigenous people's lifestyle, destination's heritage, arts, culture and history of Bangladesh. Bangladesh has a great variety of cultures and some of them are inherited. Culture and heritage include architecture, literature, dance, drama, music and painting which have great potential in Bangladesh. According to Hossain (2006), different religions including Islam, Hinduism, Christianity and Buddhism with majority of Islamic culture form a multi-cultural habitat in Bangladesh. Bangladeshi culture has old traditions, customs, and religious

values where there is no cultural clash which enhances additional value to create a powerful multi-cultural society in Bangladesh.

Traditional Bangladeshi artists and different hill tribes form a precious cultural heritage in Bangladesh. A variety of music, e.g., classic, folk and modern, especially Rabindra sangeet (songs by Nobel Laureate in Literature 1913, Rabindranath Tagore) and Nazrul geeti (songs by the rebel and national poet of Bangladesh), dances, films and dramas are popular in Bangladesh.

As an Islamic country, Bangladesh has thousands of mosques, and its capital Dhaka is known worldwide as the city of mosques. These mosques have their own unique architectural designs and historical importance which attract visitors. Cultural visitors to Dhaka may visit Baitul Mukarram mosque (17th century), Chawkbazar mosque (17th century), Star mosque (18th century) and Huseni Dalan mosque (15th century). There are a number of hundred years old historic mosques also situated in other cities in Bangladesh such as, Seven Domed mosque (15th century), Shait Gumbuj mosque (60 Minarets, 160'x108') (15th century), mosque of Baba Adam (14th century) (MoCAT, 2006; Hossain, 2006). These major historical sites in Bangladesh may attract foreign visitors in the future. According to the MoCAT, (2008), Bangladesh is one of the World's heritage countries.

Many unique archaeological and historical places, for example, Paharpur Buddhu Bihar in Rajshahi, Mainamati-Lalmai in Comilla and Mahastangarh in Bogra, add an extra value to enrich cultural tourism in Bangladesh. UNESCO has recognised these sites as a part of mankind's indivisible heritage (Hossian and Nazmin, 2006). Fairs and festivals are part of Bengali culture and tradition and play a significant role in the lives of the people in Bangladesh. The prominent and most important fairs and festivals in Bangladesh are: Pahela Baishakh; National Mourning Day and International Mother Language Day; Independence Day; Victory Day; Edi-ul-Fitre and Eid-ul-Azha, the biggest Muslim festival observed by the Muslims community in Bangladesh as it is one of the largest Muslim countries in the world; Bishwa Istima; Rabindra and Nazrul Jayanti; Durga Puja; and Christmas (MoCAT, 2006, 2010; Hossain, 2006; Hasan, 1995).

4.5. 2 Historical places

There are various historical places in Bangladesh which may attract many tourists due to their historical importance in the South Asian context such as Sonargaon, Uttara Ganabhaban, Maharajah of Dighapatiya, modern Bangla literature in Sagordari, Mujibnagar memorial, Meherpur, the national poet Kazi Nazrul Islam's memorial place in Trishal, Mymensingh and Mahatma Gandhi memorial place in 1946-47 (MoCAT, 2006; Hossain, 2006).

The Bangladesh region contains the remains of various monastic architectural designs of Churches and temples. The famous and most important temples are St. Mary's Cathedral at Ramna, international Buddhist monastery, 500 years old Sri Chaitanya temple, Kantaji temple of Dinajpur in 1752, Dhakeshwari temple in 11th century, Ramkrishna mission, Kamalapur Buddhist monastery, Holy Rosary Church in 1677 A. D., the American Church built in 1781 A. D., Portuguese Church and Baptist Sangha at Sadarghat all attract visitors each year in Bangladesh (MoCAT, 2006; Hossain, 2006).

Many famous monuments exist in Bangladesh which are also major attractions for the visitors. These monuments are the national memorial built in 1971 to martyrs of the Liberation War, Central Shahid Minar of historical language movement in 1952, and Lalbaugh Fort from the first war of independence; Mausoleum of Shah Ali Baghdadi, Mausoleums of the National Leaders, War Memorial at Mujib Nagar, Martyred Intellectual Memorial; World War II Cemetery, Bahadur Shah Park Monuments. All these embody the key features of the nation's rich cultural tradition that is attractive to tourists (MoCAT, 2006; Hossain, 2006).

The importance and potential of tourism in Bangladesh are discussed in the next section.

4. 6 Bangladesh tourism: existing and potential importance

In order to provide a satisfactory contribution to the economy, Bangladesh tourism is trying to meet its true potential. According to Siddiqi (2006), the tourism sector's contribution is gradually increasing to the social and economic development in Bangladesh. While Bangladesh is suffering from severe unemployment problems, this

sector can help lessen this problem by creating tourism related jobs at various levels e.g., hotel, accommodation, transport and other related services in Bangladesh. This is especially important in rural development where traditional agricultural activities are used.

Gilbert (1989) reveals that in terms of educational and culture advantages tourism is an essential factor to develop a country's economy as it has a direct impact on employment and society. According to Sinclair (1998), many developing countries like Bangladesh can focus more on tourism as a potential and alternative source of revenue earning as the agricultural and other manufacturers' products exports are gradually declining. This sector becomes one of the economic sources as its economic contribution and foreign exchange earnings progressively increase along with other primary exports. Therefore, other manufacturing sectors may take an opportunity to grow by using the foreign exchange earnings from tourism to import necessary materials for them (Sinclair, 1998). Several authors e.g., Thirlwall, (1979); Thirlwall and Nureldin-Hussein, (1982) and Sinclair, (1998) mention that foreign currency earnings from tourism may minimise a country's economic shortfall. Tourism earnings in Bangladesh contribute to fill the budget deficit in a way that was not predicted in the past. This contribution is less compared to other neighbouring countries e.g., India. According to Hossain (2006), due to the financial difficulties it is very challenging for Bangladesh to overcome its economic deficit. Tourism may be one of the industries which can help minimise this situation. In this regard, a proper tourism policy and strategy is a vital factor for the development of the tourism industry.

According to the Bangladesh Bureau of Statistics (BBS) (2009) per capita income in Bangladesh went up to US\$ 690 in the fiscal year 2008-2009 from US\$ 608 in the fiscal year 2007-2008. BBS (2009) also note that the country's overall income significantly increased although GDP growth fell, whereas in the Maldives per capita income was US\$ 2000 in fiscal year 2008-2009. BBS (2009) also calculated per capita income in the fiscal year 2008-2009 based on estimation of total population at 144.2 million which was 142.4 million in last year. The Ministry of Finance (2009) in Bangladesh report that GDP growth decreased in Bangladesh by 0.31 per cent due to the global recession. As a result, the World Bank report (2009f) reveals that poverty

may increase by 0.3 per cent in the fiscal year 2008-2009. On the other hand, BBS (2009) estimates that, the country's agricultural growth has increased from 2.93 per cent to 4.81 per cent in the current fiscal year. The Governor of Bangladesh Bank (2009) reports that, increased growth in many sectors including service sectors like tourism industry was of a significant level which simultaneously contributed to the increase of country's income. Tourism is an industry with potential in Bangladesh, and continues to grow. For local economic development, the innovation and entrepreneurial role of the tourism industry is appreciable.

Domestic tourism is very important in Bangladesh. Domestic tourism has greater importance than its international counterpart as the former can run throughout the year while the latter is more seasonal. Ahmad (2009) suggests that tourist arrivals may be affected by varying weather patterns. Siddiqi (2010a) states that one obvious consequence of changing weather patterns is that there will be more emphasis on domestic tourism, compared to international tourism. Ghimire (1997) states that due to weather conditions or international political/economic crises international tourist arrivals may fluctuate, in this context domestic tourism promotion can help to create a continuous tourist flow.

To make potential contribution to the national economy, promotion can be a key factor for overall growth in the tourism sector in Bangladesh. Sinclair (1998) argues that along with the international tourism promotion, domestic tourism promotion is also essential not only for the sake of tourism development but also providing tourism facilities for the domestic tourist to consume local products. Chowdhury (2009) reveals that there is no alternative way to development country's tourism without development of domestic tourism in Bangladesh. For any country to develop its tourism sector, local residents need to be encouraged to explore their home country's natural and man-made treasures. Siddiqi (2010b) argues that domestic tourism is an important part of Bangladeshi heritage and it opens the opportunity for the domestic tourist to become familiar with different linguistic, religious and cultural activities from different parts of the country. According to Siddiqi (2010b), increasing the number of domestic tourists may bring social and cultural benefits as well as decrease the country's balance of payments.

According to Chowdhury (2009), if domestic tourism develops, the operating sector of the tourism industry (accommodation, travel trade, tourism services, transportation, entertainment, food service, adventure and outdoor recreation, and event sectors) develops and individuals from the host country learn to work with a spirit of hospitality which is a precondition for domestic tourism development. This implies that domestic tourism may be encouraged as a starting point to developing the wider tourist industry in a country. The development of domestic tourism changes people's attitudes about a tourism destination (Chowdhury, 2009). Ahmad (2009) argues this, in turn, helps increase the flow of inbound tourists. Ahmad (2009) also suggests that proper motivational programmes can contribute to developing motivation to travel among local people which can make a major contribution to the economy. It is mentioned in the literature that tourism as a whole cannot be developed without developing domestic tourism (Chowdhury, 2009). Bangladesh's chronic unemployment problem can be alleviated by the development of its tourism sector to full potential. Sindiga (1996) notes the domestic tourism in Bangladesh may reduce poverty and enhance potential links to local enterprises.

Chowdhury (2009) notes the domestic tourism is becoming well-known as it plays a vital role in supporting the social and economic benefits of the rural and urban communities in Bangladesh. Despite gradual healthy growth, Bangladesh is yet to establish organised development of domestic tourism. Domestic tourism is a major contributor to the tourism industry but is often less given emphasis than its international counterpart. Extensive promotion is necessary to promote domestic tourism by exploring local tourism sites such as the Cox's Bazar resort, and the Sunderbans, the Kuakata sea-beach, the Modhupur forest, the Chittagong Hill Tracts, St. Martin's Island, Sylhet tea gardens, Lawachara reserve forests at Sree Mangal, and the heritage and archaeological sites at Mahastangarh. All of these tourism sites have great potential to attract tourists in Bangladesh (Siddiqi, 2010b; Ahmad, 2009).

The Minister of MoCAT (2009a) claims that Bangladesh tourism faces challenges with its poor international image and lack of competitiveness. He calls for pragmatic policies to overcome investment constraints and leverage the private sector. According to Ministry of Tourism policies in 2009, MoCAT will coordinate to help an initiative to develop new a Master Plan for the development of the country's tourist

industry. Under this plan Sonadia Island and Inani Beach will be additional exclusive tourism zones available to visitors. Mr. Kader, Minister of MoCAT (2010a) reveals that the government has undertaken all possible initiatives to project and promote the country's tourism sector to local and foreign visitors. Already the government of Bangladesh and BPC have launched a programme named 'Beautiful Bangladesh Festival' to promote Bangladesh tourism to domestic and foreign visitors. Kader (2010) also points out that the MoCAT launched the domestic tourism growth strategy at the Tourism Year in 2011. The tourist awareness campaign may adopt different themes every year in accordance with the wishes of tourism stakeholders in Bangladesh. Several national tourist events and festivals have been observed throughout the country. These festivals like, national and regional, cultural, religious festivals might be promoted by the government initiatives in advance of each event to encourage domestic tourists to travel and visit these programmes. As a result, the number of domestic tourists in Bangladesh has gradually increased.

Domestic tourism in Bangladesh has grown considerably during the last few years with the increase in per capita income. Ahmad (2009) claims that the number of domestic tourists increased by 71.5 per cent from 2005 to 2008. According to the MoCAT (2009a), in 2007-2008 fiscal year, the number of domestic tourists was 120 million who spent \$92,307,692 dollars. MoCAT (2009a) also reveals that during the year 2003-2004, domestic visitors were .66 million which increased to 145 million in 2009. This is a positive indication of the development of domestic tourism in Bangladesh. The Government of Bangladesh and tourism stakeholders are jointly working to make continue domestic tourists flow during the off season by their tourism promotional activities (Kader, 2010).

Information communication technology can play an important role to develop tourism in any country. According to the Ministry of Post and Telecommunication (MoPT) (2009), the Government of Bangladesh has undertaken projects worth over US\$ 720.5 million to build a "Digital Bangladesh". The Minister of MoPT (2009) also adds that, tourism can be developed faster by developing ICT in Bangladesh.

Considering the economic importance of the tourism industry, the Bangladeshi government has introduced strategies for developing this area. One noteworthy initiative in this respect was the preparation of a Strategic Master Plan in 2000 by

Pannell Kerr Forster, which was funded by the UNWTO and UNDP. According to Siddiqi (2006), the main focus of this plan was to set-up long-term tourism strategies and design specific programmes by considering the county's resources as well as providing a clear explanation of tourism marketing and promotion. Greater emphasise was given to identify what type of tourism can be developed and what benefits should be achieved. Development of the major tourism facilities such as accommodations, attractions and associated infrastructure was also considered. Unfortunately, until today no real attempt was made to implement the plan (Siddiqi, 2006).

Hossain and Firozzaman (2003) add that tourism industry is recognised as an effective source to alleviate poverty which inspired the Government to initiate the National Tourism Policy (in 1992) and the Industrial Policy (in 1999). Since independence in 1971, every government in Bangladesh realised the potential of tourism industry and expressed their interest to develop this sector. Despite their interest, due to the financial crises, governments failed to allocate essential budgets to implement development programmes, so they remain on the drawing board. Consequently, Bangladesh tourism has not developed to the optimum level. Therefore this country is the lowest tourist receiving country among the SAARC countries.

Siddiqi (2010a) reveals that development of the tourism industry in Bangladesh requires an effort to boost the total profit contributed by the industry to the local economy. According to Siddiqi (2010a) this can be achieved by attracting greater numbers of tourists to Bangladesh. Chowdhury (2009) notes the marketing promotion and advertising, for example, are methods which can be used to develop and promote the tourism industry in Bangladesh, both domestically and internationally. The tourism industry is one of the industries that will contribute to a positive change in the country's GDP, product development and skills-development in the tourism sector through exchange of teachers (MoCAT, 2010c).

MoCAT (2010b) suggests that the BPC has become a dumping ground of bureaucrats. MoCAT (2010b) also indicates that the governmental bureaucratic system fail to bring any dynamism into the tourism sector. A frustratingly poor performance by the BPC means that the tourism industry is an inefficient sector. MoCAT states that hotels and motels operated by the BPC were turned into boarding houses which do not meet the basic needs of tourists. Pointing to the high cost of services in Bangladesh, the

Secretary of MoCAT (2010b) highlights that, per-night cost at a five-star hotel in Bangladesh is US\$165 while it is between US\$60 and US\$ 70 in similar accommodation located in Malaysia.

Hussain, the chairman of Civil Aviation Authority of Bangladesh (CAAB) (2009) notes that currently the airport authority and MoCAT are working together to provide better service to arrivals to enhance the country's tourism. The former state minister of MoCAT in Bangladesh and the chairman of PATA (2008) argued that there is a lack of policy support from the government to develop and promote Bangladesh tourism. The President of Bangladesh Hotel and Guest House Owners Association (BHGHOA) (2010) reveals that concession or incentives can accelerate tourism growth but these facilities are almost absent in Bangladesh. In the context of tourism development, the President of TOAB (2010) claims that, ensuring modern transport, accommodation and catering facilities has vital importance, at least in the main tourism spots, to attract more foreign tourists. However, the President of BHGHOA (2010) notes that recently hotels, motels and guest houses have started offering world class accommodation services to promote Bangladesh tourism i.e., furnished air-conditioned rooms with modern fitted bathrooms, running hot and cold water, satellite-connected colour television, refrigerator, kitchen and self-dialling telephone for the visitors. Different kinds of hotel industry are operating in Bangladesh including those owned by international groups like West End, Westin, Radisson, Holiday Inn, Marriott, Regent Hotel, Star Wood Hotel, St. Regis, Pan Pacific Sonargaon, and Sheraton hotels.

The following section addresses the chapter's conclusion.

4. 7 Conclusions

This chapter examined the overall picture of the tourist industry in Bangladesh. Bangladesh is one of the poorest developing countries in the world but it has huge potential in the tourism sector to earn extra money. Tourism policy makers in Bangladesh understand the importance of tourism development and the government demonstrates a strong intention to promote tourism. The Bangladeshi tourism sector has very rich tourism resources and a great potential for developing its tourism industry. Bangladesh has famous heritage sites which has also discussed in this

chapter. This chapter also discussed the main tourism products, tourist attractions and economic importance in Bangladesh as well as tourism growth in South Asian region. The off-season tourism promotion will be one of the tasks for the tourism organisations in Bangladesh in the near future. Bangladesh has plenty of quality tourism resources, particularly for eco-tourism, cultural and religious tourism, and village or community tourism, natural, archaeological, historical and cultural resources which Bangladeshi tourism stakeholders may take an opportunity to make continuous tourist flow. However, the value of these resources as tourism products has not been well recognised in society in Bangladesh. Some of these sites remain neglected by both the government and local residents. A development strategy needs to be based on proper market segmentation nationally and internationally. Government involvement for the formulation and execution of tourism development policies is vital to achieve the desired goals of tourism development. Many of the tourism development plans were prepared to further tourism development in Bangladesh, but non-implementation of these plans is a major weakness in preventing the acceleration of tourism development in Bangladesh. Due to neglect by successive governments, the BPC totally failed to achieve the objectives for which it was created. Moreover the involvement of the private sector in tourism in Bangladesh is still not adequate. Recently, the government of Bangladesh has taken some measures to encourage the private sector to play a positive role in the development and diversification of tourist facilities in order to promote domestic and international tourism in the country.

Trends and characteristics of international and domestic tourism were discussed in order to evaluate the economic benefits of tourism development in Bangladesh. This study has identified the economic impact of Bangladesh on tourism destination development. Among the seven member countries of the SAARC, tourism is more developed and organised in the Maldives and India, compared to Bangladesh, although Bangladesh possesses a rich culture and heritage and a variety of attractions across a large geographical tract. Despite these factors the tourist attractions in Bangladesh are not easily accessible, suggesting a requirement for financial support, investment and expertise by the public and private sectors in order to boost tourism potential in Bangladesh. It is also essential for the country's tourism stakeholders to seek foreign investment. Formulation and implementation of long-term tourism policy

and strategy are important issues to develop tourism facilities in order to succeed in the competitive tourism markets in Bangladesh. In this regard, Bangladesh tourism authorities need to formulate realistic tourism marketing policies and strategies for the development and promotion of tourism in Bangladesh rather than a paper-based policy. However, after evaluating the common constraints of tourism marketing in Bangladesh, it is found that the tourism marketing, promotion and development issues are the major constraints for the tourism industry in Bangladesh. This review also demonstrates that there is little being done to manage domestic tourism in Bangladesh and the growth in domestic interest. Consequently, social and community benefits are very small indeed. To determine the potential nature of tourism development activity in Bangladesh, the existing tourism planning and development efforts, marketing strategy and markets for tourism, market niches, investment climate and the type of tourism development activities may be reviewed for recommendation of future tourism development in Bangladesh.

The next chapter discusses tourism marketing promotion and strategies for the further development of tourism in Bangladesh, and identifies the potential tourism marketing problems which exist in Bangladesh.

Chapter 5 Tourism Marketing and Promotion in Bangladesh

5.1 Introduction

Tourism marketing and promotional efforts are the basic activities used to link the product with potential tourist markets at both national and international levels. The concept of tourism marketing and promotion and its importance are highlighted in this chapter as necessary for the success of tourism marketing development in Bangladesh. In this regard, a theoretical background of tourism marketing and promotion in the context of Bangladesh is also developed. The main objective of this chapter is to analyse tourism marketing and promotional strategies in Bangladesh.

In view of Kale and Weir (1986), although tourists' decisions regarding destination choice largely depend on the information they gathered from different sources, effective tourism promotion is also an influential factor. According to Hossain (1999 and 2006), tourism organisations need to consider a wide variety of marketing and promotional activities so as to fulfil the interests of people from different socio-economic and cultural backgrounds, bearing in mind that consumers from different countries have varying needs, consumption patterns and spending behaviours. Although developing marketing and promotional strategies is one of the major responsibilities of the tourism industry, it also requires deciding about which promotional tools, media, imagery, and formats for the promotion of tourism marketing may be used for both domestic and international markets. Different tourism organisations e.g., national tourism organisation (NTO), private tour operators, airlines, travel agencies, hotels, restaurants, road transport companies are becoming the undivided parts of tourism and playing vital roles to shape tourism industry's future (Greenley and Matcham, 1983).

In the context of tourism marketing in Bangladesh and its growing popularity, tourism marketing has become a mass market-focused phenomenon. Tourism promotion in Bangladesh helps in protecting the country's arts and culture, preserving local cultural heritage, encouraging co-existence of different religions, enhancing exchange of views and mainly accelerating the foreign exchange generation. Marketing

perspectives (Ahmaed, 2009; Hossain, 2008; Hasan, 2007) argue that tourism marketing is the systemic and coordination effort to optimise the satisfaction of tourists and tourism marketing is also a tool to give potential direction for tourism businesses in the modern tourism marketing concept.

The following section addresses the promotional strategies of Bangladesh tourism industries.

5. 2 Promotional strategies of the tourism industries in Bangladesh

Tourism marketing and promotional strategies are devices which can be used to transform potential tourists into actual tourists. Their use is the most effective way to generate demand and expansion in both markets (domestic and overseas). Further, a tourism marketing and promotional strategy is an effort to seek possible harmony between the social and tourism organisational interests in Bangladesh. This strategy is an approach to promote tourism business, which feeds the organisations and the necessary information for revamping the strategic decision of tourism stakeholders in Bangladesh. Tourism marketing and promotion is a strategy based on what are to be sold and promoted in the market for potential tourists. Tourism marketing may or may not be successful in Bangladesh since tourists' tastes and preferences change frequently. Therefore, the tourism sector in Bangladesh may be boosted through tourism marketing strategies to promote the country as a tourist destination in the domestic and overseas markets. This may enhance to create tourism marketing opportunity in Bangladesh. Similarly, tourism marketing is an integrated effort to satisfy tourists by ensuring the available facilities through the best possible services in Bangladesh.

Ahmed (1996) argues that having considerable tourism resources does not guarantee larger numbers of tourists, rather tourism promotion can influence the generation of a larger tourist flow. Mass promotional campaigns introduced by tourism organisations lead to enhancement of the image of destinations in potential markets. To be compatible in the competitive tourism market, tourism organisations have to consider improving the destination's image as well as undertaking appropriate promotional

programmes. Ahmed (1996) concludes that tourism organisations should identify a range of major tourism attractions in Bangladesh instead of a single iconic one and develop tourism promotional strategies to explore all these tourism attractions in the potential markets in accordance with their attractiveness. For example, Cox's Bazar (the largest sea beach), Kuakata beach and Innani beach (one of the smaller beaches) deserve to be considered as part of the promotion of tourism in Bangladesh, but promotional strategies ought to place more emphasis on Cox's Bazar and Kuakata beach than the Innani beach.

Addressed in this way, Bangladesh may be promoted as a tourist destination. According to Chantarachoti (2005), several issues regarding the problems and prospects of tourism in Bangladesh are raised. Firstly, although Bangladesh possesses enormous tourism attractions, it is more likely to be a business destination than a tourist destination for foreigners, due to a lack of governmental support and tourism promotion in overseas markets. Secondly, there are several international standard hotels like Sheraton, Radisson Water Garden, Sarina, Pan Pacific Sonargaon, Regency Hotel & Resort and Dhaka Westin, Lake Shore Hotel and Apartments, BRAC Centre Inn, Swiss Park, Bon Vivant, Rose Wood Residence, Paradise Garden, Royal Park Residence and many others are operating in Bangladesh to flourish the tourism sector. Government's involvement in building and improving accommodation facilities can greatly develop this sector. Finally, he claims that high travel tax is another obstacle to attracting high volumes of foreign tourists to Bangladesh.

In the same way, Mitra (2005) notes that governmental support is not sufficient to promote Bangladesh tourism. She argues that government needs to support an increasing awareness about available tourist facilities. Mitra (2005) goes on to argue that governmental help is crucial to develop tourism infrastructure and to build linkages between public and private sector tourism organisations to increase the incidence of promotional activities.

Hossain and Firozzaman (2003) note that in spite of having huge potential in its tourist attractions, Bangladesh tourism remains underdeveloped due to insufficient and ineffective use of promotional activities. Hossain and Firozzaman (2003) also note that, although tourism organisations in Bangladesh distribute limited promotional materials in the form of tourist literatures, souvenirs, tourist maps, postcards and

posters, these promotional materials are not always distributed among the target group. They also mention that promotional materials are of low quality to create interest about Bangladesh as a tourist destination amongst potential tourists. They also note that Bangladesh tourism organisations do not have close association with foreign tour operators and travel agencies in the process of promoting Bangladesh tourism abroad. Moreover, Bangladesh tourism development is hindered due to insufficient internal co-operation among the different tourism organisations e.g., MoCAT, BPC, BBA, tour operators, travel agents, hotels, other providers, and local authorities.

Hasan (1988) states tourism promotion largely depends on the degree of publicity and promotional campaigns. Because of limited funding, BPC fails to undertake widespread publicity and campaigns especially in tourist generating countries. BPC produces posters and folders for their promotional activities but these do not bring satisfactory results as the Bangladesh tourism sector is not fully established yet (Hasan, 1990). He suggests that BPC needs to look for further, informative ways of presenting their promotional activities. According to Hasan (1990), the opening of the BPC's regional branches in the tourist generating countries is important as a means to work closely with the local tourism organisations, e.g., tour operators, professional clubs, and tour wholesalers to develop Bangladesh tourism. BPC is the main tourism organisation in Bangladesh along with the Government to promote the country's tourism. Therefore BPC's tourism promotional strategies development is an important issue.

The BPC's promotional strategies are discussed in the following section.

5. 3 Promotional strategies of the Bangladesh Parjatan Corporation

The national tourism organisation or the official tourist organisation in Bangladesh normally has the responsibility for promoting the country as a tourism destination. The marketing efforts of an official tourist organisation may have two major objectives (i) to seek to create an identifiable image of its country in particular markets and as a result to persuade visitors to visit that country; and (ii) to seek to create a single coherent image of the country (Shafi, 1985). With this end in view,

BPC uses various techniques to motivate tourism demand in different markets. In disseminating information regarding tourism arrangements in Bangladesh and promoting the same among prospective markets the BPC has been producing and distributing the printed information materials and literature mentioned in the earlier section (Section 5.2). A wide range of attraction-based information folders are also published by the BPC, along with a special brochure on package tours and corresponding tariffs. The BPC sends these printed materials to different tour operators and travel agencies abroad, BBA's overseas offices, and Bangladeshi mission offices for distributing among potential tourists. These offices distribute these information materials in potential markets free of charge. In addition to the above free literatures, some audio visual materials are also available in the above offices for purchase at a nominal price. The BPC also distributes these materials among domestic resident foreigners, visiting foreign tourists, and potential local tourists. The price list of BPC's promotional materials and publications are given in the following table.

Table 5. 1 Selling prices of BPC's promotional materials and publications

Promotional materials and publications	Price in US\$.
<u>Video Films:</u>	
a. Visit Bangladesh (30 min)	US\$ 35
b. An Invitation to Bangladesh	US\$ 22
<u>Publications:</u>	
a. Bangladesh Tourist Hand book	US\$ 5
b. 10 Picture Postcards	US\$ 2
c. Bangladesh Tourist Map	US\$ 1
d. Dhaka tourist Map	US\$1
<u>Posters:</u>	
a. Six types of posters (on Tourist Attractions)	US\$ 2

Source: BPC, 2008.

The producers of non-tourist related products and services are not usually found to use printed sales literature to the degree that tourism firms to use them, but the use of printed materials is a unique and distinguishing feature of the promotional activities of the tourism industry and, therefore, it needs to spend a major portion of its

promotional budget for the production and distribution of these printed sales literatures (BPC, 2010). The role of printed sales literature is complex. It carries key messages in the form of demonstration by pictures, promise in words for need fulfilment, projection of the image through symbols, stimulation of demand, display of materials in the distribution outlets, and offers of special incentives. These information materials also act as forms of advertising and sales promotion and as advertising media. The BPC also disseminates information through its own information centre.

The BPC produces documentary films on the important attractions of the country. It has two such films (i) 'Visit Bangladesh' and (ii) 'An Invitation to Bangladesh'. These documentary films covering the important tourist spots are shown to potential tourists of the important tourist generating countries through Bangladesh mission offices, tour operators, and film clubs (Hossain, 2001). Bangladesh mission offices abroad usually arrange these audio-visual presentations, especially during the tourist season, for potential tourists. The completion of another new documentary film called 'Discover Bangladesh' focusing on the natural beauty of the country is expected to promote the country to the potential tourists from 2010. Part of this film is also available to view on YouTube for the prospective visitors. Bangladesh tourism has started cable TV highlight and press coverage on a limited scale as a promotional strategy (BPC, 2010).

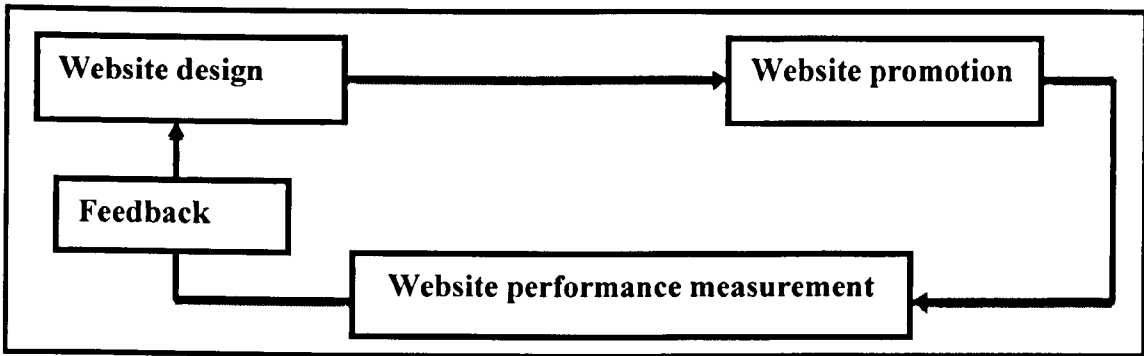
Furthermore, the BPC initiates collaborative tourism marketing and promotional activities, such as joint marketing, publicity, campaign, materials distribution and production with neighbouring countries, e.g., Nepal and India as well as keep co-operation with other international tourism trade organisations like the UNWTO, SARTC, ASTA and PATA (Hasan, 2005).

Occasionally, the BPC publishes advertisements in specialised journals and special interest magazines like 'Discover Bangladesh'. BPC executives have reported that they do not extensively use international media to promote Bangladesh tourism. The low compatibility of tourism products and services to the needs of international competitive markets as well as the BPC's inability to afford the advertisement costs associated with highly expensive media restricts BPC from the wide-spread use of these media. The BPC is also using limited local TV and newspaper advertisement as

a promotional media to promote country's tourism. The BPC emphasises tourism advertisements in the local newspapers and magazines. The BPC places some specific advertisements in the printed media e.g., The Daily Ittefaq, The Prothom-Alo; Bhorer Kagoj; Jugantor; The Independent; Daily Star; The Observer and monthly magazine Digonto and Anannya; Weekly 2000; and Weekly Holiday for motivating the local tourists, domestic resident foreigners and visiting foreign tourists to visit certain places and avail themselves of some specific offers of the BPC (BPC, 2008).

The BPC uses direct mail services to publicise the facilities and attractiveness of its projects, mainly in Kaptai and Cox's Bazar. The BPC has targeted groups and occasionally, it communicates with leading public and private organisations with a view to persuade them to hold their meetings, conferences and seminars (Hossain, 1988). Apart from this, the BPC has recently launched an informative website which also contributes to the promotion of Bangladesh tourism among the potential markets of the world. Bangladesh tourism industry has begun e-tourism marketing through this initiative which may strengthen the country's tourist industry (MoCAT, 2010a). MoCAT (2010a) reveals that e-tourism is one of the marketing tools which provide quicker and safer online services, e.g., e-ticketing or online reservation system to the future customers. In practice, e-marketing can reinforce the collaboration between private and public sectors hence improve the overall marketing system and the ability of selling their own tourism products and services through online (Shahidul and Shuvra, 2009). According to the Chairman of the BPC (2008), Bangladesh tourism organisations aim to introduce a tailor-made e-marketing system to ensure financial feasibility. The tourism marketing organisational website is a powerful promotional tool for the promotion of tourism destinations in any country (Chan and Law, 2006; Law and Hsu, 2006). This applies also to Bangladesh. In this regard, tourism organisations in Bangladesh may perform three major functions to make their organisational website more effective and informative in order to promote country's tourism for prospective tourists. The functions are: (a) information provision; (b) marketing and promotional activities; and (c) market research. In practice, the development of a tourism marketing organisational website for the promotion and development of tourism involves three major tasks, which are shown in Figure 5.1. These tasks are: website design; website promotion; and website performance measurement.

Figure 5. 1 The main elements of an e-marketing system



Source: Author's own work.

Figure 5.1 illustrates a dynamic process which begins with website design and ends through the measurement of the website's performance. If, after measuring the website's performance, anything needs to be changed then the process will commence again by considering the feedback of the tourism marketing organisation.

The Minister of MoCAT (2009a) suggests that the biggest changes would be an informative organisational homepage of different tourism organisations. The developed homepages would include detailed information about tourism products and services and destination information with larger images of the products for the potential visitors. The web-sites would contain many features not only on promotions but also some exclusive offers which may motivate prospective visitors. The Chairman of BPC (2009) suggests that Bangladesh tourism organisations must aim is to develop attractive web-sites with travel blogs e.g., travel dairies, where visitors can share their feelings and travel experiences.

Rong et al., (2009) strongly suggest that tourism organisations websites should have different designs for their English and other versions rather than simply translating the former into the latter. Rong et al., (2009) have provided a guideline to develop tourism marketing organisational websites which is also critical to ensure an attractive website design. The Bangladeshi tourism marketing organisation may use these guidelines to develop their effective tourism organisational website for the promotion of tourism in Bangladesh at the domestic and international markets.

From the last decade of 20th century the emergence of e-tourism, its innovation and growth has started in Bangladesh. Usually travellers search for travel information on

the Internet before departing their country. Internet user is increasing every day in Bangladesh. According to a BPC's survey (2008), Bangladesh is one of the emerging leisure and tourism online travel markets which attracts millions of travellers around the year from all over the world. Travellers search details information about flight, hotel, car, and bus booking from Internet prior to travel. This survey further clarifies the future prospect of e-tourism in Bangladesh which may increase the number of tourism marketing websites. As a result, tourism sector's earnings in Bangladesh is expected to be rise US\$100 million by 2020 (MISICT, 2008; MoCAT, 2008). In recent research, Khaleda (2010) explains that the BPC has drafted a plan called "*Tourism Vision 2020*" which is aimed at enabling the tourism industry to earn 4 to 5 per cent of the annual GDP by 2020. This plan will have a thorough guideline for the public and private tourism stakeholders. Khaleda (2010) stated that according to the plan Bangladesh will receive an estimated figure of 0.9 million foreign tourists by 2020, although the UNWTO estimates that the figure will be closer to 0.5 million. The annual growth rate of tourism sector in Bangladesh over the last five years was noteworthy. Tourism growth is anticipated to rise significantly in the coming years so would have greater contribution to the national economy. Nowadays, tourism arrivals and amount of earnings from tourist revenue is higher than in the last decade. It is also expected that Bangladesh as a tourist destination would gain increasing popularity to the eco-tourists and special interest tourists. To put the plan in effect, the BPC has started developing tourism products, services and infrastructure as well as reforming their activities. Recent improvements of the tourism infrastructures and the growing awareness of local people to go on visit one place to another through different tour packages would expect to increase domestic tourism. Simultaneously, improved infrastructures may help increasing the volume of international tourists Khaleda (2010).

E-tourism has a good future as Internet users in Bangladesh are increasing rapidly. The Ministries of Industries, Science, Information and Communication Technology (MISICT) (2008) observed that the number of Internet users increased by 4 per cent in the previous year, with their 'cyber audience' rising to over 10 million. This figure has shown a better growth rate than elsewhere in Asia, for example, internet usage growth figures were 14 per cent in China, 7.3 per cent in Pakistan and 5.3 per cent in India (Shahidul and Shuvra, 2009).

The Bangladesh government has planned to launch more websites with sufficient information for visitors which will be closely monitored by members of a committee (Shahidul and Shuvra, 2009). The government of Bangladesh has already announced that Bangladesh will be a digital nation by 2021 called '*Vision 2021*'. 'Digital Bangladesh' involves a continuous process of development. The government of Bangladesh has taken an initial step in building a digital Bangladesh, which involves developing a roadmap to digital Bangladesh including the tourism sector (Mursalin, 2009). Mursalin (2009) discusses that the idea of a digital Bangladesh is to ensure the availability of advanced technological equipment and the access of safer and faster Internet facilities to the young urban people. According to Kabir (2009), enriching ICT-based knowledge of the target groups and designing different tasks through online system will maximise the benefits of a digital society. Kabir (2009) also suggests that in making Bangladesh a digital entity, the government has to introduce the use of Internet in all spheres of governmental and civilian activities. Kabir (2009) adds that as a result of increased usage of ICT, Bangladesh has already become more linked with rest of the world. Shahidul and Shuvra (2009) reveal that the mobile telecommunication system has massively improved over the last decade while there is a slow progress observed in the other branches of ICT in Bangladesh.

Based on ICT development programmes, Sheikh Hasina, the Prime Minister of Bangladesh (2010) introduced package tourism among Bangladesh, India, Nepal, and Bhutan for joint economic development under the digital Bangladesh of *Vision 2021*. Rahman (2010) suggests that in a country like Bangladesh, the use of low-cost tools and information technologies heralds a new era in promoting the accurate information of Bangladesh tourism for the potential tourists. New technologies can produce an essential contribution to tourism promotion and development in the global market.

Recently a digital tourism development project has been launched by the Government of Bangladesh (MoCAT, 2010a). The Minister of MoCAT (2010a) has also confirmed that through this project, all respective areas, important offices and institutions (e.g., hotels and motels) will be better connected to the Internet, ensuring sufficient internet facilities will be available for the potential tourist. The Minister of MoCAT (2010a) adds, this project is developed by Future Solutions for Business (FSB), UK-based software Development Company. The Minister of MoCAT (2010a) has also

confirmed that FSB will provide free software and dynamic websites for the organisations under the project including two e-centres. Tourists will get available information from this centre of Bangladesh tourism. In addition, there will be an e-commerce portal to promote tourism products and tourism sites in Bangladesh. In this regard, one of the biggest private organisations i.e., Grameen phone Ltd., has assured the government of Bangladesh that they will provide free internet modems for this digital tourism project to help develop the country's tourism. It is expected that this project will create a practical example of how the future digital Bangladesh *vision 2021* will look for developing tourism marketing in Bangladesh.

Publicity emerges as the most useful form of promotion in a marketing promotional mix. In the context of tourism promotion, the BPC participates in the International Tourism Exchange at Berlin (ITEB) which is the largest tourism exhibition in the world. Bangladesh gets newspaper coverage there depicting the country's tourism attractions. Such exhibitions, therefore, help Bangladesh to generate interest from potential visitors. The tourism fair is one of the media to sell tourism promotional packages to the international tour operators and individual visitors. The BPC celebrates 'Tourism Month' from 16th October to 15th November every year in order to create awareness among potential markets, and to give an effective understanding of tourism in Bangladesh. The programme details of this tourism month embodying different shows and cultural functions appear to have been designed to attract prospective tourists from home and abroad. The BPC organises food festivals, fancy dress competitions, seminars, symposiums, cultural night shows, and audio-visual presentations during this month (Hossain, 2001). The events all help attract the attention of potential tourists worldwide through relevant global media e.g., newspapers and TV. These media then act as publicity agents to persuade prospective tourists to visit particular places, regions or the country in general. The BPC also takes necessary steps to publish tourism related articles presenting Bangladesh tourism in different specialised magazines and journals which again act as promotion for the tourism industry (Hassan, 1992). Apart from this, newspaper articles and stories describing the potential of tourism and photographs highlighting the attractions are published in different domestic newspapers and magazines in Bangladesh. Moreover, cable television sometimes broadcasts tourism-related information which provides free coverage of Bangladesh and its attractions. Bangladesh television and

other private channels through their programmes also highlight the tourism potential of the country. Some selected overseas tour operators and travel agents with which BPC has business contacts provide limited publicity for Bangladesh tourism. These stakeholders provide necessary information regarding Bangladesh tourism to potential tourists and motivate them to visit the country. According to BPC (2009a) most of the promotional activities are implemented and others will be implemented soon.

One successful mode of publicity is to arrange a special promotion by inviting groups of people in Bangladesh such as news media writers, photographers, or other member of travel trade (Coltman, 1989). The BPC also emphasises the benefit of this type of publicity. Like other tourism organisations, the BPC uses sales promotion techniques to motivate potential tourists to visit the country. The BPC offers quantity discounts, children's discounts, off-season rebates, free information materials and an improved service package for its package tours, cruise programmes, and accommodations. Tourism organisations use a wide variety of sales promotion techniques to sell their products and services. The BPC offers special price reductions ranging from 15 per cent to 30 per cent during its above mentioned 'Tourism Month' and in the off-season (Hossain, 2001). Improved food and services at no extra cost are also offered during this month. The BPC offers live music programmes as an additional attraction with renowned local artists in cruise boats. This tourism month accompanied by sales promotion techniques in the form of reduced price and offers to attract more tourists as well help generate interest among local people and foreign citizens residing in the country (Hossain, 2001).

Personal selling, as an element of promotional mix, has an important role to make prospective tourists aware of the tourism products and services available and persuade them to visit the country (Cooper et al., 1994). In tourism marketing, personal selling may happen through telephone inquiries as personal selling is an verbal communication with prospective consumers in order to sale a product. Personal selling is an essential part of the marketing process in tourism. It not only provides enterprises with the financial resources necessary for survival and growth, but also plays an important role in supporting an organisation's customer service function (Lumsdon, 1997). Personal selling is a convincing communication between a seller and buyer, which encourage the customer to purchase the products and services on

offer. For example, a sales manager or a telephone receptionist may inquire of the participants of an international seminar over telephone about the possibility of a trip to any destination or the need for accommodation (Lumsdon, 1997). The officials of Bangladesh missions abroad, BBA's overseas branches, and the foreign tour operators as well as the travel agencies have significant roles in inviting and motivating potential foreign tourists to visit Bangladesh. The BPC conducted such a familiarisation tours with twenty three foreign tour operators from some selected countries in 2008 (Hossain, 2001, BPC, 2008). They were provided with return air tickets, accommodation facilities and food, etc. and were taken to different destinations at the cost of the corporation (Hossain, 2006). The reason behind that a busy tourism season has drawn to a close and now tourism operators have the chance to arrange some familiarisation trips so that as tourism operators may have opportunity to not only get to know other operators but also see other tourism businesses. According to Hossain (2006), the corporation has also plans to conduct more familiarisation tours in the near future. The BPC communicates with the major tourist generating countries tour operators and travel agencies to arrange supplementary tour packages for the potential visitors in order to make them familiar with the tour packages in Bangladesh. These tour operators along with the few travel agencies in the source countries present Bangladesh as a tourist destination to the prospective tourists, motivate them to visit the country, and sell package tours as well as cruise programmes to them in advance. Thus, they might be interested to promote tourism in Bangladesh both through personal selling and publicity (Hossain, 2006).

Public relations (PR) are extensively used in the tourism industry, as a means of presenting a positive public image of the product to the potential customers (Middleton, 2009). PR is one of the promotional tools that deliberately creates and develops relationships between organisations and its publics. Middleton (2009) suggests that PR is a very cost-effective way of helping tourism organisations to survive and grow. Specifically, PR can help publicise products and services, communicate a favourable image when an organisation is experiencing difficulties, influence specific target groups, generate interest in an organisation, build a favourable image of an organisation, and attract the best staff to an organisation (Middleton, 2009). PR is perhaps most commonly associated with press and media relations. Successful tourism organisations build long-lasting relationships with

appropriate media contacts, in the hope of gaining valuable ‘free publicity’. The most common tool of PR in keeping media contacts up to date with news is the press release, which can be sent to newspapers, magazines and TV/radio stations (Zeithaml et al., 2003). The BPC provides adequate trainings for its employees to increase their efficiency in maintaining better relationship with tour operators and travel agents of the prospective markets, with the intension of making a sale of its tour packages (Hossain, 2001). The following table shows the marketing promotional budgets and actual promotional expenditures of the PR promotional activities undertaken by the BPC. Table 5.2 shows that, marketing promotional budgets and expenditures increase very year. In 2008-2009, the BPC total budget was about 10 million (BPC, 2010) among which approximately 3.6 million was allocated to the PR promotional activities.

Table 5. 2 Marketing promotional budgets and actual promotional expenditures for PR undertaken by the BPC

Year	Marketing promotion Budgets in US\$ ‘1000’	Actual promotion expenditures in US\$ ‘1000’
1991-1992	853	441
1992-1993	971	794
1993-1994	1397	1191
1994-1995	2279	1044
1995-1996	2559	1162
1996-1997	1691	1529
1997-1998	1765	1338
1998-1999	1618	1191
1999-2000	1544	1500
2000-2001	1471	1088
2001-2002	1838	1632
2002-2003	1912	1706
2003-2004	2132	1853
2004-2005	2279	2000
2005-2006	2456	2294
2006-2007	2632	2500
2007-2008	2978	2893
2008-2009	3582	3395

Source: MoCAT, 2010d.

The BPC sets its promotion budgets on the basis of what it can afford (Hossain, 2001). The Executive of BPC (2008) states that, this amount is not sufficient to promote to the prospective global market. The amount spent every year is mainly used for producing and distributing sales literatures and publishing advertisements in local newspapers/magazines. However, it can be observed that the amount allocated is not fully utilised for this purpose. Moreover, it is understood that a significant portion of the promotion budget related to PR by the BPC is spent or misused on publishing unnecessary advertisements regularly in some domestic periodicals and magazines whose circulation is very limited (Hossain, 1999). Sometimes, the total circulation of those periodicals and magazines is less than 500 to 1000 copies and their messages never reach the prospective tourists. So, private sector tourism organisations may work together with BPC to communicate effective tourism messages to visitors in the domestic and overseas markets.

The private sector's tourism promotional strategies in Bangladesh are addressed below.

5. 4 Promotional strategies of private sector agencies

Private sector's tourism organisations play an important role in marketing and promoting their tourism products. Promotional strategies of different private sector agencies in Bangladesh such as tour operators, travel agencies, hotels and restaurants, NGOs and airlines briefly summarise in this section. According to Sinclair (1998), in developing countries, demands of international flights and lodging facilities are mainly linked through the tour operators. In view of Holloway (1998), tour operators purchase different elements e.g., transport, accommodation and other services, to make a complete tour package and sell this package directly or indirectly to the individual or group customers. The combined tour package would be perishable if it is not sold out within a specific duration to the potential customers. Therefore, it is vulnerable and precarious for the tour operators (Roper, 2005; Gabbott and Hogg, 1998). All the tour operators undertake and launch promotional efforts individually in marketing their package programmes. According to Hossain and Firozzaman (2003), among the tour operators in Bangladesh only two operators (The Guide Tours Ltd and Unique Tours and Travels) publish brochures and booklets regularly to disseminate

effective messages about their activities as well as tourism arrangements at different destinations in Bangladesh and motivate prospective tourists to visit those destinations. These two tour operators publish small folders too in Bangla, English and Japanese. Other tour operators also publish folders and leaflets either in the local language or in English or in both. Hossain and Firozzaman (2003) found that tour operators in Bangladesh also advertise in the local dailies and periodicals in order to motivate the local people, resident foreigners and visiting foreign tourists already in Bangladesh. In these advertisements, tour operators usually emphasise and highlight the quality of their services and competitive price to increase the country's image and individual firm's goodwill. Private tour operators also participate in international tourism exhibitions to get newspaper coverage and sell package tours to the tour operators and individual visitors.

Private tour operators sometimes make specific attempts to motivate visiting foreign tourists to act as personal sources of information (Hasan, 2005). As these tour operators are small, they cannot launch advertising campaigns through the international media to motivate potential tourists scattered throughout the world (Hossain, 2006). Private tour operators motivate their existing customers so that they act as personal sources of information for their friends, relatives, colleagues, and neighbours to persuade them to visit Bangladesh. If a satisfied tourist explains his experiences and passes on good reports of the destination country to other potential tourists, this personal source of information or word-of-mouth (WOM) proves to be very effective in motivating prospective tourists (Hossain, 2006). It is well known that whilst good news travels fast, bad news travels faster, thus it is essential that product development has given prior attention before marketing takes place (Moss, 1994). Holloway and Robinson (1995, p. 14) justify the significance of WOM promotion by the satisfied customers by saying, "the benefit of a gratified consumer in suggesting a specific product/service to the prospective consumer is of great importance. This is known as the hidden sales force, for which the company has to pay nothing but it is very influential source of publicity.

Thus the performance of Word-of-Mouth (WOM) in general and for services in particular has received renewed attention and interest (Midgley, 1983). Zeithaml and Bitner (2003) reinforce the importance of WOM endorsement by saying service

customers rely heavily on this type of endorsement when deciding which providers to try. WOM publicity by satisfied tourists proves to be very fruitful in creating greater confidence among tourists, reducing prospective customers' uncertainty about destinations, giving experienced insight into tourism products/ services, and thus persuading potential tourists to visit the destination. Of course, the success of WOM publicity depends particularly upon the ability of the guides who speak to and support tourists. That is, if an endorser can and is willing to present the positive aspects of the destination to the prospective tourists, this can be a highly effective publicity approach for the tourism industry (Hasan, 1999).

According to Hossain (2006) private tour operators use sales promotions such as, off-season discounts, disguised price-cuts, complementary sales literature, live music on cruise boats, prize draws, additional services, and group discounts for their package programmes. Particularly during off-season, tourism organisations use more sales promotions than the seasonal promotions to generate and attract greater numbers of tourists (domestic and foreign). They use these sales promotions as temporary devices to motivate the tourists to influence their travel purchase decision (awareness, interest, or desire) to the ultimate stage of readiness-to-travel to the destination. In case of penetrating market competition, large tour operators are often able to offer a discounted rate, especially at the accommodation cost, for their customers to boost their sale (Sinclair, 1998).

In the case of overseas tour operators, very few of them present Bangladesh as a main or secondary destination within their brochures. Burma, India, and Nepal are frequently featured and these are often accessible by direct or no-stop flights from the source markets (Hossain, 2006; Pannell Kerr Foster Association, 1988). Hasan (1992) argues that it is obvious that the intermediaries in target markets have little information about Bangladesh. Therefore, they do not and cannot play significant role as promoters of Bangladesh tourism. The BPC has business contacts with some overseas tour operators to distribute the sales literature in the overseas market. The BPC's promotional activities, besides promoting the country as a tourism destination among the prospective markets, bring benefits to the private tour operators in their marketing activities (Hossain, 2006; Hasan, 1992).

The TOAB was formed in 1992. This satisfied the need felt due to the emergence of private tour operators operating inbound tours. The aim of the association is to develop and promote tourism products of Bangladesh in the international arena. The association has been recognised as a trade organisation from the Ministry of Commerce, the government of Bangladesh since 2002. Since the beginning, TOAB members have been actively participating in different international trade fairs to promote Bangladesh tourism. TOAB participated in ITB - Berlin, WTM - London, BITE - Beijing, ATA Travel Mart - Bangkok, TTF - Kolkata, SATTE – Delhi (BPC, 2006), TOAB took the initiative by hosting seminars on tourism, exchanging views with the aviation and tourism journalist forum, celebrating World Tourism Day and organising joint seminars with the BPC. TOAB also organises seminars in association with the Federation of Bangladesh Chamber of Commerce and Industries (FBCCI) (BPC, 2006).

Most developing countries gain potential benefits from total or partial ownership of their national airline (Sinclair, 1998). BBA conducts holiday tours for its passengers, thus acting as a tour operator (Hossain, 2006). Therefore, the nationalised airline has the responsibility of promoting Bangladesh tourism among potential markets abroad. Increased competition with other international airlines has also fostered the importance of promoting their own marketing activities. BBA mainly uses advertisement as a promotional tool and its advertisements are directed through newspapers, magazines and signboards at both home and abroad. However, BBA cannot afford advertising through cable TV, world class newspapers and magazines due to insufficiency of funds (Hossain, 2006). BBA management is committed to ensuring schedule regularity coupled with its stress on ground services, aimed at increasing its competitiveness in order to achieve tourism success (Siddiqi, 1997a). This also indirectly helps in promoting its services in the highly competitive commercial aviation market. BBA also publishes an in-flight magazine (quarterly) named '*DIGNTO*' for creating greater awareness among passengers regarding its services and introducing Bangladesh as a land of tourists' dreams. The in-flight magazine aims at focusing on its domestic and international flight route maps, in-flight and ground level services, commitments to customer satisfaction, the culture and traditions of Bangladesh, and the addresses of BBA's overseas offices (Hossain, 2006). Every issue of the magazine contains messages and information for the

passengers and visitors to Bangladesh (transit information, tourists' visa formalities, customs regulations, exchange-rates of currencies, destination messages, etc.), articles on different aspects of tourism opportunities in Bangladesh, and information regarding in-flight shopping opportunities (Kamal and Chowdhury, 1993). All of these features help in promoting Bangladesh as a tourist destination (Hossain, 2006; Siddiqi, 1997b).

BBA also uses sales promotion techniques like distribution of an attractive diary, wall and desk calendars, key rings, and telephone index, etc. for both its distributors and the passengers. Hossain (2006) found that BBA's overseas offices also carry the responsibility of distributing booklets, handbooks, posters, folders, and other printed materials produced and sent by the BPC. The Chairman of the BPC (2008) complains that this sales literature is not properly distributed among potential tourists by the overseas offices of BBA. He also found tourists complain that they did not get any printed promotional materials from the BBA offices in their countries. BBA does not have any planned effort to encourage its customers to motivate their friends, relatives, colleagues, neighbours, and associates to travel to Bangladesh through its flights. Hasan (1992) suggests that the airline of Bangladesh is not in a position to promote tourism as its reputation is not good in abroad. This is because the airline is seen as a poorly run low cost carrier catering almost exclusively to the ethnic market (Pannell Kerr Foster Association, 1988). To increase the demand BBA developed different promotional tools for their services, e.g., comprehensive tour packages (Collison and Boberg, 1987). BBA also offers tours covering different prime destinations of the country (Hossain, 2006). In addition, BBA allows student concessions, SARRC countries package tour concessions, and a small rebate for return tickets. It should be mentioned that the BBA, along with other national airlines of the SAARC countries allows 20 per cent discounts to individuals and 30 per cent discounts to groups for international travel within the region with a minimum stay of seven days and with an itinerary including at least their countries (Hossain, 2006). Although the success of any promotions largely depends on the creation of its elements, in view of Collison and Boberg (1987), the size of the airline offering them is also an important factor affecting success. BBA being a small airline in Bangladesh faces difficulty in matching its promotional exposures with those of other major international airlines due to limited availability of funds to spend for this purpose. BBA fixes its

promotional budget on the basis of affordability, and the amount budgeted by the BBA for its promotional activities is not in line with other international airlines and not sufficient to meet the competition worldwide (Hossain, 2006; Siddiqi, 1997a; Hasan, 1992).

The role of BBA is to deliver safer, quicker and cheaper transportation between countries. Traveling to Bangladesh became more accessible because of a speedy and proficient transportation system (Digonto, 2008). For several years, BBA aircraft have been operating out of sixty-five cities in twenty-one countries and 115 branch offices under the brand of the Bangladesh tourist industry (Digonto, 2008). Bangladesh tourism and images of its aircraft are also used in the Bangladesh tourism organisation's overseas advertisements. BBA promotes Bangladesh's tourist industry through its in-flight magazine and website. As Liebrich (2002) points out, a marketing cooperation between an airline and a destination is also a kind of cooperation that can increase tourist flows to a destination. To attract business passengers in tourism destinations, there is a possibility of improving the infrastructure for business travellers, for example by providing high class airport hotels with conference facilities or airport business centres. This could potentially minimise the seasonality associated with leisure-related destinations (MoCAT, 2008).

Both BBA and the Bangladesh tourism organisations develop collaborative and individual travel programmes and promotions. For example, overseas journalists and travel agents who are invited in the collaborative programmes are offered plane tickets by the BBA while other facilities may provide by the BPC. The airline GMG, is the only private sector airline, and uses newspaper and magazine advertisements for marketing and promotion purposes (BPC, 2006). GMG offers frequent flights different domestic destinations in Bangladesh and maintains punctuality in flight-schedules (Hossain, 2006). The foreign airlines play an important role to promote and develop Bangladesh tourism as many foreign airlines operating from Bangladesh to several western countries, e.g., European, American and Australian destinations. The General Secretary (2010) of the tour operators and travel agents association of Bangladesh states that travel agents are the heart and soul of the tourism industry for the short and long run business because they are working on behalf of the BBA and Bangladesh tourism.

Travel agents in Bangladesh are mainly concerned with catering and transport services for domestic and foreign tourists. Travel agencies of both destination countries and the tourist-generating countries have a significant role to play in encouraging potential tourists to visit a destination country. Travel agencies in Bangladesh are the least involved firms in the marketing activities of the country's tourism industry (Hossain, 2006). Travel agencies only arrange air tickets for outgoing passengers and do not usually render any other tourism-related services, thus, they cannot play any significant role in the promotion of the country's tourism among existing and potential markets. Before 1980, about 70 leading travel agents in Bangladesh started a company named 'Tour Bangla' to operate inbound tours commercially (Hasan, 1992). However, Hasan (1992) points out that Tour Bangla has remained inactive and does not conduct any commercial tour programme. At present, more than a thousand small- and medium-sized travel agents operate their business all over the country and some of the organisations are working jointly with international organisations operating inbound tours. Of these, a few are operating outbound tours commercially (BPC, 2008; MoCAT, 2008).

Travel agencies do not have any regular promotional practice for their own activities (BPC, 2006). Sometimes, they advertise in the local dailies and weeklies to promote specific programmes among their own markets. They mainly promote selective services rather than the whole range of services, with only a few of them marketing both the country's image and individual services. Travel agencies do not use local or foreign TV channels for marketing activities (Islam, 2006). Travel agencies also adopt sales promotion in the form of discounts of package prices up to 7 per cent to their customers because of the intense competition which exists in the market (Hossain, 2006). Travel agencies in Bangladesh usually get 9 per cent commission on sales from the airlines and pass on this discount to favoured customers. As Hasan (1992) suggests, travel agencies based in other countries have little or negative information about Bangladesh, hence, they do not or cannot promote tourism in Bangladesh effectively. Hasan (1992) found that tourists commented about gaining limited information about Bangladesh tourism from travel agencies in their own countries. Therefore, it seems that travel agencies in source countries only occasionally provide information regarding Bangladesh tourism. If the travel agencies in the target markets could be made aware properly of the tourism arrangements in Bangladesh, they could

guide potential tourists effectively and play a more effective role in promoting the country's tourist industry.

The hotel industry is the backbone of tourism (Anilkumar, 1996). If there are no hotels there is no tourism (Hossain, 2006). Today, many lodging and restaurant firms are quite conscious of their position, and they are using their advertising/promotion to declare that position (Lews, 1990). There are a large number of hotels are operating in Bangladesh. Most of them focus mainly on wide range of facilities and amenities to ensure making visitors pleasant memory, for example, cleanliness; soft beds; attractive furniture and interior design; conveniences of a business hotel; including wireless Internet access in public areas; and the largest conference, meeting and function facilities. The hotels also emphasise the comfort and convenience they can offer to their guests. Most of the hotels have free intercom and telephone (for local calls only) facilities for their guests (Hossain, 2006). The hotels advertise in local newspapers, specialised overseas magazines, and international hotel guides. The hotels also emphasise the receptionists' behaviour because the hotel receptionists, as salesman, play important roles in satisfying their guests. Receptionists can also promote and motivate their guests to adopt tour operators' package programmes. Similarly, the promotion of the hotel industry also largely depends upon other areas of the tourism industry. Shanker (1990) suggests that a great deal of hotel promotions depend upon the cooperation of one or more of the other sector(s) of the travel and tourism industry. Therefore, hotel organisations need to maintain good contacts with tour operators who can in turn provide guests for their rooms.

Restaurants and tour operators also serve mutual interests for one other. In many tourism-developed countries, restaurants sell package tours to their customers and, similarly, tour operators bring tourists to restaurants (Hossain, 2006). In Bangladesh, tour operators bring tourists to restaurants but restaurants do not sell tour operators' package programmes to their customers. Most restaurants emphasise hygienic food and good interior and exterior design of their organisations. They try to demonstrate good behaviour by service staff and render prompt services to their customers. No restaurant has been found to advertise through newspapers, periodicals, or electronic media.

One of the key challenges is to find Non-Government Organisations (NGOs) that have specific knowledge about tourism. Apart from the national research groups in Bangladesh there are few, if any, local NGOs that have any detailed knowledge of the problems related to tourism (Yunus, 2006). Yunus (2006) argues that the role of NGOs is essential for the delivery of direct services for tourism, advocacy, and training. Yunus (2006) goes on to suggest that NGOs can play an important role by supporting tourism industry in preventing unethical aspects of tourism such as, false advertisement, wrong information, unfair prices and services, exercise violence, and squander tourist money.

The next section provides a strategic analysis of the tourism industry in Bangladesh.

5. 5 A strategic analysis of the tourism marketing industry in Bangladesh

At present, globally tourism marketing is becoming increasingly competitive. In this competitive age, tourism marketing requires developing public and private partnerships to differentiate their products in the domestic and international market. Tourism industries may reduce their costs, improve partnership cooperation, and tourism prospects by using modern technologies and the Internet. Strategic tourism marketing supports tourism stakeholders to achieve their strategic goals in national and international markets (Buhalis, 2000). Development of tourist destinations is a challenging job for tourism organisations in Bangladesh since different stakeholders participate in the development process. Destination marketing has vital importance in developing and retaining the level of attractiveness of a particular destination. However, according to Kotler et al., (2006), tourism marketers give more emphasis on developing and promoting country's tourism destinations than preserving the existing attractiveness of the destinations, although those are valuable to attract more travellers. A popular definition of tourism destination marketing is offered by the Pike (2004: p.11), "Tourism destination marketing is the process which enables the tourism organisations to identify the target groups, e.g., actual and potential tourists, and formulate and promote tourism products with a view to attain maximum satisfaction of the target groups".

Destination awareness depends on visitors overall experience, expectations, ideas and information. Engel et al., (1986) state that tourism image depends on the visitors individual awareness that relies on some important evaluation criteria. The main aim of promotional activities is to increase the competitive advantages of one tourist destination over the other. Existing tourist attractions greatly influence tourist attitude towards a specific destination. Ahmed (1996) also mentions that exceptional tourism resources do not guarantee optimum volume of tourist without tourists' positive perception and attitude towards the destination. Ahmed (1996) also suggests that mass promotional programmes to promote tourism may create a new aspect to the competitiveness of the tourist destinations which in turn increases the number of advertisement in different media. Apparently, tourism organisations undertake various promotional programmes in building tourism image of their destination and spending a large amount of promotional budget (Hossain and Hossain, 2002).

Developing countries, like Bangladesh possess many outstanding tourist spots but they suffer from poor presentation (Briton, 1979; Echtner, 2002). Failure to present tourism destinations as a real tourism destination by the tourism organisation results in negative tourist behaviour in the tourism destination. Briton (1979) reveals that culture is an important aspect of tourism that can greatly influence tourists in visiting specific destination. Effective cultural links can overcome the negative perception of tourism (Yahya, 2003). For example, Bangladesh can increase destination image by developing strong cultural links with the with its neighbouring counties like, South Asian and Southeast Asian countries which can generate and attract more tourists from these regions (Hossain and Hossain, 2002).

Promotional strategies are designed according to the way in which a particular destination is perceived by the tourism marketer. Although there are many tourism attractions in Bangladesh but internationally Bangladesh is known as a disaster, flood and impoverished country (Shahid, 2004; LenR, 2005). Although in some respects this perception is based in reality, this often obscures the fact that Bangladesh has plenty of rich cultural and historical tourism and extraordinary beauties. Pannell Kerr Forster (1988) and Hossain and Hossain (2002) express similar opinions about the strategic master plan for tourism marketing in Bangladesh. Hossain and Hossain (2002) suggest that the international media so often project Bangladesh as a

desperately poor country ravaged by flood, pestilence, political unrest, or even a stopover point for potential visitors, which decreases the country's tourism image. They claim that Bangladesh has never given emphasis by a significant number of overseas tour operators and very few of them are willing to present Bangladesh as primary or secondary destination. They also highlight the BPC's inability as a national tourism promotional agency and suggest that more development is needed to improve their role. Unstable political circumstances discourage tourists to visit Bangladesh.

When a country experiences regular political upheaval, alongside other factors such as famine, natural disasters, and social problems such as high rates of illiteracy, foreigners will be less inclined to visit that country for a holiday (Shamim, 2000). Hossain and Firzaman (2003) note that country's image is affected by the different negative factors e.g., unhygienic sanitation, lack of pure drinking water, insufficient transportation and accommodation and lack of proper security. However, Bangladesh possesses various natural attractions, rich cultural heritage, cheap services and friendly people which may satisfy visitors (Islam, 2007). Das (1999) mentions that Bangladesh has huge tourism potential but tourism organisations fail to create and develop the country's tourism image. He also argues that ineffective promotional activities are poorly conceived and failed to correct the misconceptions about Bangladesh held by potential tourists, the result being that a smaller amount of tourists are selecting Bangladesh as a holiday destination.

Hossain and Firozzaman, (2003) argue that despite of the negative issues mentioned above, Bangladesh's tourism authorities do not consider proper initiatives to overcome these issues. They also state that the BPC is far behind in playing their role in order to create and develop country's positive image by reducing the negative issues.

Muqbil (2005) argues that the identity problem is acute along with an image problem for Bangladesh. He mentions that a little marketing was undertaken to reshape the country's image abroad but due to insufficient marketing and promotional budget, Bangladesh tourism organisations could not undertake additional marketing and promotional activities in the overseas markets from 2004 to 2006 financial year. Muqbil (2005) goes on to comment that the complex visa formalities in Bangladesh

and the negative attitudes staff in many foreign missions may disappoint foreign visitors to visit Bangladesh.

In tourism marketing, promotional strategies play an important role as discussed earlier Sections 5.3 and 5.4. Hossain (2005) addresses that tourism marketing effectiveness relates in which way a tourism promotion can influence potential visitors to visit a promoter's destination. He also believe that usually tourists are greatly influenced by the personal sources of information e.g., WOM prior to visit. Hence, in the context of tourism marketing, personal selling could be one of the most effective promotional strategies to promote country's tourism. Hossain (2006) found that the Internet is the second best effective tool available to foreign tour operators. Further, he claims that the national airline e.g., BBA can play a dynamic role in order to promote country's tourism by increasing their reputation abroad. So, tourism organisations may develop specific marketing strategy for marketing and promotion tourism products in Bangladesh.

The following section discusses the strategy for tourism marketing in Bangladesh.

5. 6 Bangladesh tourism marketing strategy

The most important challenge for destination marketing is to bring all individual partners together to cooperate rather than compete and to pool resources towards developing an integrated marketing mix and delivery system (Buhalis and Cooper, 1998; Buhalis, 2000).

Bangladesh, as a holiday destination, has many facets. It is endowed with a range of natural features that could attract tourists (Shahid, 2004). These include: Cox's Bazaar, the longest unbroken clean and sandy beach in the world; Sundarbans, the home of the majestic Royal Bengal tigers, Dhaka, the capital known as the city of mosques and muslin; Rangamati, the heart of the panoramic lake district; Sylhet, land of fascinating hills and tea gardens; Chittagong, the largest port city of the country and known as the city of shrines; Mainamati, Mahasthangarh and Paharpur, archaeological treasures of Hindu and Buddhist rule in the country from 300 BC to 1200 AD (Hossain and Hossain, 2002). Above all, riverine beauty, colourful tribal culture and simple village life are the main factors for attracting visitors (Hasan,

2005). These things may be explored further either by the Bangladesh government organisation (public sector) or the private sector tourism organisations.

According to MoCAT (2006, p.2), the existing tourism marketing strategies in Bangladesh are:

- i. To consolidate Bangladeshi's position as a tourist destination in the established generating markets at regional and international levels by utilising different marketing tools such as websites;
- ii. To target new and potential markets by identifying and monitoring changing designs and needs for various market types such as China, Japan, Eastern Europe, South America, and South Asian countries (MoCAT, 2006; Hossain, 2006);
- iii. To enhance Bangladeshi's competitive position in the international destination market by mobilising effective promotional measures supported by attractive proposals and appealing tourism products. The Bangladesh government promotes Sundarban and Cox's Bazar, St. Martin Island (these are the listed as international tourism heritage sites) and Fort William, and House of Ahasan Manzil, Sonargaon (which is a key factor of Bangladesh tourism: regionally, nationally and internationally) as preferred tourism destination areas. However, the Bangladeshi government have decided to diversify Bangladesh's tourism products in order to meet the demands of the general public; to increase its tourist market share in a competitive region; to strive to realise the country's potential in terms of, Meetings, Incentives, Conventions and Exhibitions (MICE), sport and adventure tourism; to promote Bangladesh's scenic beauty, diverse wildlife, eco-tourism and diversity of cultures and heritage; to promote the country in terms of its unique selling points as an all-season destination (MoCAT, 2006; Hossain, 2006); and
- iv. To pay special attention (in terms of promotion and product diversification strategies in particular) to tourist arrivals from Europe, South Asia, USA, Gulf Cooperation Council Countries, East Asia and the Pacific Rim, Australia and New Zealand and others. The Bangladesh tourist board has opened new regional offices in these countries to support and enhance the value of Bangladesh as a tourism destination (BTB, 2006; MoCAT, 2006).

In order to develop comprehensive tourism marketing strategies tourism organisations may focus not only on receiving large volume of tourists but also its widespread impacts on different factors such as environment, safety and security and indigenous culture (Buhalis, 2000; Shahid, 2004). Bangladesh as a developing country faces strong competition to develop a new destination although Bangladesh tourism organisations may offer unique attractions. On the other hand, existing tourism destinations in Bangladesh suffer from tourism success due to the absence of appropriate tourism marketing and strategic planning (Hossain and Hossain, 2002). Tourism organisations may require to consider the expectation of all stakeholders e.g., indigenous people, businesses and investors, tourists, tour operators and intermediaries and interest groups while formatting marketing strategies in Bangladesh (Hossain and Firozzaman 2003).

Prior to visit any tourism locations, tourists usually gather information from different sources e.g., WOM, advertising, previous experience and personal beliefs to set of their expectations (Chon, 1992; Baloglu and Brinberg, 1997). While visiting any destinations tourists in fact consume that destination in the sense that they enjoy different services, such as accommodation, transportation and local attraction. The integrated form of these services builds destination images (Buhalis, 2000; Hossain and Hossain, 2002). Tourism marketing in Bangladesh can achieve a wide range of strategic objectives, by maximising the wishes and expectations of stakeholders in Bangladesh (Shahid, 2004). Naturally, the aim of all stakeholders is to maximise their benefits while respecting other stakeholders and local suppliers. Failure to maintain the relationships between the stakeholders and local suppliers, result may be threatens to the achievement of tourism marketing strategic objectives in Bangladesh (Shahid, 2004; Buhalis, 2000).

Bangladesh has many attractive natural and historical features which open huge potentiality for the development of tourism. Some tourism marketing strategies have been undertaken by the tourism organisations to develop tourism in different locations in Bangladesh. Based on these strategies, the infrastructural development will take place in different locations e.g., Chittagong hill tracts, Cox's Bazar and Sundarban coastal areas. To develop physical structures and resorts in the destination arena, the government's plan is to ensure favourable environment for the private and foreign

investors. In order to attract domestic and foreign visitors, the development of tourism facilities is highly emphasised in the current fifth Five-Year Plan (2010-2015) and Strategic Master Plan for Tourism Development in Bangladesh (SMPTDB) (MoCAT, 2010c).

To achieve strategic objectives marketing is used as a tool to attract more visitors to a destination. However, the aim of tourism marketing strategies is not only increasing the volume of tourists but also achieving regional development objectives (Hossain, 2006). Tourism marketing needs to ensure reasonable returns and regeneration of the utilised resources for the tourism products. All tourism stakeholders including local tourist industry may expect to achieve maximum benefits from the ideal tourism marketing. Therefore, tourism marketing is worth considering as a strategic tool to make an effective co-ordination tourism planning and marketing rather than a sale (Hossain, 2006).

MoCAT took the initiative to celebrate the tourism month in February marking the eleventh South Asian (SA) Games in 2010 (The Bangladesh Monitor, 2010). The Minister of MoCAT (2010c) mentions that, Bangladesh celebrated the tourism month in February. Quader (2010) also encouraged all of the tourism stakeholders, businessman and government high officials in Bangladesh to work together to celebrate this month. MoCAT (2010a) has also undertaken a massive campaign, which includes establishing tourism information centres in different hotels and arranging games venues, tourism fairs and festivals, cultural programmes and a tourism photography exhibition. The Secretary of the MoCAT, Chairman of BPC, Restaurant Owners Association of Bangladesh (ROAB), TTRAB, TOAB, ATAB, TIDAB and Travel Writers Association of Bangladesh (TWAB) has also taken jointly massive campaign programmes to promote Bangladesh tourism.

Hossain (2010) states that in many countries, like the Maldives, Bhutan, Nepal, Malaysia, India, Thailand, France, Germany, Russia, Britain, tourism is a most profitable industry, whereas the tourism sector in Bangladesh is not so successful due to lack of proper marketing and strategic planning for tourism in the long term; efficient tourism manpower; the appropriate business and investment climate; insufficient government and private sector involvement, economic governance and security, etc. Tourism and its business are it's a fairly recent activity but its

development and promotion has not yet been carried out by using the proper tourism marketing strategies (Islam, 2008). The Minister of MoCAT, Mr. Qader (2010b) suggests that tourism has advanced dramatically in the world whereas the industry in Bangladesh lags behind. However, there are many reasons for the development of tourism marketing in Bangladesh (i.e., geographical position, natural beauties, biodiversity, history, culture and traditions, climate, and hospitable people). Mehadi (2009) suggests that as we move into the twenty-first century, Bangladesh tourism organisations need appropriate long-term tourism marketing master plans by involving public-private partnership (PPP) in the tourism industry. According to Hossain (2010), as PPP is a legal treaty between private and public sector organisations, it allows greater participation of private sector to deliver better services for the development of tourism marketing strategies in Bangladesh. Van Ham and Koppenjan (2000, p.11) believe that ‘public’ in the sense of ‘governmental’ is often just a way of ‘legitimatising...parochial strategies’, and that bringing private interests into play might secure ‘better representation of the public interest’. Mehadi (2009) states that public sector organisations can achieve their strategic objectives through the PPP to beat private sector technical, management and financial resources. Therefore, the potential of the tourism industry in Bangladesh is an emerging issue for both the public and private sectors which can enable businesses to establish successful PPPs. Mehadi (2009) suggests that PPP is needed to boost the tourism sector in Bangladesh. Siddiqi (2010a) adds that without PPP, this prospective sector cannot develop or grow fast. PPP may enable businesses to work together for the development of the tourism sector of Bangladesh. Siddiqi (2010b) argues that Bangladeshi policy makers should be able to understand the advantage of PPP and come forward along with the private sector to bring a substantial change in this sector. Despite the huge potential of Bangladesh as holiday destination, the tourism sector in Bangladesh has not been able to develop, mainly due to lack of participation or support by the government or the private organisations in Bangladesh. The BPC is not able to work alone to develop tourism sector. It may need support by PPP to formulate proper marketing strategies for tourism in Bangladesh.

Mehadi (2009) argues that the government of Bangladesh lacks the resources required for infrastructure development and investments necessary for the development of tourism marketing strategies. For this reason, the government of Bangladesh has

developed PPP and the government upgrade tourist sites or to open up new tourism zones through PPP. For example, the PPP approach has been used to redevelop heritage buildings in the coastal area, Sundarban. The government of Bangladesh would therefore, be advised to use PPPs to develop their future tourism marketing strategies for developing the tourist zones in Bangladesh. Mehadi (2009) goes on to suggest that the government of Bangladesh should also support efforts to improve the infrastructure of future tourism marketing strategies by the development of PPP opportunities to overseas investors in Bangladesh. Siddiqi (2010a) states that government of Bangladesh has already created designated tourism development zones i.e., Cox's Bazar, Kuakata, St. Martin, Mongla, and Sundarban, in order to motivate private and foreign investments. Private sector's support is essential to develop infrastructure e.g., water supply, electricity and telecommunications within these tourism zones in Bangladesh.

Chowdhury (2009) believes that there needs to be much more effective cooperation between all those involved to make the most of Bangladesh's potential as a holiday destination. According to Chowdhury (2009), since effective tourism marketing will depend on better collaboration between the public and private sectors and tourist board requires demonstrating clearly the benefits of working within PPP. How can such partnerships be achieved? Mutual understanding is a key issue. Siddiqi (2010b) suggests that tourist board staff must participate to develop the private sector, which must in turn take a broader perspective and not focus only on their own business interests. Chowdhury (2009) goes on to argue that joint marketing which focuses on specific products, properties or services minimises the problem, i.e. individuals or businesses who do not contribute and yet who benefit from the work of those who do. Ideally, private sector culture should be incorporated somehow into public sector organisations. For example, by swapping staff on short term contracts and encourage secondments between the tourist board and the private sector (MoCAT, 2009b). Chowdhury (2009) suggests that further co-operation between the two sectors is required, and government tourism organisations should learn to behave more like private businesses. Mehadi (2009) suggests identification of tourist spots in different locations across Bangladesh and modernising and expanding existing tourist spots with joint partnership. Mehadi (2009) also suggests involving local government with

tourism activities to establish exclusive tourism zones for foreign tourists with joint private-public partnership.

Islam (2008) states that a wide-ranging PPP is required between players in the industry for promoting inward tourism marketing investment in Bangladesh. Inward tourism investment is a tourism marketing strategy to develop the country's tourism zones. In this regard, priority might be given by the government of Bangladesh to create PPP to develop tourism zones in Bangladesh. Hossain (2010) identifies some issues related to PPP which may have an impact on the tourism marketing strategies of Bangladesh. For example, a little incentive allows for the investment of private sector as a result public sector may gain a limited efficiency. Due to the alliance private sector will be equally responsible for any risks and short and long-term liabilities created by the public sector.

According to Mehadi (2009), to form a successful PPP, country's government may consider a wide range of issues relating PPP e.g., legal, political, social, cultural and administrative. He mentions that private sector participation is essential to develop country's infrastructure and government can play an important role to influence private sector to form PPP which may help to formulate policy, planning and regulatory issues. Furthermore, economic and legal reformation may be required with the intention of forming PPP and the government may investigate the effective way of reformation. In this regard, the major responsibilities involve creating a favourable environment and policy framework formulation for the PPP as well as addressing the social and political issues in promotion of better governance (Mehadi, 2009). It is impossible to implement PPP programme without the government support. Hossain (2010) notes that Bangladesh government established policies under the PPP laws to support PPP projects. The government supports include financial help, tax incentive, revenue and loan guarantee, land acquisition and tariff protection for the development of tourism in Bangladesh. By developing tourist spots located at different, remote places in Bangladesh and encouraging local government institutions and private individuals to invest in this sector self-employment opportunity may be created. New tourist outlets will be established if private investors are motivated to invest under the PPP arrangement (Chowdhury, 2009). As a result, extensive employment opportunities will be created in the Bangladesh tourism sector, which will play a

positive role in reducing poverty if skilled manpower is created in this sector (Chowdhury, 2009).

Twenty-seven projects have been identified under PPP to build infrastructure and improve management of tourism industries in Bangladesh, among which implementation has begun for seven projects (Ahmad, 2009). However, for the development of tourism marketing in the next decade, PPPs can be acted as the important driver in Bangladesh. PPP is also crucial factors in developing tourism marketing and promotional efforts along with improved infrastructure as well as interregional cooperation around the world (Ahmad, 2009; Chowdhury, 2009). There are some specific advantages to create PPP for developing the tourism marketing strategies in Bangladesh identified by Ahmed, (2009, p.3). According to him, these advantages are:

- implementation of high priority tourism development projects identified by the government of Bangladesh in new ways i.e. tourism development zones;
- specialised management knowledge offered by the private sector for the large and multifaceted programmes;
- new technological advancement may be possible by the private sector's involvement;
- assessing and organising wide range of financial resources by the involvement of private sector in Bangladesh;
- private sector's involvement may reduce the size of public sector people and resources;
- its involvement may increase the entrepreneurial development e.g., ownership and operation;
- by sharing the responsibilities among public and private sector, PPP provides benefits that may produce an effective result;
- the important benefit of PPP is providing high level of services;
- improve quality and performance by using the PPP's management techniques and materials;
- constraint of public sector resources may overcome by using private sector resources; and
- private sector's capital may be an alternation source for potential investment.

So, the strong PPP may be one of the effective tourism marketing strategies to develop tourism in Bangladesh.

The following section addresses the chapter's conclusion.

5. 7 Conclusions

This chapter discussed the tourism marketing and promotion related issues in Bangladesh. The role of different stakeholders e.g., tour operators, travel agents, BPC and government, in the development and promotion of tourism marketing in Bangladesh is highlighted here. In this chapter, the tourism marketing development and planning problems were evaluated in order to further tourism growth in Bangladesh. This study has discussed the supply side of tourism marketing in Bangladesh, and its present and possible strengths and problems. Tourism marketing and promotional planning has been a major difficulty of tourism which is due to the slow growth of tourism marketing in Bangladesh. Shortage of tourism marketing research to develop a complete inventory of public utilities is a continuous drawback for those wishing to develop the tourist industry in Bangladesh. Furthermore, the lack of facilities at tourist resort areas, capital constraints, safety and security of tourists, lack of proper marketing knowledge, improper utilisation of marketing funds and budget with delayed implementation procedures and lack of sufficient foreign investment in the tourism sector due to political unrest in the region are all fundamental issues that may be worth considering to resolve the problems of tourism in Bangladesh.

Bangladesh tourism has included a national tourism promotion policy but the resources are not allocated properly to achieve the sectorial goals. In the past, the changing political scene in Bangladesh has seriously affected the momentum of development of her tourist industry. Bangladesh tourism marketing efforts to promote and sell the destination are comparatively weak than other countries. This stems from the country not having a well-developed marketing department to promote and improve the country's image as a holiday destination. In addition, inadequate tourism promotional budget is one of the major constraints of tourism growth in Bangladesh. To recognise Bangladesh as an attractive tourist destination, Bangladesh tourist market has rarely been developed in international markets by the tourism stakeholders

in Bangladesh e.g., public-private tour operators, travel agents, and hoteliers. However, a lot of problems and constraints for the development of tourism in Bangladesh have discussed, including, lack of tourism development funds, low priority of tourism development among the other sectors, few financial incentives by the government for the private sector, lack of infrastructure, and lack of practical and efficient coordination among the relevant governmental organisations. Most of the problems may have an interactive relationship. These problems need to be carefully analysed to make interactive relationships among the problems when revising the national tourism master plan by the government of Bangladesh.

Institutional reform, including strong coordination and collaboration with private sector organisations are also important for the development of Bangladeshi tourism. The national tourism organisation and private sector organisations can play a strong role to promote Bangladesh tourism in the overseas market. Therefore, strong coordination and leadership are pre-requisites among the relevant public and private organisations for the successful promotion of tourism in Bangladesh as it is needed to promote the joint development of tourism in Bangladesh. The BPC is an executive agency of tourism development, working under the MoCAT, who is not strong enough for the coordination and leadership of tourism marketing and promotion in Bangladesh.

It is essential for tourism infrastructure and services to be developed at major tourism sites as they are still lacking the basic infrastructure, tourism facilities and/or services. In most sites, improvement of narrow access roads is necessary. Furthermore, accommodation and restaurants, well-trained guides, route maps, guideposts to the sites, upgrading of exhibition facilities, and night guards for protection of the sites are essential. Private sector investment is also an important issue to development and promotion of tourism in Bangladesh. Financial incentives, such as tax exemption for tourism investments in a certain period are necessary to encourage the private sector's investment for the tourism development in Bangladesh.

Active and efficient tourism marketing and promotional campaigns are essential for the development of international tourism. A more active and efficient promotion and advertising campaign of '*Visit Bangladesh*' by the government is necessary. Today, campaign activities through the Internet and other electronic media including cable,

satellite, national and regional TV channels can be developed for reasonable costs. Newspapers, televisions and magazines are considered more trustworthy than other media along with on-line forms of advertising. Tourists prefer word-of-mouth (WOM) when choosing holiday destinations, but once chosen, web-based resources are used to narrow the itinerary.

Finally, from the above discussion one can make a comment that tourism stakeholders in Bangladesh currently do not engage in substantial promotional activities. They have insufficient budgets and inadequate technological facilities to do so. In this respect, tourism marketing specialised knowledge and sufficient financial resources are important to undertake massive and intensive tourism and marketing promotional strategies, and adequate technological facilities have to be employed for the development and promotion Bangladesh as a tourist destination within the international market. These may boost the tourism marketing in Bangladesh as a tourist destination.

The next chapter discusses the research methodology used in this research.

Chapter 6 Research Methodology

6.1 Introduction

The objective of this chapter is to discuss different philosophical perspectives of research and to describe and justify the research methodology used within this thesis. Alternative approaches to data collection and research are examined in order to determine the most appropriate approach for accomplishing the objectives set out in Chapter 1.

Alternative research methodologies, such as quantitative, qualitative and a mixture of the two, are examined (Fuchs and Weirmair, 2003; Baskerville and Myers, 2004; Fallon and Schofield, 2006b). The empirical part of the research process for this study was conducted through two field studies that were implemented through in-depth interviews and a survey. The survey was carried out by means of a questionnaire.

This chapter is constructed as follows: section 6.2 describes some different philosophical perspectives on research, while section 6.3 discusses types and methods of quantitative and qualitative research. Section 6.4 explains the construction of the hypotheses, research design and techniques of data collection, section 6.5 discusses the empirical research process, data collection by the questionnaire as well as describing measures of reliability. Section 6.6 discusses the data reliability and validity, followed by data analysis methods in Sections 6.7 and 6.8 respectively. Section 6.9 addresses the secondary sources of data in this research. Limitation of the study is discussed in Section 6.10 and finally, Section 6.11 discusses the chapter's conclusion.

The next section addresses the current researcher's philosophical stance in relation to tourism research.

6.2 Philosophical perspectives

All research (whether quantitative or qualitative) is based on underlying assumptions about what constitutes 'valid' research and which research methods are suitable (Hopkins, 2002c; Saunders, 2001; Yin, 2003; Fuchs and Weirmair, 2003; Baskerville

and Myers, 2004; Mazanec, 2005; Fallon and Schofield, 2006b). In order to conduct and/or evaluate all forms of research, it is important to know what these (sometimes hidden) assumptions are. The most relevant philosophical assumptions are those which relate to the underlying epistemology of the research. Epistemology refers to assumptions about knowledge that how it can be obtained (Hathaway, 1995).

Orlikowski and Baroudi (1991), following Chua (1986), suggest three categories of research philosophy: positivist, interpretive and critical. In social research these differences are not always precise (Lee, 1989). Qualitative research can be positivist, interpretive, or critical. However, these three approaches are philosophically different. There is considerable disagreement as to whether these research models or underlying epistemologies are necessarily opposed and whether they can be accommodated within one study.

The research paradigm selected for this study is an interpretivist paradigm and uses a mixed method approach; and therefore, the following ontological and epistemological positions are adopted.

6.2. 1 Ontological position: subjective

Ontology refers to explicit and proper description of shared conceptualisation (Gruber, 1995). Studer et al., (1994, P.15) further explain this definition as: “conceptualisation refers to the abstract model of some phenomenon or domain by having identified its relevant concepts and relationships among them. Explicit means the type of concepts used and the constraints on their use are explicitly defining. Formal means that the ontology may be machine-readable. Shared refers to the facts that the knowledge captured by the ontology is consensual and accepted by a group. Ontology provides a shared and common understanding of a domain that can be communicate across people, computers and therefore be shares and reused among different applications”.

As far as tourism marketing in developing countries is concerned, and using the case of Bangladesh, ontology provides a hierarchically designed set of terms to represent the related field of knowledge, which can be used as a structural framework to develop a knowledge base. Ontology can help interpret findings by showing the

information in a certain context. It provides a basis of communication between the creator of knowledge and the user, generally mediated by information systems (Guba and Lincoln, 1994). Ontology underpins this research because it is concerned with the nature of reality.

Different private and public tour operators may use different marketing promotions for their package programmes. The tour operators publish their brochures and booklets regularly to effectively disseminate messages about their activities as well as tourism arrangements at different destinations in Bangladesh and attract prospective tourists to visit those destinations. Each tour operator would have a different model or different marketing promotions to communicate their potential tourist markets. The effective sources of information for this research are tourism stakeholders in Bangladesh. Therefore, there is no absolute model or subjective position that could be adopted in the research. In this regard, the researcher's philosophical position is within the interpretive paradigm and mixed research methods are used to meet the research objectives.

6.2. 2 Epistemological position: interpretive paradigm

Interpretive research begins with the assumption that access to phenomenon is only available through social construction (Hopkins, 2002c; Trauth, 2001; Douglas, 2003; Barrett and Walsham, 2004; Rowlands, 2005). The philosophical base of interpretive research is the science of interpretation and the study of a specific subject area (Boland, 1985).

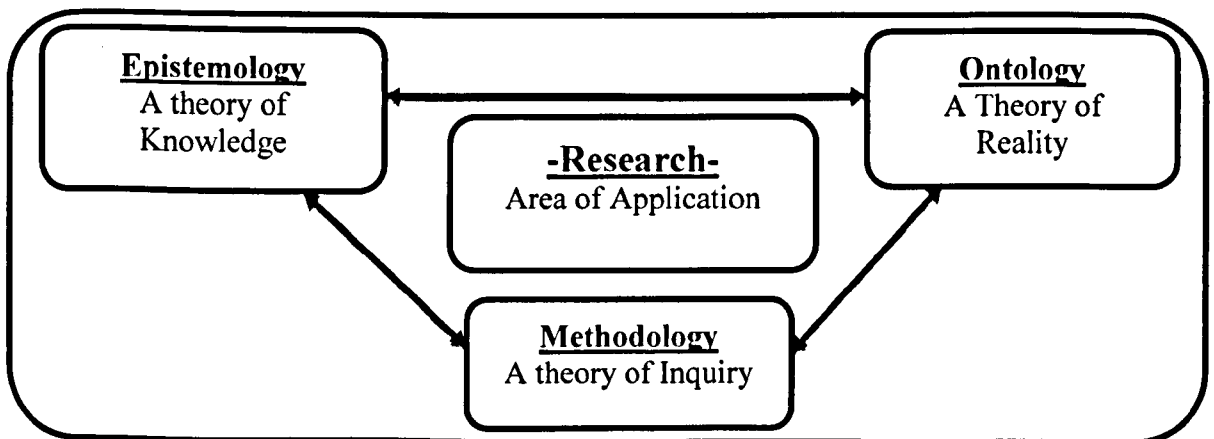
In the context of methodology, interpretive research aims to produce an understanding of the reality that is influenced by social perspectives. According to Klein and Myers (1999b), the knowledge of interpretive research is gained through social construction such as awareness, language and meanings. According to Schwandt (2001), qualitative research is a diverse term covering techniques of data collection, interpretation and translation, which come to terms with the meaning, rather than the measurement or frequency of phenomena in the social world. Therefore, qualitative research tends to be text rather than numbers.

Interpretive research depends on epistemological, ontological and methodological assumptions and conceptions of knowledge and empirical analysis (Walsham, 1995a; 1995b; Klein and Myers, 2001; Barrett and Walsham, 2004). According to a pragmatist concept, knowledge is the product of perception acquired through observation, based on data that are combined to form complex ideas and facts that provide a basis for knowledge (Anderson and Holmqvist, 1995).

Epistemology or the theory of knowledge is a part of Western philosophy that studies the nature and scope of knowledge. The aim of this research is to evaluate the effectiveness of tourism marketing of Bangladesh by examining the marketing and promotional strategies of the Bangladeshi tourist industry and to show how this industry communicates with potential tourists (both foreign and domestic). Therefore, understanding the situation and analysis of tourism marketing and promotion is a main issue. Epistemology is the nature of knowledge influence on beliefs in the world. Epistemology is influences the researcher’s belief which is called methodology.

Beliefs are the nature of reality (ontology), and relate to how knowledge is acquired (epistemology) combined with the nature of how methods are used (methodology) (Guba and Lincoln, 1994). An inductive methodology was adopted in this study. Primary data was collected by field survey and hypotheses were drawn and tested. The research methods considered take into account the theory of knowledge, reality and inquiry and the assumptions associated with each theory. See Figure 6.1.

Figure 6. 1 Conceptual model of research philosophy



Source: Author’s own work.

Figure 6.1 shows that ontology involves constructing a reality of research theory and epistemology involves acquiring the knowledge for the specific research, while methodology involves analysing the relevance of data and information for this area of research application.

In order to achieve the research objectives (see Figure 6.2), the current research was divided into two parts; one is exploratory research, and the other causal research into tourism marketing. As marketing tourism in Bangladesh is a largely unexplored concept, an exploratory study is appropriate to accomplish the research objectives (see Section 6.2). Exploratory research is conducted when not much is known about the situation at hand or when little information is available on how similar problems or research issues have been solved in the past (Sekaran, 2000). Exploratory research, therefore, is useful for generating new ideas, factors or hypotheses, as well as developing techniques for measuring and locating future data. The exploratory research used for the current study adopted a qualitative approach, because this approach is useful to uncover what lies behind the tourism marketing phenomenon about which little is known, which is compatible with the rationale for exploratory studies (Strauss and Corbin, 1990). Exploratory research is used principally to gain a deeper understanding of a phenomenon or issue. However, considering one of the objectives of this research is to generate variables related to tourism marketing, a qualitative approach is more appropriate as an initial study than a quantitative one (Sekaran, 2000). According to Churchill (1999), exploratory studies can involve a literature search, surveys, case analyses, and focus groups. This current research was conducted using an analysis of a case study, i.e., Bangladesh. The reasons for selecting this method are discussed in the next section. To summarise, exploratory research provides an opportunity to formulate and develop hypotheses for a more precise investigation in the secondary stage of the research with regard to the competitiveness of tourism marketing. The exploratory research was used to inform the development of detailed and relevant questionnaires used in the secondary stage of the research.

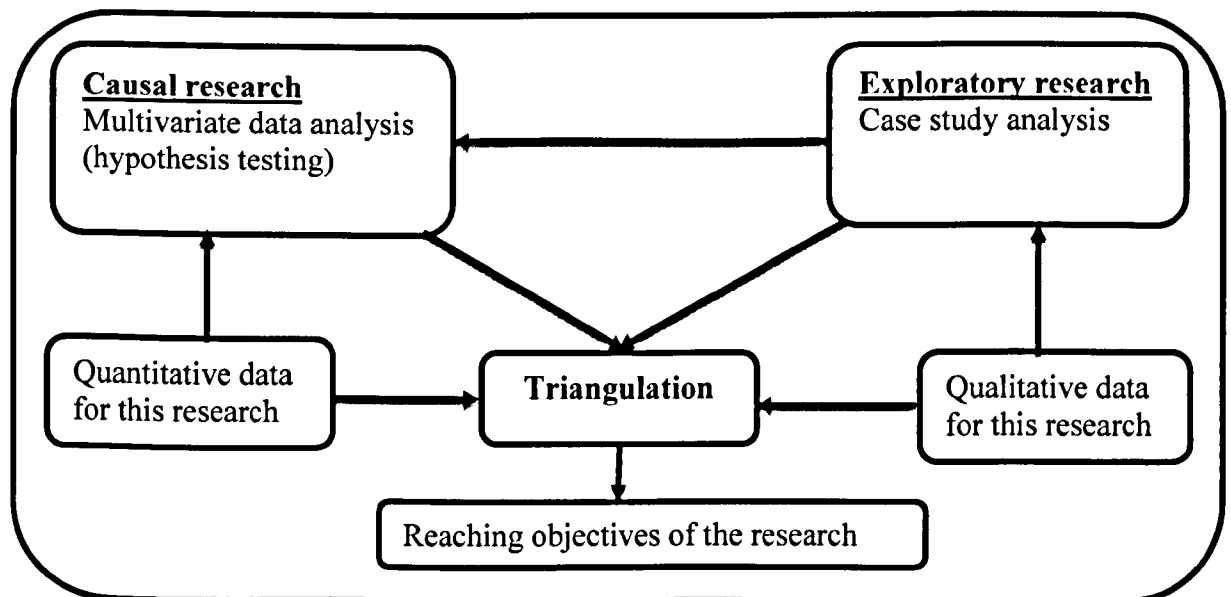
After identifying the first research objective, the research then focused on the remaining objectives. These relate to the identification of different variables and relationships among the variables. This research would be a cause-effect relationship

and hypotheses testing study, which normally adopts a quantitative approach. According to Sekaran (2000), studies that engage in hypothesis-testing usually:

- i. explain the nature of certain relationships or
- ii. identify differences between the variables or
- iii. explain the independence of two or more factors in a situation.

All three points above are relevant to these research objectives. Multivariate data analysis is used for the causal study in this research as various dependent and independent variables are used to measure the effectiveness of tourism marketing in Bangladesh. Causal research explores the effect of one thing on another and, more specifically, the effect of one variable on another. The research also investigates the impact of a specific change of any tourism promotional activities on existing norms and allows market researchers to predict hypothetical scenarios upon which an agency can base its business plan. Causal research is a way of seeing how actions taken will affect a business in the future. A descriptive approach was also partially employed to present not only the characteristics of respondent groups, but also their general perception about the effectiveness and competitiveness of tourism marketing in Bangladesh. Hypothesis-testing is also used to draw inferential decision for this research.

Figure 6. 2 Research process



Source: Author's own work.

The above figure shows that this research incorporates a triangulation technique (Brannen 2003; Denzin, 1989). Triangulation can be used when data are obtained from a number of sources and individuals using a variety of methods with a particular emphasis on the function of confirmation and completeness (Denzin and Lincoln, 2000; Arksey and Knight, 1999). With regards to triangulation, this research used two different methods: one is exploratory research, i.e., analysis of a structured interview survey; and the other is causal research, i.e., multivariate analysis. Both were combined to accomplish the research objectives. Different data sources, including government reports, photos, articles, newspaper articles, meetings minutes and field data were collected and analysed. However, there is a debate around the concept of triangulation with regard to its usefulness and effectiveness. Triangulation is expected to reduce the risk that research conclusions may reflect the systematic biases or limitations of specific methods and allows researchers to gain a better assessment of the validity and generality of their explanations (Maxwell, 1996). Triangulation is also suggested as a powerful solution to the problem of relying too much on any single data source (Patton, 1990). However, triangulation is also criticised for having constraints and drawbacks that may affect the effectiveness of the strategy. The practical constraints are restrictions of time, financial resources and the skill of researchers (Brannen, 2003; Denzin, 1989; Denzin and Lincoln, 1994a). More fundamentally, combining qualitative and quantitative research is not inherently superior to using a single method. Bryman (2003) argues that the specific research problem may be the reason for deciding whether to employ just one of the two approaches or integrate them.

In spite of these limitations, triangulation techniques are expected to contribute to the enhancement of the validity of this study, because, as previously noted, employing a single research method is not sufficient to deal with the diverse research objectives of this study. The practical constraints in Bangladesh seem to be manageable considering the restricted geographical area, an acceptable sample size and sufficient time for the field survey. The primary stage of this research may act as a generator of new issues and a source of hypotheses, which secondary level research which can then quantify and test. The primary stage of this research also could be helpful in developing research instruments (questionnaires and scales). More significantly, this research

itself can bring about not only identification of key concepts but also validate the importance of measuring the effectiveness of tourism marketing.

The next section addresses the research methodology used in this study.

6.3 Methodology: mixed research

In general, mixed research methods are considered as one of the three paradigms in which quantitative and qualitative techniques or other paradigm characteristics are confined in one overall study. The two major types of mixed research are distinguished as mixed method research and mixed model research (Palmerino, 1999; Hopkins, 2003).

Mixed research is where the researcher mixes both qualitative and quantitative research approaches within a stage of a study or across two stages of the research process. As such, a researcher might conduct a survey and use a questionnaire that is composed of multiple closed or quantitative type items as well as several open-ended or qualitative type items. A researcher might also collect qualitative data but then quantify this somehow by using statistical software (Palmerino, 1999).

When different approaches are used to focus on the same phenomenon and they provide the same result, this partially validates each method, which gives the approaches more robust findings as a result. Other important reasons for doing mixed research include complementing one set of results with another; expanding a set of results; or discovering something that would have been missed if one single approach had been used.

Denzin and Lincoln (1994a and 1994b) define qualitative research focus multi-method, comprising an interpretive, realistic approach to the subject matter. This means that qualitative researchers study phenomena and interpret them in terms of the meanings in their original settings. Qualitative research consists of collecting materials related to case study, individual knowledge and reflection, and experience on historical events that describe specific problem and find out a systematic approach of finding solution.

Qualitative research refers to the conceptions, explanations, features, descriptions and codes of things and includes the use of qualitative data derived from interviews, documents and participant observation, to comprehend and describe social phenomena (Myers, 1999). Qualitative research is extensively used in many research studies, using a wide variety of approaches, methods and techniques (Myers and Avison, 2002).

In this study, qualitative research is used as a means of understanding different methodological techniques that explore social or human phenomena. The researcher conducts the study in its original setting and constructs a general picture of it, and analyses reports and in depth views of respondents. Qualitative research varies from person to person and changes over time to express the insight of a particular phenomenon (Hopkins, 2005 and 2006; Myers and Avison, 2002).

Qualitative research arises from observation and does not deal with numbers. Qualitative research provides clear understanding of people in the particular social and cultural contexts. Kaplan and Maxwell (1994) argue that understanding of a specific phenomenon from the participant's point of view can be adversely affected by converting any textual information to quantitative data.

High volumes of respondents are involved in the quantitative research where the response options have been fixed by the use of structured questions. Quantitative research approaches measure research objectives statistically using numbers and provides appropriate interpretation of the results (Hopkins, 2002c; Fuchs and Weirmair, 2003; Baskerville and Myers, 2004, Mazanec, 2005; Fallon and Schofield, 2006a).

Quantitative research usually determines the relationship between one factor e.g., a dependent variable to another factor e.g., an independent variable in a population. This research design is either descriptive or experimental. Descriptive study develops relationship between two variables (Hopkins, 2000).

Variables can be characterised by weight of something, time of occurrence of a particular event, and measurement of a sample of subjects. The relationship between variables can be articulated by different statistical methods, e.g., descriptive statistics,

frequencies and correlations. Quantitative research involves finding appropriate experimental and sampling design, determining optimum sample size, interpreting the nature of the data and finally applying suitable statistical approach to answer the underlying research questions (Gay and Airasian, 1999).

Generally speaking, there is no appropriate answer of the question how big the sample size should be in order to achieve research findings with a satisfactory level of accuracy. However literature suggests using such a sample size which ensures at least 95 per cent confidence interval of the measurements. A 95 per cent confidence interval means if the survey is conducted repeatedly 100 times, the response would belong to the interval at least 95 times out of 100 (Huysamen, 1997).

It can be noted that a number of qualitative research methods can be applied based on the philosophical contexts of qualitative research. A research method is an approach of investigation from the basic philosophical assumptions of the study to research design and collection of data. Data collection procedure is largely influenced by the chosen research method. Before data collection pilot study is important for any studies. This research also conducted pilot study before final survey in Bangladesh.

The pilot study is discussed in the next section.

6. 4 Pilot study

A pilot study is a pre-study of the final field study. It is of crucial importance to precede any research by conducting a pilot study to help the researcher to identify and eliminate possible problems before starting the main study. The pilot study for this current research was conducted in August 2008. Fifteen Bangladeshi students who were studying in the Business Faculty including those studying tourism-related courses in the University of Strathclyde, Glasgow were randomly selected and asked to fill out the questionnaire. An understanding of English was a prerequisite for completing the questionnaire. The focus of the pilot study was to find out which, if any, questions were difficult to understand and to identify any problems associated with the overall structure of the questionnaire. According to Meriwether (2001), there are some reasons to consider a pilot study:

- i. Pilot study provides clear ideas, clues and approaches to the researcher which may support researcher to get clearer findings in the main study
- ii. Pilot study supports researcher to test hypotheses precisely which may provide clear guideline in modifying, dropping and developing new hypotheses for the study.
- iii. Pilot study greatly helps in decreasing the number of unexpected difficulties which may direct a clear path to redesign the parts of study to minimise such difficulties.
- iv. Pilot study is economical in terms of both time and money as it may provide sufficient data and lead the researcher whether he/she will carry on the main study or not, and .
- v. Pilot study assists researcher to check statistical and analytical procedures thoroughly to assess the usefulness of the data. It allows the researcher to change the method of data collection if needed and analyse these data more efficiently in the final study.

The pilot study revealed three problems in general. The first problem pointed out by the respondents was that it would be difficult for those respondents who had never heard of 'effectiveness of tourism promotion' to answer certain questions, which ask for opinions on the concepts related to effectiveness of promotion. To solve this problem, the generally accepted meanings and practical examples of effectiveness of tourism promotion were briefly introduced in another section to enhance understanding of the questions. The second problem was that there was some potential confusion about the context of some questions. This arose mostly via abstract words, jargon, or vagueness of expression, and thus the researcher changed some of those words to be more specific and clear, and also tried to avoid using ambiguous expression such as, 'it seems', 'it is likely that', or 'more or less'. Finally, the redundancy of some questions was also indicated by respondents as a problem, and to avoid these redundancies, the researcher removed some of the overlapping questions or integrated them.

The sampling design is discussed in the following section.

6.5 Sampling design

Sampling is a technique that uses a relatively small number of sample units of a given population as a basis for drawing conclusions about the whole population (Zikmund, 1997). Appropriate sampling design ensures the representativeness of the sample and increases its validity. Probability sampling is generally accepted as the effective way to secure the representativeness of samples that are generalisable. Because the elements in the population have some known chance of being selected as sample subjects, sample is largely inappropriate for qualitative research (Ritchie and Lewis, 2003). In general non-probability sampling techniques are used in qualitative research which deliberately selects sample units to represent some specific features of the population. As the name suggests, a non-probability sampling technique does not guarantee a statistically representative sample as the chances for each unit to be included in the sample are unknown. For this research, interviewees were selected by using judgement sampling and cluster sampling methods, both of which are types of non-probability sampling. As a type of purposive sampling, judgement sampling involves the choice of subjects who have particular structures, which allows a detailed consideration and understanding of the central themes that the researcher wishes to study (Sekaran, 2000). Judgement sampling is thought to be appropriate for this current research, because it is critical to select key informants who can not only provide diverse sources of information about the incidents, historical backgrounds and stories based on their experiences, but also have particular attitudes and opinions as representatives of respective respondent groups (Anderson et al., 1993a and 1993b).

Since there is no population frame available for foreign tourists, the researcher was unable choose a statistically valid sampling design e.g., simple random sampling. Judgement sampling was used for this sample into visitor perceptions of and attitudes towards different tourism marketing and promotional tools in order to evaluate the effectiveness of tourism marketing in Bangladesh.

The sample of tourism stakeholders for this study was collected by a judgement sampling method from the identified sampling frame. The major source of the sampling frame was the homepage of TOAB, which was used by the researcher to produce a list of possible respondents, their addresses, and other details. This

information source contains over 150 tourism stakeholders. A second source, the homepage of the BPC provides directories and resources about tourism stakeholders. The BPC provided local and regional visitor information, destination marketing organisations, and local and national tourism attractions and sites. Once tourism stakeholders were identified, a set of criteria was applied, and it was determined whether the individuals would be included in the sampling frame for this study.

Different categories of population were selected based on the research objectives (see Section 1.3) and specific criteria (see Sub-section 6.5.3). This population is:

- i. the Secretary of the MoCAT
- ii. the Chairman of the BPC;
- iii. the owners of the private tour operators (only TOAB members);
- iv. the owners of the travel agencies (only member of ATAB);
- v. the director of marketing and sales, BBA; and
- vi. the departing foreign tourists visiting in Bangladesh.

The above mentioned stakeholders are identified as the main contributors to marketing activities of the tourist industry in Bangladesh (see Appendix-II, for the list of interviewees).

The fieldwork was conducted between September and November in 2008. The stakeholder's names and the time schedules are given in Appendix II. The following table mention in rate of interviewees responses.

Table 6. 1 Overall structure of interviewees

No. of Respondents	Refused	Number of interviewees	Sectors	Sampling methods	Response rate of per cent
3	0	3	Public sector (MoCAT (Govt.), Tourism industry)	Judgement	100
5	0	5	Travel Agents	Judgement	100
25	8	17	Private Tour Operators	Judgement	68
33	8	25	Total Stakeholders		77

The rate of response of departing foreign tourists

Conducted total visitors	Refused to be respondent	Total respondents	Type of visitors	Sampling method	Response rate of per cent
275	48	227	<i>Departing foreign tourists visiting in BD</i>	<i>Convenience</i>	83

Source: Field survey.

The overall rate of response was 77 per cent of the stakeholder's survey in Bangladesh. The researcher contacted a total of 33 stakeholders, of which 8 of them refused to participate and 25 agreed to participate and duly provided their responses by the completion of the survey questionnaire. Similarly, a 68 per cent rate of response was gained from private tour operators and 100 per cent from the other two groups shown in Table 6.1. The above table also shows that the researcher contacted a total of 275 departing foreign tourists for interview at the ZIA International Airport in Bangladesh. Among them 48 refused to participate due to time pressure or other personal reasons whereas 227 agreed to be interviewed and completed survey questionnaire. Therefore, Table 6.1 shows a clear picture that the rate of response was 83 per cent from the departing foreign tourists in Bangladesh. The researcher was affected by time constraints, which is why it was not possible to include more than 227 visiting tourists during the three months field survey in Bangladesh.

The following subsection addresses the stakeholders, its model and their section criteria.

6.5. 1 Stakeholders

According to Baker and Cameron (2008), to create successful tourism destination as a tourism brand various stakeholders' involvement is one of the important issues. Several authors claim that various stakeholder groups' involvement is needed in the tourism destination development process (de Chernatony and Harris, 2000; Howie, 2003; Morgan et al., 2003; Pride, 2002; Prideaux and Cooper, 2002).

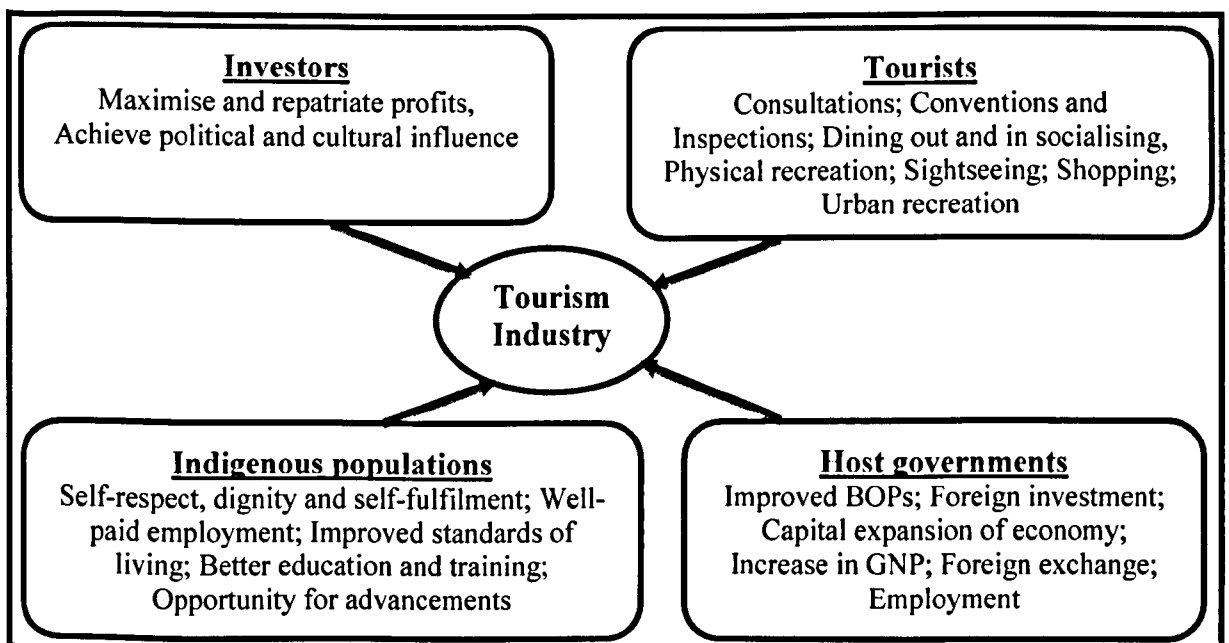
All stakeholders e.g., individuals, organisations and groups participation is important in determining the way and type of tourism development (Simpson, 2001; Baker and Cameron, 2008). Simpson (2001) and Baker and Cameron (2008) go on to suggest that the two main aspects, e.g., stakeholder's identity and their opportunity of involvement are emphasised while defining stakeholder. In addition, stakeholders and leadership issues, and PPPs are widely accepted in the present tourism destination development process.

The next section discusses the tourism stakeholder model.

6.5. 2 Stakeholder model

Tourism is a multi-facets industry. This industry encompasses a wide range of interrelated private and public sectors goods and services. According to Rajotte (1978), tourism is dynamic industry and which requires long- and short-term tourism planning. Shaw and Williams (1994) mention that tourism involves various phases of co-ordinations and inter-relationships at the international, national, regional and local levels. However, Richter (1989) argues that tourism researcher and policy maker emphasis on which tourism markets and what resources can be developed often ignoring who and how these resources can be developed.

Figure 6. 3 Major stakeholders' goals in tourism



Source: Adapted from Haley and Haley, 1997, pp. 595–604.

Figure 6.3 indicates that many stakeholders including government and private investors, indigenous populations, host government and tourists (social and business) involve with the tourism industry in a country to achieve various tourism organisational goals. Many authors including Pearce (1995); Haley and Haley (1997); Haley and Haley (1997b); and Haley et al., (1996) reveal that the various stakeholders goals can be included in the form of tourism development policy. Haley and Haley (1997) suggest that similar industries e.g., airlines, tour operators and hotels can run joint programmes to develop tourism infrastructures from accommodation to entertainment and shopping. For example, many associated industries in regional countries such as India, Nepal, Pakistan, China and Singapore may have interests in tourism in Bangladesh and consequently may support in developing tourism industry in Bangladesh.

The following section addresses the stakeholder's selection criteria in Bangladesh.

6.5. 3 Stakeholder's selection criteria

To choose the stakeholders in Bangladesh for this study, the researcher used a judgement sampling technique. Stakeholders were selected according to their tour operation experience and their length of time operating businesses in Bangladesh. Priority has been given to the expert knowledge available from the tour operators who have been in business a minimum of 10 years. The specific stakeholder's selection criteria are given below:

- i. Minimum 10 years tour operating experiences.
- ii. Have attended at least 5-7 countries for the exhibitions/ fairs and festivals each year
- iii. Stakeholder's head office was located in Dhaka city. Other cities or even their branch offices in Bangladesh were not considered as a sample population for this research. However, the reasons for choosing all stakeholders from Dhaka city are: firstly, all stakeholders who are operating in inbound tour packages are located in the capital city, Dhaka; secondly, the researcher was constrained by time when collecting the primary data and, finally, field surveys are expensive.

- iv. Membership in one or more of the following organisations such as TOAB, ATAB (Association of Travel Agents in Bangladesh), ATAB (Association of Travel Agents of Bangladesh), TDAB (Tourism Developers Association of Bangladesh), and BHGHOA (Bangladesh Hotel Guest House Owners Association). There are some objectives and benefits to be a member of these organisations in Bangladesh (see Appendix no. III-iv (1 and 2).
- v. Offering a variety of tour packages such as cruises, sightseeing, bird watching, and group package.
- vi. Organisation registered with the MoCAT Act 1972 (P.O. No. 143, 1972) (At present Tour Operators and Travel Agency Registration Law and law for Registration and Classification of Hotels and Restaurants are in force. In order to perform a contributory role for raising the standard of these establishments by proper application of laws, the MoCAT will have to be properly organised. Some specific documents are required for the registration of TO or TA under the MoCAT Act in 1972 (amended 1977) (see Appendix no. III-vi).
- vii. Size of the organisation (at least 25 employees, operating a marketing and promotion department, handling at least 2500 visitors per year, and minimum volume of revenue TK. 35,00,000 (US\$ 53846), implementing at least one form of innovation such as product, process, marketing and organisational innovation).
- viii. Follow the Bangladesh Government TPP as well as own tourism promotion policy for the promotion of Bangladesh tourism (Foreign private investment, tourism promotion and protection act 1980). TPP have some specific objectives (see Appendix no. III-viii).
- ix. Have an individual stakeholder's promotional budget of at least TK. 5, 00,000 (US\$7692) each year.
- x. Be owned by individuals (individuals, family, or group of individuals) and is not a part or subsidiary organisation or another tourism organisation.
- xi. Managed in a personalised manner by the owner as managing director, director or manager and not under a formal management arrangement with another organisation. and
- xii. Actively involved in developing and promoting specific destinations in Bangladesh.

All stakeholders selected had also to have been involved in actively developing and promoting one or more tourism sites in Bangladesh. That is, the stakeholders e.g., tour operators have undertaken a promotion plan for a tourism sites on behalf of the Bangladesh government under the MoCAT tourism promotion act (MoCAT, 2007).

Such tourism complexes provide accommodation facilities for guests including beaches, marine parks, botanic gardens, shopping centres and recreation facilities (MoCAT, 2007). According to the Tourism Promotion Act, a tourist complex is defined as a geographical area designated to provide comprehensive tourism facilities and services (MoCAT, 2007). Some of the main aims of developing such destinations are given as expanding leisure space for the enrichment of people's welfare, facilitating inbound tourism and generating regional income (Hossain, 2007).

The following section discusses the interviewees as tourism stakeholders in Bangladesh.

6.5. 4 Tourism stakeholders in Bangladesh (interviewees)

A total of twenty-five stakeholders were selected for the interviews (see Appendix-II, VI and VII). They include the Secretary of the MoCAT, The Peoples' Republic of Bangladesh; the Chairman of BPC, and Managing Directors and Directors from the private tour operators and travel agents in Bangladesh. The standard set of questions was finalised by the researcher in consultation with his academic supervisor before the field survey. Before their interview, they were contacted by fax using official letter head of the Department of Hospitality and Tourism Management at the University of Strathclyde to get access. The persons interviewed were normally the owner and managing director of the respective organisation. A consistent approach was followed by the researcher to obtain accurate data during the interview session: use of a standard interview; taking field notes (as tape recording was declined); clarifying and validating the data during the session when possible; allowing the interview to take place at the respondent's preference; explaining the purpose and objective of the interview; making sure the respondent was comfortable during the interview; explaining and reformulating questions when needed; allowing the respondents to express views in their own way; notifying the respondent that the data

collected would be treated as confidential; and thanking the respondent for his/her contribution in the interview.

The questions consisted of a combination of structured and closed questions. Structured and closed questions control and focus on a limited area of enquiry, while the open-ended questions allow the respondents to express ideas/views/opinions in their own way. As Sekaran (2000) notes, the structured interview uses questions that direct the respondent toward a particular subject area, but the responses to questions are limitless and the interviewer is not looking for predetermined right answer. Some of the questions which relate to the factors e.g., tourism marketing and effectiveness that had been previously reviewed in the literature survey were predetermined before the interviews were conducted, but the remaining questions were developed according to the exigencies of the situation. Some additional questions e.g., revenue and expenses were also asked during the interview sessions in case the respondents raised new relevant issues. Interviews were conducted flexibly allowing the interviewer to alter the sequence of questions when necessary. This is an important strategy, because it enables the researcher to uncover unexpected but crucial factors with regard to measuring the effectiveness of tourism marketing, which achieves both breadth of coverage across key issues and depth of study (Ritchie and Lewis, 2003).

All the questions were open format in order to encourage interviewees to talk and present their opinions freely, rather than just answer 'yes' or 'no'. Face-to-face interviews took place from September to November, in 2008 during a field visit to Bangladesh. The length of each interview was approximately two hours and field notes were taken. Field notes were taken for more accurate and specific data analysis at a later stage and have many advantages. They allow a researcher to devote his/her full attention to writing field notes and listening to the interview and provide an accurate written precise of the interview. Interview questions were translated into Bengali for the purpose of the interview. The respondents were asked to complete the questionnaires by themselves but in cases where the respondents needed assistance for clarification the researcher helped them. It also is a neutral and less intrusive way to record the interview by taking field notes (Ritchie and Lewis, 2003). The researcher selected thirty three organisations for the in-depth interviews from the stakeholder list. Three directly refused to be interviewed because they did not wish to take part and

another five could not provide a suitable time to be interviewed. One of the selection criteria was that the respondent must be a Managing Director, Director or Manager of the organisation. The researcher adhered to this criterion and only twenty three representatives from organisations were interviewed during the specific period, while two other respondents kept the questionnaire and promised to complete them and send them back to the researcher. They have since completed these questionnaires and returned them to the researcher. Thus, in total, twenty five out of thirty three stakeholders provided responses according to the selection criteria, giving an overall seventy seven per cent response rate. Of these, the response rate of the public organisations was one hundred per cent (n=3), and the response rate of the travel agents was also one hundred per cent (n=5). Seventeen of the organisations were private tour operators, with a rate of response of sixty eight per cent (n=25). Respondents came from various sizes of operations, structures and patterns of ownership with this survey. The characteristics of the population are not biased to a specific type of respondent (see Appendix- VI and VII for the covering letter and questionnaire).

The following section discusses the departing foreign tourists in Bangladesh.

6.5. 5 Departing foreign tourists in Bangladesh (survey of respondents)

A total of 227 foreign visitors on holiday were interviewed in the departure lounge at the Zia International Airport (ZIA), Dhaka, Bangladesh. The Airport and Civil Aviation Authority issued a pass for the researcher to use their departure lounge for this period. Information was collected by means of a questionnaire answered by foreign tourists who had been on holiday in Bangladesh; questionnaires were distributed by hand to foreign travellers in the departure lounge at the airport and completed questionnaires retrieved from the respondents on the same day. There was no specific sampling frame available as no statistical data existed for sampling. The researcher used non-probability or convenience sampling and aimed to match the proportions from each country with data on foreign arrivals. Convenience sampling is where the sample units are selected on the basis of their availability rather than selecting from a sampling frame (Anderson et al., 1993). Since there is no population

frame available for foreign tourists, the researcher could not choose a statistically valid sampling design. For the interview procedure, firstly as a courtesy, I introduced myself as a PhD student in the Department of Hospitality and Tourism Management at the University of Strathclyde, Glasgow and offered a business card to the respondents, then asked them where they were from as a country of origin, how long was their tour, have they visited any places in Bangladesh and how had they organised their tour. Finally, the respondents were asked to complete a questionnaire by themselves, before departing the lounge. In cases where the respondents could not understand items or needed assistance for clarification, the researcher explained and helped them to complete it. The researcher assured them that their information will not be used for purposes other than research, promised confidentiality, and gave them thanks with a souvenir such as a pen.

The purpose behind the survey of foreign tourists was to measure the promotional effectiveness of Bangladesh tourism marketing. The researcher felt that the departing tourists would be a reliable source of information as they have had recent experiences of Bangladesh tourism from their visit. This information can help to measure whether the promotion has been effective or not. Bangladesh tourism organisations such as private and public tour operators had undertaken their promotions in different countries throughout the world in different ways, such as through Bangladesh Embassies and BBA offices abroad, through fairs and festivals, website advertisements, through overseas tour operators and overseas newspapers and magazines advertisements. One of the questions asked if the tourists had decided to visit Bangladesh after seeing such a promotion in his/her country by the tourism organisation. If the promotion led him/her to visit Bangladesh then there were questions in the questionnaire aimed at measuring their level of satisfaction, and to see if their level of satisfaction was directly linked to the degree of promotional effectiveness (see Appendix no. IV and V, cover letter and questionnaire).

The reliability and validity of this research are discussed in the following section.

6. 6 Reliability and validity of the research

Reliability and validity are two main criteria used to assess the quality and credibility of the research. As the concepts of reliability and validity developed within the natural

science research field i.e., which relates to quantitative approaches, there are considerable doubts about whether the same concepts have any value in determining the quality of qualitative studies. Ritchie and Lewis (2003) argue that tests and measures of reliability and validity are inappropriate for qualitative investigation and cause considerable confusion when applied. Nevertheless, some authors are of the view that reliability and validity have direct relevance for qualitative research (Silverman, 2004). According to Stenbacka (2001), the reliability and validity concept relates to the good quality of research because reliability is a concept which measures the quality of quantitative study with an aim of clarification whereas quality relates to the qualitative research with an aim of constructing understanding and theme. The reliability concept is not relevant in qualitative research and is even ambiguous in some cases (Stenbacka, 2001). Therefore, it is worthwhile to consider how to secure the reliability and validity of the primary research in the context of qualitative research.

6.6. 1 Reliability

Reliability has diverse meanings such as accuracy in measurement (Sekaran, 2000), replicability of the study (Ritchie and Lewis, 2003), and consistency (Robson, 2002). Reliability can be defined as the degree to which outcomes are statistically independent of the unintended settings of the research (Kirk and Miller, 1986). Therefore, when reliability is secured, a researcher can expect to obtain the same findings if he/she conducts the same research again in the same way. This reliability applies to the current study.

In order to make sure the current study did not violate the reliability criterion, four strategies recommended by Ritchie and Lewis (2003) were applied:

- i. interviewees were prudently selected from diverse data sources, which helped to indicate key tools of tourism marketing promotion and its effectiveness in Bangladesh. Two different sampling methods were employed (judgement and convenience sampling methods) that are complementary each other also contributed to reducing risk of omitting important informants;
- ii. in order to avoid any problem by irrelevant responses, questions were pre-designed and the background and intentions of the research were explained to

interviewees before the interviews commenced. All the interviews were conducted face-to-face in a quiet place avoiding unexpected interruptions;

- iii. the analysis was carried out systematically by incorporating and following the process of categorising data analysis that has been used in other qualitative studies; and
- iv. interpretation of the interviews is well supported by other evidence, such as government reports, diverse promotional materials, and meeting minutes.

The following subsection discusses the research validity.

6.6. 2 Validity

Validity refers to the precision of an interpretation and conclusion (Ritchie and Lewis, 2003). Maxwell (1996) suggests three types of threats to validity in qualitative research. The first is the accuracy or incompleteness of the data. The second is validity enforcing own outline, rather than understanding the other people involved. The third, validity is not considering varying data and alternative interpretations.

In order to avoid those threats and ensure the validity of this study, four strategies recommended by Maxwell (1996) were carried out:

- (i) Although this research mainly depends on data collected by interviews, a wide range of secondary data were used to support the results of interviews (triangulation);
- (ii) In order to make sure the data is correct and rule out the possibility of misinterpretation of the interviews;
- (iii) All the interviews are taken as field notes of the interview, which was expected to provide a full and revealing picture of what occurred; and
- (iv) Field notes were supposed to be correct and unbiased of study to analysis the data.

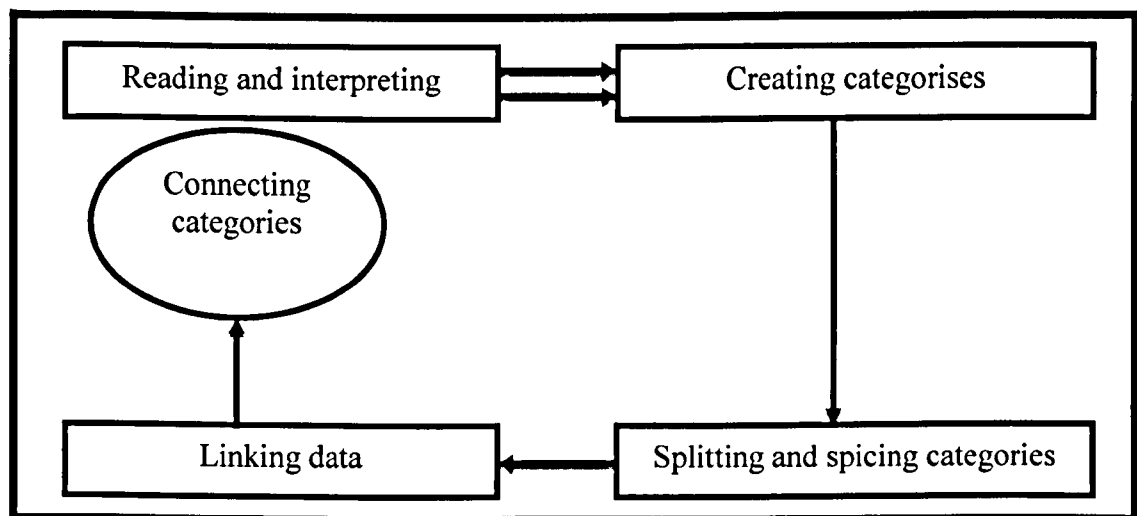
The following section briefly addresses how to analysis data in this study.

6. 7 Data analysis

Data analysis is a process of analysing data into its essential components to represent its characteristic features (Dey, 1993). Analytic options fall into three main groups:

memos, categorising strategies and contextualising strategies (Maxwell, 1996). The survey for this current study followed the rules and procedures of the categorising data analysis method. The main objective of categorising data analysis is to identify main factors or themes by fracturing and rearranging the data into categories. The process is normally called coding (Taylor and Bogdan, 1984; Strauss and Corbin, 1990; Maxwell, 1996). Those categories and sub categories generated from the data analysis were treated as the effectiveness measures of the tourism marketing promotion in Bangladesh. This research also incorporated contextualising strategies in order to interpret the data in the context of tourism promotion. Therefore, connections between those categorised elements (effectiveness of tourism promotion) were also examined. Figure 6.4 below shows the overall process of categorising data analysis.

Figure 6. 4 Overall Qualitative Data Analysis Process



Source: Adopted from Dey, 1996.

On the basis of this analytical approach, the researcher first read and reread the data from field notes, transcripts, documents and other materials. In reading the data the researcher also annotated concepts, themes, and generalised ideas in the context of the effectiveness of tourism marketing promotion. Based on iterated reading and annotation, several categories were created that could be related to hindering factors of effective tourism promotion. There are two extreme approaches generating categories. The first is a 'line-by-line' approach and the other is holistic approach (Dey, 1996). The line-by-line approach generates categories by analysing each bit of data. The significance of a bit of data can be considered by contrasting it with other

bits, by imaging this bit in alternative contexts, or by drawing on relevant theoretical or policy issues. The aim of this approach is to generate a theory that is fully grounded in the data (Strauss and Corbin, 1990). On the other hand, the holistic approach begins with categories that are based on a general comprehension. The emphasis here is to grasp basic themes or issues in the data by adsorbing them as a whole rather than by analysing them line-by-line. This approach is more feasible when the analyst already has fair idea of what he or she is looking for. As Dey (1996) suggests, most data analysis falls somewhere between these two extremes. This approach also follows a middle-order approach, which is regarded as the most flexible way to develop categories. To do so, firstly some categories were generated based on hindering factors suggested by other studies, and then new categories were created by close and specific examination of the data. As a next step, two groups of categories were integrated and classified within the holistic view.

All the data were coded by being given an assigned number and letter and then sorted into the coding categories. Although computer programmes NUD*IST/ NVivo and CAQDAS (Computer Assisted Qualitative Data Analysis Software) can be used to enhance the efficiency of this task, the researcher did this manually, because the data was not thought to be too extensive to be handled manually. This avoided any problems related to translating the transcripts into English before using the software programmes. After the categories were generated and classified according to shared themes and dimensions, incorporations between categories were identified by examining regularities, variations and singularities in the data (Dey, 1996).

The next section addresses the data analysis method.

6. 8 Data analysis methods

This study employs several quantitative analysis techniques as a hypotheses testing study which range from simple descriptive statistics to more complex techniques like Chi-square Goodness-of-fit test, Logistic Regression Analysis (LRA), Principal Components Analysis (PCA), Multivariate Analysis of Variance (MANOVA), and Binary logistic regression analysis (BLRA). To measure the effectiveness of tourism marketing promotion and examine assumptions, the descriptive statistics employed included simple frequency, percentage, mean and standard deviation, which provide

frequencies and statistical characteristics of each variable. These allowed the researcher to identify the general attitudes of the two groups (departing foreign tourists and stakeholders) of respondents towards tourism promotion and its measured effectiveness. Quantitative data was collected from the stakeholders' interview and visiting tourists' surveys, then coded and input into a statistical analysis-computing package SPSS.

Determining an appropriate sample size is a critical issue for any statistical analysis and its assumption tests. However, there is no generally agreed decision regarding sufficient sample size rather it depends on the problem under study although the larger the sample size greater the accuracy of the results (Hatcher 1994). According to Hair et al. (1998) there are many factors that may affect the sample size, for example statistical model, estimation of the model's parameters, deviation from the model's assumptions, and estimation procedures of the research. According to Hu and Bentler (1995), a sample size of 200 or greater is the best for single study. Hair et al. (1998) also suggest that sample size of 200 is an appropriate for single case study. So, the sample of 227 foreign tourists may be satisfactory for this study.

The strategy for analysing the data for this study is to follow the theoretical framework for the evaluation of the marketing effectiveness of Bangladesh tourism. Three categories of data have been collected from the fieldwork. Data from structured and closed questions of the interviews were quantitative in nature, while qualitative data was obtained from the open-ended questions. Data from other sources was a combination of both quantitative and qualitative types. These data have been collected from different stakeholders and visiting foreign tourists in Bangladesh. The approach to analysing each type of data category is noted as quantitative and qualitative.

Since the interviews were conducted in both languages (Bengali and English), the researcher translated stakeholder responses into Bengali to English where stakeholders provided their answer by his/her own language (Bengali) and nothing has lost in translation the stakeholders responses. The qualitative data was analysed based on the original language and then the meaning reported in themes and translated into the English language. This stance was taken to avoid the chance of losing important meanings during the translation process. The researcher needed to ensure that the data was in its original condition from the point of the interviewee and to

avoid original views being modified in transcription during the translation process. Next, the data were coded and grouped in themes based on pattern-matching and content analysis. The patterns of the themes were compared with the qualitative measures from the literature. Finally, data collected from the sources were treated as evidence to support findings. Different coding approaches such as dichotomies, serials and variables are widely recommended by Lazerfeld and Barton (1991). Dichotomies coding means either presence or absence of a fact whereas serial coding provides a numerical value for different categories of data which may reveal low medium and high level of fact. There is no assumption about absolute numbers or equal intervals rather it is subject to researcher's judgement. On the other hand, variable coding refers to absolute points and equality of intervals (Festinger and Katz, 1996).

Most empirical research can be placed in one of two general categories, correlational or experimental research. Correlation research measures the relationships between sets of variables without considering other influential variables. Variables are of two types; independent and dependent. Independent variables come from observation and are error free, whereas dependent variables are measured from the independent variables using the appropriate model (Kendall and Stuart, 1979).

The following subsections contain brief discussion of the statistical techniques used in this research to analyse the data.

6.8. 1 Chi-square test

The chi-square test is the most commonly used to perform hypothesis testing about the percentage distribution of a population or the probability distribution of a random variable. The chi-square test is also known as a test of a measure of fit or "goodness-of-fit" between observations. Chi-square test compares the observed frequencies of a particular event with the frequencies what would be expected. The expected frequencies are either given or can be computed from some priori knowledge. Chi-square test determines whether the observed and expected frequencies are match up fairly well or not.

For Chi-square test, the data are divided into k bins and the test statistic is defined as

$$\chi^2 = \sum_{i=1}^k \frac{(O_i - E_i)^2}{E_i} \dots\dots\dots (1)$$

where, O_i is the observed frequency for bin i and E_i is the expected frequency for bin i , i ranges from 1 to 38 in this case. The statistical computing package SPSS version 17 was used to perform the test.

If any form of marketing initiatives were taken in a country, it would be expected that an increased number of tourists from that country would visit Bangladesh, if the promotions were more effective than the promotions taken in the previous year. On the other hand, if the promotions taken were not effective over the previous year, the country would expect an almost equal number of tourists as it was in the previous year.

6.8. 2 Logistic regression analysis

Logistic regression analysis is a statistical technique that is based on correlation but is always used for more sophisticated exploration of the interrelationship between the variables (Pallant, 2001). In other words, logistic regression analysis is a statistical relationship between single dependent variable and multiple independent variables.

In this study, binary logistic regression (BLR) is used rather than ordinary regression as the dependent variables, as well as the independent variable are of the dichotomous form. BLR is a form of regression where the dependent variable is dichotomous and the independent variables are of any type (continuous, categorical, or both) (Hosmer and Lemeshow, 2004). To analyse whether tourism marketing and promotional activities were effective, a two-stage regression approach was adopted. In the first stage, a discrete binary legit assessment of the effectiveness of tourism marketing and promotion was carried out. The opinion of the tourists on the effectiveness of tourism marketing can be formed as binary choice model which assumes that the choice depends on some identifiable characteristics.

6.8. 3 Principal components analysis

Principal components analysis (PCA) is a data reduction technique based on the work of Jacobi (1804-1851) pertaining to the theory of determinants. It involves transforming the original variables into a number of orthogonal (uncorrelated) variables, known as principal components (PC). Each PC is a linear combination of the original variables where the first PC accounts for the largest proportion of variation in the original data, and each subsequent PC accounts for as much of the remaining variability as possible.

The first PC is a vector X of p variables is a linear function $\alpha_1' x$ of the elements of x having maximum variance, where α_1 is a vector of p constant $\alpha_{11}, \alpha_{12}, \dots, \alpha_{1p}$ and $'$ denotes transpose, so that

$$\alpha_1' x = \alpha_{11}x_1 + \alpha_{12}x_2 + \dots + \alpha_{1p}x_p = \sum_{j=1}^p \alpha_{1j}' x_j \dots \dots \dots (4)$$

Similarly, a linear function $\alpha_2' x$, which is orthogonal with $\alpha_1' x$ having maximum variance represent the second PC, and so on, so that at the k th PC is a linear function $\alpha_k' x$ that has maximum variance subject to being uncorrelated with the preceding $(k-1)$ PCs i.e., the k th PC $\alpha_k' x$ should be uncorrelated with $\alpha_1' x, \alpha_2' x, \dots, \alpha_{k-1}' x$.

PCA is primarily a method used to reduce dimensionality of data sets and only at a later stage is a means to extract physically interpretable quantities (Hastie et al., 2009). The purpose of PCA in this research is to identify any interrelationships among a set of variables as a preliminary procedure before multivariate data analysis. Although determining the number of principal components which best represent the underlying relationship among the variables is generally believed to be up to the researcher, there are commonly used techniques, such as latent root criterion, percentage of variances, scree test and heterogeneity of the respondents which were used (Hair et al., 1998). In this research, the latent root criterion (Eigen values) and the scree test were used. Using the eigenvalue for establishing a cut-off is most reliable when the number of variables is between 15 and 50 (Hair et al, 1998). There are 15 variables indicating the tourism promotional measures in this research. According to Rummel (1984), in that PCA (latent root criterion (Eigenvalues) and the

scree test) procedure, each variable is assumed to be a linear combination of some number of common factors.

6.8. 4 Multivariate analysis of variance

Multiple regressions can easily be extended to deal with situations where the response consists of $p > 1$ different variables, where p is variable. Multivariate regression model is defined as:

$$Y = X\beta + E \dots\dots\dots (1),$$

where, Y is a n by p dimensional matrix consists of the response variables, X is a n by q dimensional matrix containing the independent variables, β is a q by p dimensional matrix containing the unknown parameters of the model, and E is a n by n data matrix containing the error terms.

The unknown parameters are estimated using least squares estimation approach as this ensures providing unbiased estimates of the parameters.

Like all other statistical techniques MANOVA has some underlying assumptions, such as:

- (i) the set of independent variables must follow a multivariate normal distribution
- (ii) the variance-covariance matrices must be equal for all conduct groups; and
- (iii) the observations must be independent (Hair et al., 2007).

Currently, some statistical packages, such as SAS and SPSS, do not provide multivariate normality test but statistical package R does by means of creating some graphs-like pairs plot. If the points form an ellipse or almost circular shape as opposed to a V-shape or wedge-shape it may be concluded that the data set is from multivariate normal distribution. F-test can be employed to test the second assumption. There is no statistical test for testing independence of the data rather it is an issue of methodology. Once the assumptions are met, the least-squares estimates will be unbiased with minimum variance, which reflects the relationships among the factors.

In order to estimate the significance of group differences, four criteria for significance testing (Pillai's trace, Wilks lambda, Hotelling's trace, and Roy's gcr) were employed to increase the validity of the result (Jeong and Choi, 2001). With regard to interpretation of the MANOVA results, a post hoc test was used to assess which of the dependent variables contributed to the overall differences indicated by the statistics. This test is essential, because there may be a subset of variables in the set of variables that emphasises the differences, whereas another subset of variables may be non-significant or may mask the significant effects of the remainder.

The following section discusses the sources of secondary data which was used in this research.

6.9 Sources of secondary data

Secondary data were also used in this study. For this purpose, some data on tourism marketing in general were collected from different sources including newspapers, magazines, journals, periodicals, textbooks, internet, and research reports. The annual reports and webpage of the BPC were also examined for this study. In addition, other theoretical analyses and related materials were consulted and used as references. Different tour operators' souvenirs, brochures, travel handbooks, leaflets and folders were examined in this study. Both government and non-government agencies published and unpublished useful data and information were used in this research. To integrate research concepts and knowledge for the study, collected data and information were broadly studied, justify the reasons of researcher's comments and for the purpose of theoretical framework researcher synthesise essential concepts through the desk research. A thorough literature review helped researcher to acquire a clear idea of the research problems reflected in this research. Thereafter, during the study researcher encountered some specific limitations.

The following section highlights the limitations of this study.

6.10 Limitations of this study

Innovative, adventurous and exotic tourist destinations development and marketing is one of the important issues of tourism in the context of developing countries (Echtner

and Prasad, 2003). According to UNWTO (2007), approximately 30 per cent of all international visitors visit in developing countries. Nonetheless, developing countries tourism destinations, marketing and promotional materials have been heavily criticised over the past decades (Echtner, 2002; UNWTO, 2007). Some of these criticisms are directly related to the unique marketing environment particularly in the context of tourism promotion. There are some specific limitations identified during the research journey are summarised below:

- i. It is important for the researcher not to colour the research with his/her own personal beliefs and background;
- ii. Experience is changing by the learning. It might be argued that this research investigation is not a fully self-study, as researcher had to rely on literatures and experience. Without classifying and outlining literature first-hand experience remains incomplete. The goal of this research is to create new knowledge from first-hand experiences.
- iii. The Bangladesh tourism industry (public or private) has not been well documented; it was very difficult for the researcher to find governmental, private organisation, stakeholder documentation or official records regarding this research issue. Therefore, some of the information was collected from academic reports and newspapers. Some of the respondents also seemed to have difficulties in remembering all the details about this research issue, which had taken place at least five years ago, so their remarks had to be cross-checked by comparing them with other secondary data;
- iv. Another area of difficulty concerns the process of measuring effectiveness. The process that is used may influence the result. In this research, the degree of hindrance to effectiveness was measured based on the perception, opinions, and comments of respondents, as in the cases of Selin and Myers' (1998) and Selin et al. (2000) who examine the concept of effectiveness measures. Humans tend to behave differently when they realise that their behaviour or perceptions are being measured. Therefore the results might be affected by the subjectivity of research of each respondent. However, building up a more objective and comprehensive measurement for promotional effectiveness is beyond the scope of this research. In addition, sometimes it is not easy to establish causal relationships through tourism marketing research;

- v. Simple random sampling is the best sampling method in terms of securing minimum bias and representativeness, but it was not employed for this research, because an up-to-date listing of the population was not available. Nor was population criteria known in relation to the surveyed departing foreign tourists;
- vi. The population of this study was limited to foreign visitors of a tourist destination in Bangladesh. The study may not be generalised beyond this population.
- vii. This research reliance on survey methodology as its primary means of data collection may limit the results due to common method bias. Moreover, the use of field data in hypotheses testing may be limited in terms of reliability.
- viii. Theoretical limitations by not choosing alternative methodologies are another limitation.
- ix. A major limitation of the study is related to the inability the researcher to conduct face-to-face personal interviews with key experts such as, professional academicians. This was due to time constraints, although face-to-face in-depth interviews were undertaken with tourism marketing stakeholders and survey of visiting foreign tourists in Bangladesh was undertaken.
- x. Besides the methodological limitations, the study also has limitations with regards to the temporal gap between the collection of data and its analysis and presentation. Although data was collected in 2008, due to some personal reasons, it was not possible to finish the analysis and discussion by 2009 and present the thesis end of 2010. There may have been further developments in the research area during the period between data collection and analysis, which have not been incorporated in this study. This is an obvious limitation to the study.
- xi. It is rather surprising that there is a dearth of research into tourism marketing in developing countries. Relatively poor data on tourism marketing in developing countries are available for this research and there is a very little on the phenomenon in developing countries in the real world.
- xii. Limited sources of information are available so that, up-to-date literature is usually inadequate, which is also another clear limitation to this study. As a result, it was very difficult to interpret and generalise aggregate information. However, where possible secondary sources have been used to fill the gap, and

it is hoped that the outcomes of the research are still relevant to the subject matter of the study and make a contribution to knowledge and the literature related to the research topic.

xiii. Accurate prediction may also be difficult, especially given that the opinions and attitudes expressed by the interviewees (stakeholders and visiting foreign tourists) may change. However, emphasis on the scientific method improves the quality of the research output, which in turn can improve the quality of decision-making.

xiv. The paucity of information on tourism marketing in developing countries is a significant problem, which has a number of potentially serious implications pertaining to policy development and practical implications of tourism marketing. This research addresses the problem by examining tourism marketing relating to developing countries as well as Bangladesh.

The chapter's conclusion addresses in the following section.

6. 11 Conclusions

This chapter discussed the research methodology of this study, including the philosophical perspective and the researcher's own position in the perspective of ontological and epistemological point of view. This research used mixed method as its research methodology. The overall objective of this study is to analyse the issues and challenges of tourism marketing in Bangladesh, with a specific objective of measuring the effectiveness of tourism marketing of Bangladesh. Based on this objective, this chapter began by discussing the philosophical perspective of the research, and then went on to look at the advantages of using triangulation techniques to justify combination of two methods in the data collection and sampling techniques. Sources of secondary data were also discussed in this chapter. Next, the stakeholder criteria were identified as well as the data analysis method. Finally, the procedure of conducting face-to-face in-depth interviews was explained. This survey established a high degree of confidence between interviewees and interviewer, which enabled the researcher to measure the effectiveness of tourism marketing in Bangladesh. The data validity and reliability and the analysis methods were also discussed in this chapter. Although the fieldwork was completed within three months, the researcher faced a number of difficulties with this aspect of the study. Firstly, gaining access to some

locations, especially the airport was problematic, often due to the organisational bureaucracy which exists in Bangladesh. Secondly, Bangladesh tourism organisations are not well documented, e.g., computer and Internet and did not maintain a proper database system for their documents which caused delays in retrieving relevant data and information from the respective organisation. Thirdly, another difficulty arose by the transfer of MoCAT's secretary into other ministry by the government of Bangladesh and their take over programme caused a delay in conducting the survey for this informant. Data reliability and quality, data logistical and data access problems were also an issue as this study is a new research area of tourism in Bangladesh. Finally, time, money and available resources were also major problems for the researcher. This experience enabled the researcher to gather practical knowledge and strategies in how to overcome these fieldwork issues.

This research is primarily an exploratory study, as tourism marketing and promotion, particularly in a developing country, has not really been investigated. Measuring the effectiveness of tourism marketing in Bangladesh has rarely been addressed before. Therefore, the first stage of the analysis explored measures of promotional effectiveness. Although the study set out to identify how promotional effectiveness can be measured in the context of Bangladesh tourism, the results have limitations to address all the research objectives. A multivariate data analysis method was used as a quantitative technique which not only strengthens the approach, but also enhances the overall validity of the study.

The following chapter discusses the data analyses, presentation and findings of the field survey.

Chapter 7 Findings, Analysis and Discussion on Visiting Foreign Tourists in Bangladesh

7.1 Introduction

This chapter discusses the perceptions and views of Bangladeshi tourism reported by foreign tourists. The aim is to analyse this information in terms of the promotional effectiveness of Bangladesh tourism which is one of the main objectives of this research. It contains several sections: data management, analysis, findings, and conclusions. Findings start with response rates, the reliability test and then a general picture of the characteristics of respondents, overall opinions about the image of Bangladesh, promotions, and general attitudes of respondents by using descriptive statistics. Chi-square goodness-of-fit test is applied in Section 7.3, which has produced generalised underlying dimensions of expected and observed frequencies about the respondents' (visiting foreign tourists) country of origin and employs a chi-square test. A logistic regression analysis is used in Section 7.18 to assess the effectiveness of promotions undertaken by tourism organisations in Bangladesh. The researcher has used binary logistic regression (BLR) analysis as a logistic regression analysis. To analyse whether the promotional activities were effective or not, a two-stage regression approach was adopted. A discrete binary legit was carried out to assess promotional effectiveness. The opinion of the tourists on promotional effectiveness can be evaluated by using binary choice models which assume that the choice depends on some identifiable characteristics. Section 7.19 uses principle components analysis as a means of measuring the tourists' opinions and feelings about the effectiveness of each form of promotion undertaken by the tourism organisations using the fifteen items identified.

7.2 Procedure of data management of visiting foreign tourists

Data were gathered from departing foreign tourists by in-depth interviews conducted at the Zia International Airport in Bangladesh. The rich data were collected and then sorted out and transformed into an analysable form (Walsh, 2003). The main goal of

the data management is to summarise the unsorted data into related themes and patterns and to develop explanations or theses for these relationships (Hill and McGowan, 1999). However, the quantifiable data from the structured interview questions were transferred directly into the analysis sheet. The structured format made it easier and quicker to respond to straight-forward and short answer questions (Tinsley and Lynch, 2001; Fallon and Kwiwoken, 2003). SPSS (Statistical Package for the Social Sciences) version 17 was used to analyse quantitative data. This analysis was performed in general for the purpose of descriptive statistics, for frequencies and percentages, and other appropriate statistical tests. Descriptive statistics are mostly used to analyse hospitality and tourism research data (Crawford-Welch and McClearly, 1992). Furthermore, the purpose of this study is to test hypotheses mentioned in Sections 1.3, and in this regard, advanced statistical tests are required (Martinez et al., 2003).

SPSS is used for the statistical data analysis; for each dependent statement, i.e., the respondents' positive or negative feelings and their level of agreement is cross-tabulated with the independent variables, i.e., country of origin, repeat visit, length of stay, future visit, and trip decision which are influenced by the promotion. These data were analysed by using chi-square and other appropriate tests to measure the effectiveness of tourism marketing. In this regard, the data imputation procedures are described in Appendix IX.

The following section compares the number of tourists visiting Bangladesh during September to November 2008 with the number of tourists visiting Bangladesh during the same period in the previous year.

7.3 Chi-square test on tourist arrivals

Chi-square test is employed here to test if the number of tourist increased significantly in 2008 compared to 2007. If it turns out to be a significant increase it may demonstrate that the promotions taken in late 2008 are much more effective than the promotions undertaken at the same time in the previous year. Otherwise the inverse is the case.

The researcher interviewed 227 tourists during September to November in 2008 whereas the total number of tourists visited Bangladesh during these 3 months was 234,415. Therefore the survey data consists of only 0.1% e.g., 227/234415 of the tourists. To compare these data with that of previous year (2007), researcher needed to select an equal percentage (0.1%) of the number of tourists visited Bangladesh from the specific countries. In 2007, during September to November, Bangladesh received 207,662 tourists. Country-wise tourist arrivals are available in the Department of Tourism and Statistics in BPC (BPC, 2010). So researcher took 0.1% of the number of tourists visited Bangladesh in 2007, shown in Table 7.1. Now researcher wants to compare whether the number of tourists significantly increased as an effect of promotional activities taken in 2008. It should be mentioned here that other factors may involve in influencing visitors to visit Bangladesh but the researcher did not consider those factors in this research. Furthermore, it was also assumed that promotional activities taken in a specific year has influenced tourist arrivals on that year only and it has no effect on the following years.

Table 7. 1 Comparative picture of country of origin in 2008 and 2007

Country of Origin	2008	2007*	Country of Origin	2008	2007*	Country of origin	2008	2007*
Australia	9	3	Indonesia	3	1	Philippine	5	1
Bahrain	2	1	Italy	8	1	Portugal	7	1
Belgium	2	1	Japan	13	2	Qatar	7	1
Canada	10	3	Jordan	3	1	Singapore	5	1
China	5	4	Kenya	2	1	Spain	7	1
Denmark	5	1	Korea	6	2	Sudan	4	1
Egypt	4	1	Kuwait	2	1	Sweden	3	1
Finland	4	1	Malaysia	3	1	Switzerland	4	1
France	2	1	Maldives	7	1	Taiwan	5	1
Germany	4	2	Myanmar	7	1	Thailand	9	1
Greece	6	1	Nepal	6	1	UK	13	11
Hong Kong	3	1	New Zealand	5	1	USA	20	9
India	22	11	Pakistan	6	4			

Source: Field Survey. Note: *2007 data scaled on the basis of 227/234415 for comparative purposes.

Table 7.1 shows that the 227 foreign tourists for this study came from 38 countries. The greatest numbers are from the USA, UK, and Japan (20, 13 and 13 respectively); with 9 per cent of tourists from USA, and 6 per cent from UK and Japan respectively. 11 interviewees arrived from India (5 per cent of total tourists). Equal percentages of interviewees (4 per cent of total tourists) came from Australia (9), Canada (10), Italy (8), and Thailand (9) respectively. The remainder are from 30 different countries. In 2007, the opposite picture has shown in all other countries during the same time except India. However, Table 7.1 shows that more tourists visited Bangladesh in 2008 than the previous year (2007) and tourism marketing and promotional activities are motivated visitors to visit Bangladesh.

The survey results show that after promotional activities by the tourism organisations in different countries were undertaken in 2008, the number of foreign visitors from the USA, UK, Canada, Japan, Thailand, Spain, Greece, India, and Australia increased in 2008 than previous year. These are the major markets of Bangladeshi tourism. In addition, the number of arrivals from other parts of the world also increased in 2008 as shown in Table 7.1. It is a positive and clear picture that the promotional activities in Bangladesh were contributing to double-digit growth in visitors during this period (September to November, 2008) and a very large numbers of overseas visitors were seen only from USA; UK, Canada, Japan, and India as recognition of a cheaper sunshine destinations.

Now, in terms of Chi-square test, researcher tested whether the tourist arrivals in 2008 was significantly higher than that of 2007. An appropriate null hypothesis to be tested in this situation is:

H_0 : Marketing promotions taken in 2008 had no effect in increasing the number of tourists.

H_1 : Marketing promotions had an effect in increasing the number of tourists.

Under the null hypothesis the expected number of tourists E_i from different countries is the same as the number of tourists in 2007 and O_i is the actual number of tourists observed in 2008.

The Chi-square (χ^2) statistic is defined in Section 6.10. After simple manipulation, the calculated value of the statistic becomes 603.3914. The decision can be made either by comparing this calculated value with the tabulated value or by comparing the p-value with level of significant. Here the first option has been used. At 5 per cent level of significance with 38 degrees of freedom (since there are 38 countries) the critical value of χ^2 distribution is 53.38 (see Appendix-XIV).

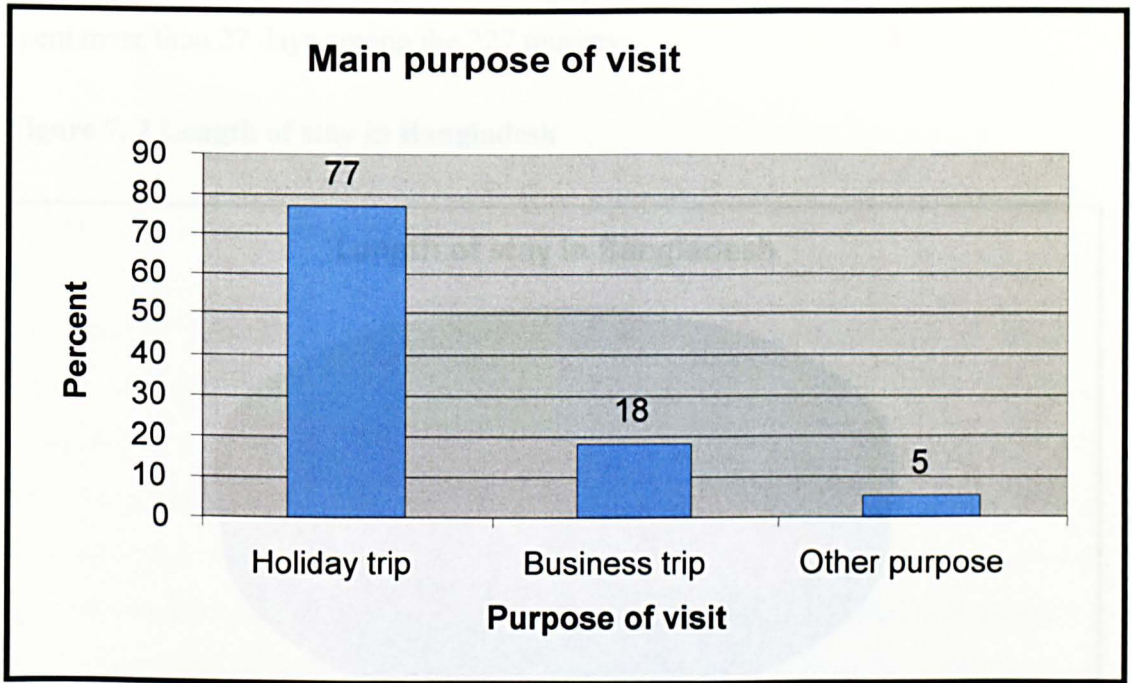
The calculated value is greater than the critical value suggests rejecting the null hypothesis against the alternative hypothesis. There is a significant effect of marketing promotional activities on increasing the number of tourists in 2008 compared to the previous year. Bangladesh tourism organisations had undertaken tourism marketing promotional activities in the above mentioned countries (see Chapter 8). The chi-square test demonstrates that in general these marketing promotional activities were more effective than that of the previous year.

The next section analyses the purpose of visit of foreign tourists in Bangladesh.

7. 4 Purpose of visit in Bangladesh

The Bangladesh tourism industry, while very visible, brings in less revenue than other service industries e.g., manufacturing industry. According to survey question number 4, 227 visiting tourists were asked about the purpose of their visits to Bangladesh. Figure 7.1 shows that 77 per cent (174) of international tourists visited Bangladesh for a holiday and 18 per cent (41) arrivals for business and leisure trips. The remaining 5 per cent (12) of international travellers came to Bangladesh for other reasons such as visiting family, friends and relatives, religious purposes/pilgrimages, and conferences etc. Results also show that the highest percentage (more than 50 per cent) of international arrivals came to Bangladesh for a holiday rather than for business. However, the market for leisure tourism is fragmenting into segments that include cultural tourism, eco-tourism and adventure sports.

Figure 7. 1 The main purpose of visit



Source: Field Survey.

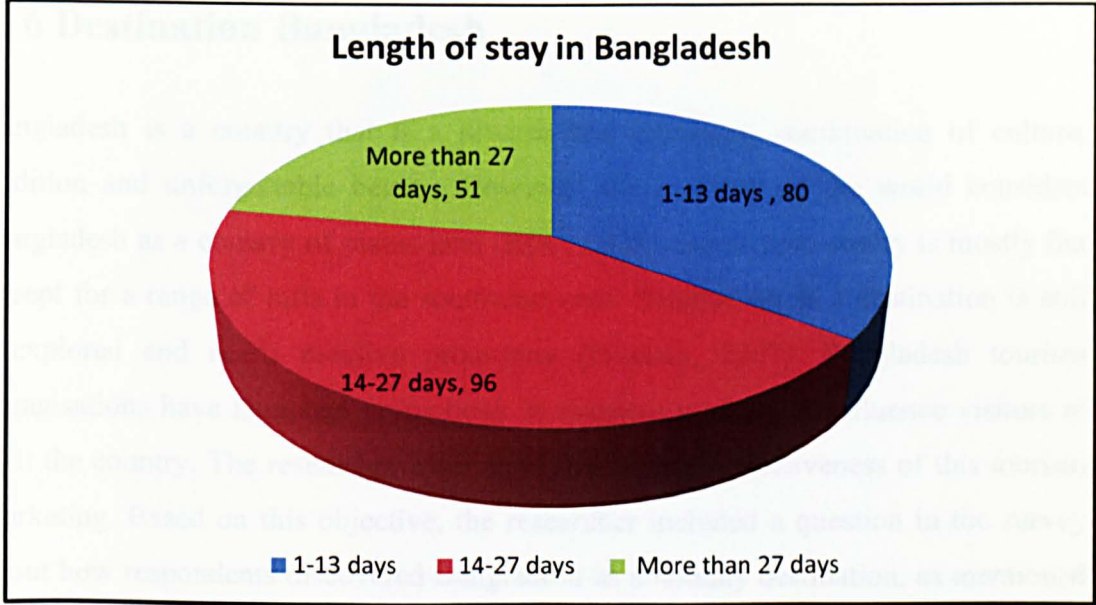
The following section addresses the length of stay in Bangladesh of visiting foreign tourists.

7. 5 Length of stay

This research measures the effectiveness of tourism marketing undertaken by Bangladeshi tourism organisations in order to influence the length of international tourists' stay in Bangladesh. In this case, the image of a place is an important consideration factor. Therefore, if promotion can have a direct effect an individual's decision to visit a destination then visitors' length of stay will increase. It is important that once the promotional factors affect visitor's decisions positively, then visitors would be encouraged to stay longer. As a result, visitors will spend more money and country would be more economic benefited. The effect of this trend is emphasised because the different holiday products tend to be marketed in packages. Bangladesh is a sightseeing tourism destination, which involves incomers visiting as many places as possible during one trip. Based on the researcher's survey data, the following figure depicts the average length of stay of foreign tourists from the different countries.

Figure 7.2 also shows that, 43 per cent (80) of 227 international tourists spent 1-13 days in Bangladesh, while 22 per cent (96) spent 14-27 days, 35 per cent (51) visitors spent more than 27 days among the 227 tourists.

Figure 7. 2 Length of stay in Bangladesh



Source: Field Survey.

In order for tourism to have a greater impact on local economies than other sectors, it is necessary to encourage tourists to stay in the area for a longer period of time than shorter period by the promotional activities e.g., increase the size of tour packages and to increase their opportunities for spending in Bangladesh. An increase in the variety of available tourism attractions and high quality tourism services may contribute towards this. Visitor’s length of stay in Bangladesh trend has shown that the visitors’ overall, average length of stay in Bangladesh is more than two weeks and less than four weeks. Therefore, successful tourism promotion of this holiday could increase the length of stay by visitors and thereby assist service providers to gain more economic benefits, on the condition that tourists’ level of daily spending will continue to make a contribution to this trend at the desired level. Visitor’s length of stay would not be possible to make longer unless sufficient actions are taken to raise awareness of Bangladesh tourism products through active tourism marketing and promotion. However, length of stay is an important factor to be decided before the start of the trips, as many things need to be organised such as flights and accommodations need

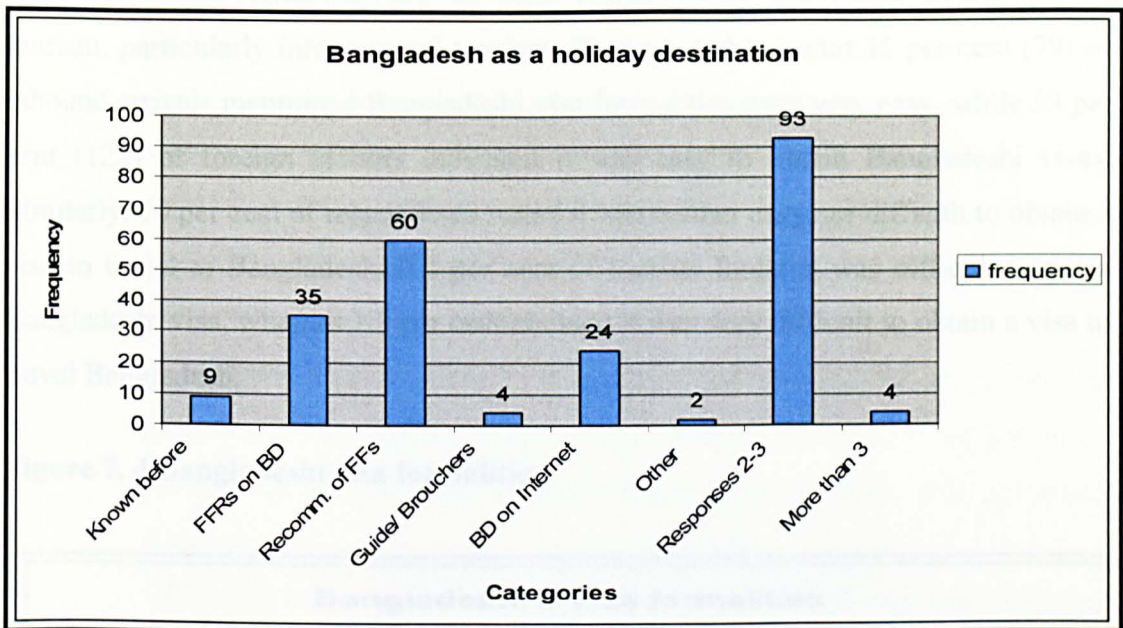
to be booked in advance prior to trips. The tourism world is highly competitive and targeted marketing activities may attract the right type of tourists to a destination in Bangladesh.

The next section discusses opinions about Bangladesh as a holiday destination.

7. 6 Destination Bangladesh

Bangladesh is a country that is a diverse and intriguing combination of culture, tradition and unforgettable beauty. However, the majority of the world considers Bangladesh as a country of plains land (BPC, 2008), that is the country is mostly flat except for a range of hills in the south-east area. Bangladesh as a destination is still unexplored and needs massive promotion (Hossain, 2007). Bangladesh tourism organisations have launched promotions in overseas markets to influence visitors to visit the country. The researcher's aim is to measure the effectiveness of this tourism marketing. Based on this objective, the researcher included a question in the survey about how respondents discovered Bangladesh as a holiday destination, as mentioned in Section 7.3. The survey results shown in Figure 7.3 demonstrate that 4 per cent (9) tourists have prior knowledge about Bangladesh. The highest number of visitors, 41 per cent (93) mentioned that they knew about Bangladesh from two to three different sources, while 26 per cent (60) were recommended Bangladesh as a holiday destination by family and friends. Similarly, 15 per cent (35) arrivals mentioned they found out about their holiday destination in Bangladesh from family friends and relatives (FFRs) in Bangladesh, and 11 per cent (24) of them read about Bangladesh on the Internet, while 2 per cent (4) of foreign visitors stated they got information about Bangladesh as a holiday destination from more than three different sources, and 1 per cent (2) cited other sources as influencing their choice of holiday destination.

Figure 7. 3 Holiday destination in Bangladesh



Source: Field Survey.

If people knew more about the various tourism places in Bangladesh, more visitors may be motivated to visit the country. As result, Bangladesh may earn additional revenue that could contribute to the development of the country's economy in future. To summarise, visitors may be informed about various tourism places in Bangladesh from different ways i.e. newspaper, magazine, guidebook, brochure, advertisement, fair festival, exhibition, internet, family friends and relatives and word-of-mouth.

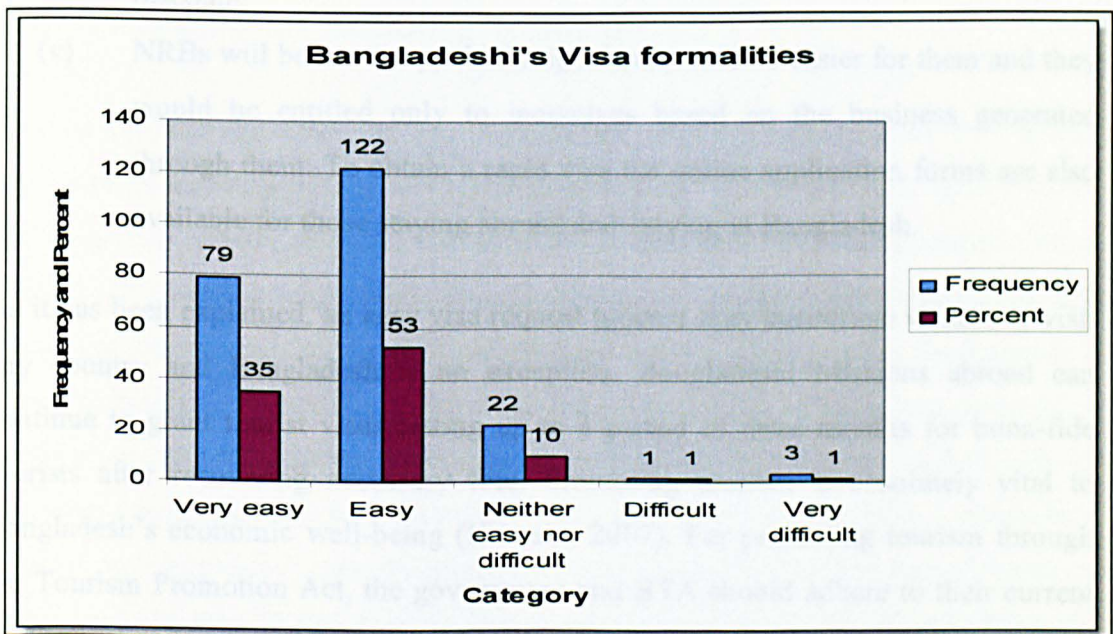
The following section addresses visitors' opinions about Bangladeshi VISA formalities.

7. 7 VISA formalities to get access in Bangladesh

Bangladesh attracts visitors to visit its vast range of historical and natural resources and favourable climate. Although this research is limited to evaluating the effectiveness of tourism marketing and promotional activities in Bangladesh, the researcher also considered the visa formalities issue. Visa requirements are a major issue in international tourism. Visas can slow down tourist flows, depending on whether a tourist visa is required to enter the country and how easily it is obtained (Ahmed and Krohn, 1990a), and therefore nullify governmental and non-

governmental promotion efforts if this process becomes too complex or prohibitive. Visa and border formalities are the most crucial factor that stands in the way of tourism, particularly intraregional tourism. Figure 7.4 shows that 35 per cent (79) of inbound arrivals mentioned Bangladeshi visa formalities were very easy, while 53 per cent (122) of foreign visitors indicated it was easy to obtain Bangladeshi visas. Similarly, 10 per cent of respondents stated it was neither easy nor difficult to obtain a visa to travel to Bangladesh; 0.4 per cent of tourists found it was difficult to get a Bangladeshi visa, whereas 1.3 per cent claimed it was very difficult to obtain a visa to travel Bangladesh.

Figure 7. 4 Bangladeshi visa formalities



Source: Field Survey.

Visa processing constraints are one of the main obstacles to promoting the country's tourist industry (BPC, 2009). The government of Bangladesh has approved a flexible visa policy with a view to modernise and simplify the process of obtaining a visa, promote the local tourist industry and encourage people to visit Bangladesh, especially during high season from September to March (MoCAT, 2009). According to MoCAT (2008), for attracting more tourists, MoCAT has taken up several steps. These steps are:

- (i) to enlist the support of Non Resident Bengalis (NRBs), to promote Bangladesh as a preferred destination among their friends and associates;
- (ii) NRBs could be visitors, businessmen, housewives, students or any other professionals who in their spare time motivate their friends to visit Bangladesh;
- (iii) NRBs and foreign visitors could disseminate information on Bangladesh and marketing Bangladesh tourism products amongst their family, friends and relatives as potential visitors;
- (iv) those NRBs are includes their business for special tourism promotion purposes will be entitled to get some incentives on the business generated through them while the tourists booked through them will get some discount;
- (v) NRBs will be honorary, obtaining a visa would be easier for them and they would be entitled only to incentives based on the business generated through them. To obtain a rapid visa the online application forms are also available for those staying abroad and staying in Bangladesh.

As it has been explained, an easy visa request process may encourage visitors to visit any country and Bangladesh is no exception. Bangladeshi Missions abroad can continue to grant tourist visas lasting up to a period of three months for bona-fide tourists after recovering necessary fees. Promoting tourism is absolutely vital to Bangladesh's economic well-being (Hossain, 2007). For promoting tourism through the Tourism Promotion Act, the government and BTA should adhere to their current tourism-related responsibilities: making travel to the Bangladesh easier by expanding the Visa Waiver Programme (VWP) for many developed countries in the world, improving visa services, on line services, Electronic System for Travel Authorisation (ESTA) and upgrading infrastructure at key ports of entry (MoCAT, 2010). The VWP is an excellent way to sustain the tourism industry, make Bangladesh a safer place, and improving the country's image abroad. ESTA is an automated system used to determine the eligibility of visitors to travel to Bangladesh under the VWP. According to MoCAT (2010), tourism development is directly related to the country's visa formalities abroad. When foreign travellers come to Bangladesh, interact with Bangladeshis, and gain an understanding of what makes Bangladesh a viable tourist destination, they then share their experiences with members of their own

communities, helping to improve Bangladesh's image around the world. To make the process of obtaining a visa easier, the Bangladeshi government has already taken the positive steps mentioned by the Secretary of MoCAT (2008) in Bangladesh. The Secretary of MoCAT (2008) also then noted, it will be easier to get a visa to visit Bangladesh by the change of current regulations via the Bangladesh Embassy as the government of Bangladesh already set up a "tourism vision 2020" to promote and develop country's tourist industry abroad. MoCAT's main aim is to boost Bangladesh tourism in the future.

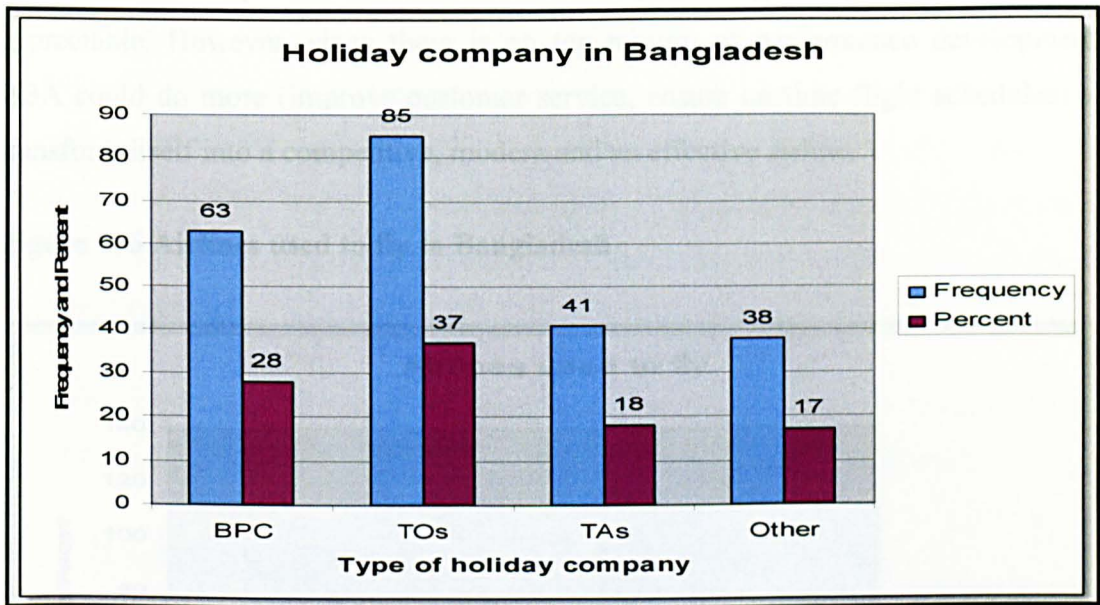
The following section analyses visitors' opinions about their travelling on package holiday to Bangladesh.

7. 8 Travelling on package holidays

Tourism promotional activities are targeting the package holiday market to attract more foreign and domestic tourists. Busby and Klug (2001) state that there is clear evidence that various agencies, in both the public and the private sectors, have realised the potential of promotional literature in attracting tourists/visitors and are promoting the country's image. Ashworth and Voogd (1994, p.17) describes that place or destination promotion can be defined as the selling of a selected package of facilities or the selling of the place as a whole through images composed of various attributes associated with it. According to Pouroos (1999), Bangladeshi documentary films or movies creates country's image as a promotional tool of Bangladesh tourism. Busby and Hambly (2000) suggest that the holiday companies in Bangladesh may offer special documentary movie or literature-connected tours and holidays in different tourism places in the country.

Figure 7.5 shows that 27 per cent (62) of tourists visited Bangladesh by purchasing a BPC (public tour operator) package holiday, while 37 per cent (84) of the 227 tourists travelled on a private tour operators' package holiday. Eighteen per cent booked their holiday as a package through a travel agency, whereas 17 per cent (38) of tourists travelled by others means such as, family, friends, relatives, conferences and business organisations. The above visitors in tour groups are organised by and travelled through the registered tour operators and travel agencies.

Figure 7.5 Holiday company in Bangladesh



Source: Field Survey.

These promotional activities are successful in selling their tourism products and packages effectively for the potential holiday makers in overseas markets. According to Pritchard and Morgan (2000), positive advertising has a long-term effect of tourists flow in Bangladesh. Interestingly, the biggest Bangladeshi public tour operator organisation, the BPC (2008) claims that different promotional programmes have been taken to target young, single holidaymakers to encourage them to visit Bangladesh.

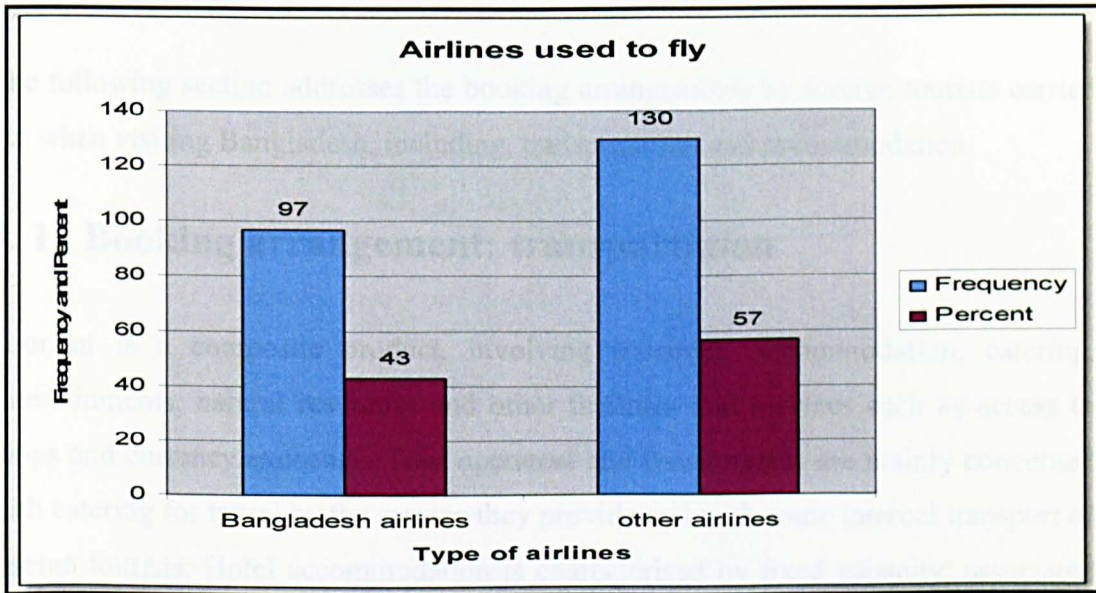
The next section discusses the airlines used to fly to Bangladesh by the departing foreign tourists.

7.9 Airlines used to fly to Bangladesh

Air travel is one of the key factors in the development of tourism industry. Bangladeshi flag carriers are competing with other airlines and it is working with the tourism authorities of Bangladesh to cooperate and develop tourism markets internationally. Figure 7.6 indicates that BBA generated 43 per cent of the sample i.e. 97 visitors to fly to Bangladesh, whereas 57 per cent i.e. 130 visitors among 227 visitors used other airlines. The majority of country's tourists are carried by non-flag carrier airlines in Bangladesh (see Appendix-X). There are around 27 international

airlines operate in Bangladesh of which BBA alone carries 43 per cent of the tourists, that is noteworthy. So the BBA's role in promoting Bangladesh tourism is appreciable. However, since there is no top margin of performance development, BBA could do more (improve customer service, ensure on time flight schedules) to transform itself into a competitive, modern and an effective airline.

Figure 7. 6 Airlines used to fly to Bangladesh



Source: Field Survey.

The following section discusses different promotions seen by visitors.

7. 10 Different promotional programmes

Respondents for the survey reported having seen different types of promotions originating from different sources. They include, : online advertisements; tourism fairs and exhibitions in their respective countries; brochures and leaflets; tourist information websites; information from local tour operators and travel agents; magazine advertisements; Internet video clips; advertisements in local newspapers; billboards; TV advertisements; tourism and trade fairs advertisements; documentary video; posters; information from tourism fair stalls; tourism handbooks and student presentations. Respondents also reported positive feelings and comments on video clips about mangrove forests and sea beaches, advertisements on archaeological sites, historical places, monuments, natural attractions, museums, rivers, and bird watching-

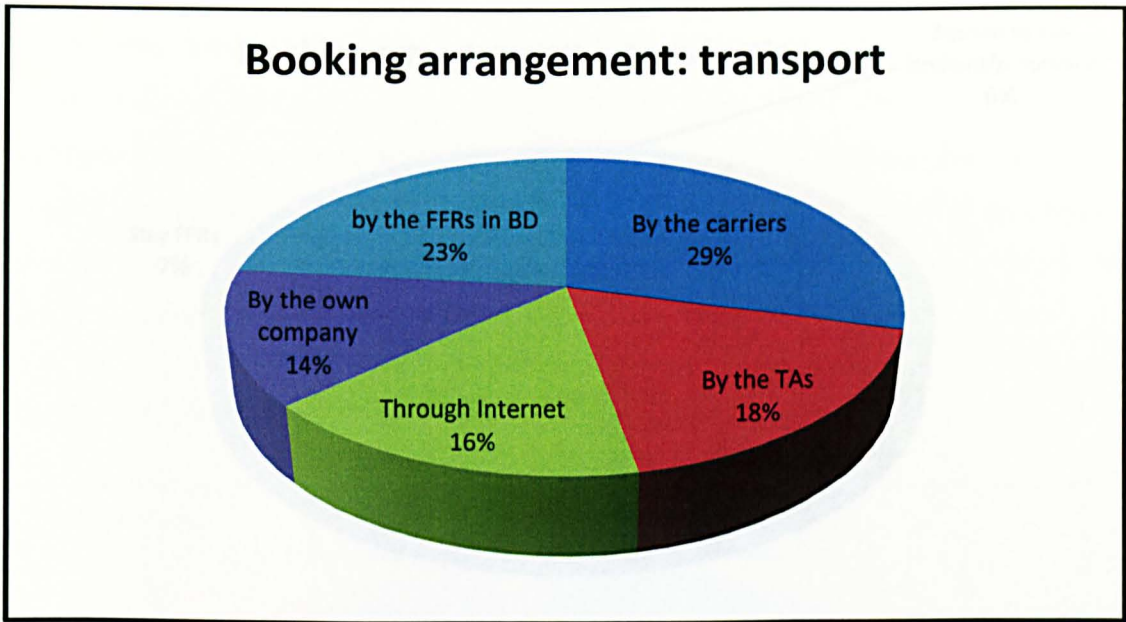
related advertisements. Respondents reported that such promotions are very attractive and indicating that these devices have influenced them to visit Bangladesh in some way. Respondents also stated that it is a great idea that local languages have also been used for the promotions of Bangladesh tourism in some countries which has been a positive appeal for the visitors. English, Chinese, Japanese, Italian, Hindi, Urdu, Thai, Burmese, and Arabic languages have been used to undertake promotional activities directly or indirectly to promote Bangladesh tourism by the tourism organisations in the overseas markets.

The following section addresses the booking arrangements by foreign tourists carried out when visiting Bangladesh, including, transportation and accommodation.

7. 11 Booking arrangement: transportation

Tourism is a composite product, involving transport, accommodation, catering, entertainments, natural resources and other facilities and services such as access to shops and currency exchange. Tour operators and travel agents are mainly concerned with catering for travel by the service they provide and with some internal transport of foreign tourists. Hotel accommodation is characterised by fixed capacity, associated fixed costs and economies of scale at the level of both individual establishments and hotel chains (Sinclair, 1998). Many scholars agree that transport infrastructure was one of the determinants of the attractiveness of a tourism destination (Prideaux et. al., 2006; Khadaroo and Seetanah, 2008). Hence, transport plays an important role in tourism as it can aid the development of new attractions and promote healthy growth of the existing ones (Kaul, 1985). Before travel, visitors need to book their hotel accommodation and transport if necessary. Survey data regarding the transport booking arrangements made by tourists' shown in Figure 7.7 and the figure reveals that the largest proportion of visitors 29 per cent (67) booked their transport directly with the carrier travelling to Bangladesh. The lowest proportion of visitors 14 per cent (31) booked transport with their own company independently. Eighteen per cent of them booked their transport by the travel agents or tour operators and the Internet was used to make a booking prior to departing on their trip by 16 per cent visitors. Twenty three per cent of visitors had transport facilities arranged on their behalf by their family, friends and relatives (FFRs) in Bangladesh.

Figure 7. 7 Transport booking arrangement

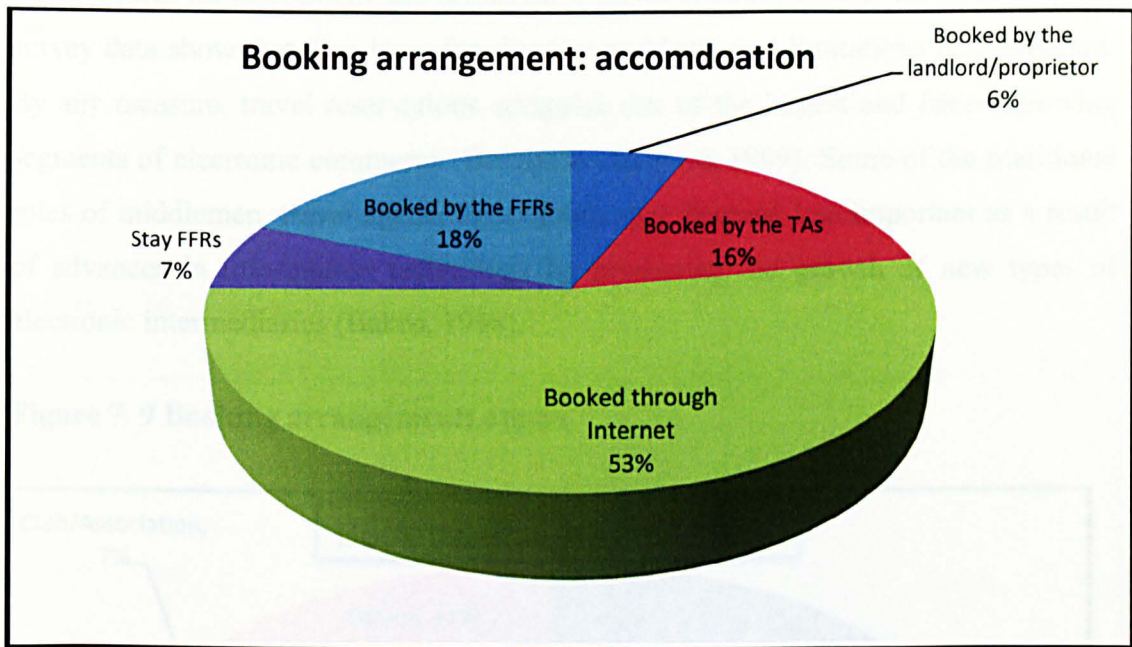


Source: Field Survey.

7. 12 Booking arrangement: accommodation

The greatest proportion of respondents for the survey (53 per cent) booked their own hotel and accommodation by using the hotel organisations' and tour operators' websites. It is a good sign that Bangladeshi hotel businesses are developing online booking systems and are increasing Computer Reservation System (CRS) facilities for potential visitors. Recently, the most popular Bangladeshi destinations (for example, Dhaka, Chittagong, Cox's Bazar) have gained coverage for Wi-Fi and Wireless networks in order to provide better connectivity for existing and potential travellers. The Bangladeshi government has promised to develop a 'Digital Bangladesh' by 2021 as mentioned in Chapter 5. Sixteen per cent of visitors surveyed booked their accommodation by travel agents/tour operators, while 18 per cent of them booked by the family, friends and relatives (FFRs). Seven per cent of visitors were accommodated by their family, friends and relatives (FFRs) in Bangladesh during their holiday, as shown in Figure 7.8. None of the respondents was booked by Bangladeshi Embassies abroad.

Figure 7. 8 Booking arrangement: accommodation



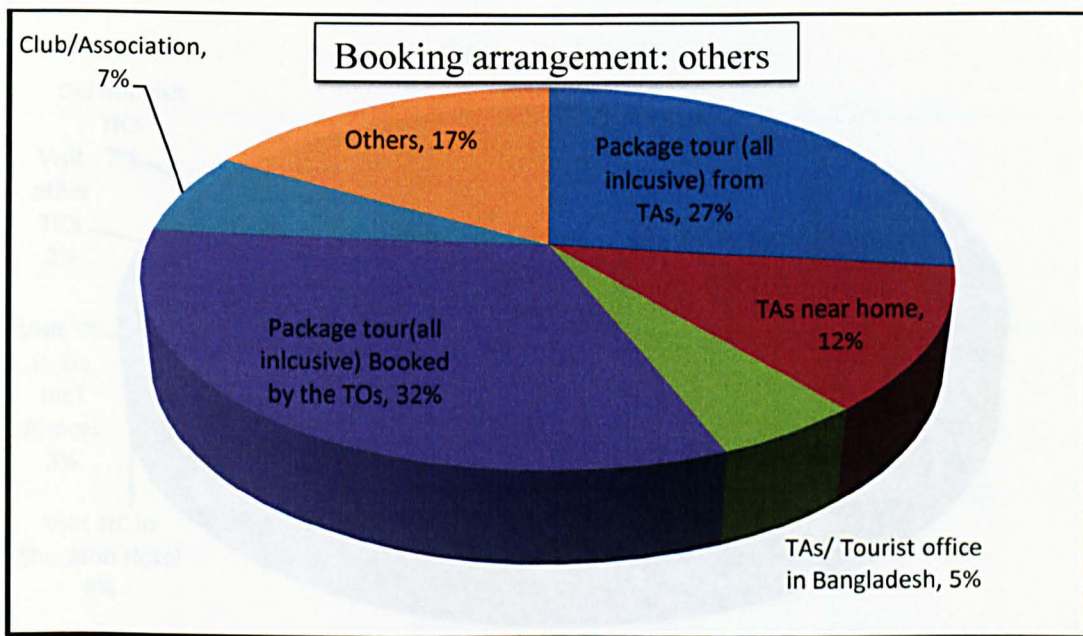
Source: Field Survey.

7. 13 Booking arrangement: others

Figure 7.9 shows that 32 per cent of travellers surveyed booked their package tour through tour operators, while the lowest proportion of respondents (5 per cent) booked by travel agents or through the Bangladesh tourist office. Neither the travel agents or tourist office sell or provide access to any package tours or accommodation facilities but they can book any hotel or transport or tour package on behalf of visitors if requested to do so. In this way, both parties are working as sub-agents of other tour operators and travel agents. On the other hand, only 27 per cent of respondents booked their package tour with a travel agent including tour, transport, and accommodation. These travel agents work jointly with other tour operators in Bangladesh. 12 per cent of visitors surveyed booked everything through their home country's travel agents. In this category, visitors normally buy their tour packages before travel to Bangladesh. Another 7 per cent of visitors travelled with a club or association booking in Bangladesh. Only 17 per cent of visitors booked their tours or part of a tour by other means i.e., family, friends and relatives (FFRs), conference organisers, Non-Government Organisations (NGOs) and government officials.

Given these circumstances, visitors to Bangladesh today are offered good opportunities for convenient and inexpensive travel bookings, but at the same time the survey data show that they have faced many problems and limitations in this regard. By any measure, travel reservations comprise one of the largest and fastest growing segments of electronic commerce (Bernstein and Awe, 1999). Some of the traditional roles of middlemen, travel agents for example may become less important as a result of advances in information technology by promoting the growth of new types of electronic intermediaries (Bakos, 1998).

Figure 7.9 Booking arrangement: others



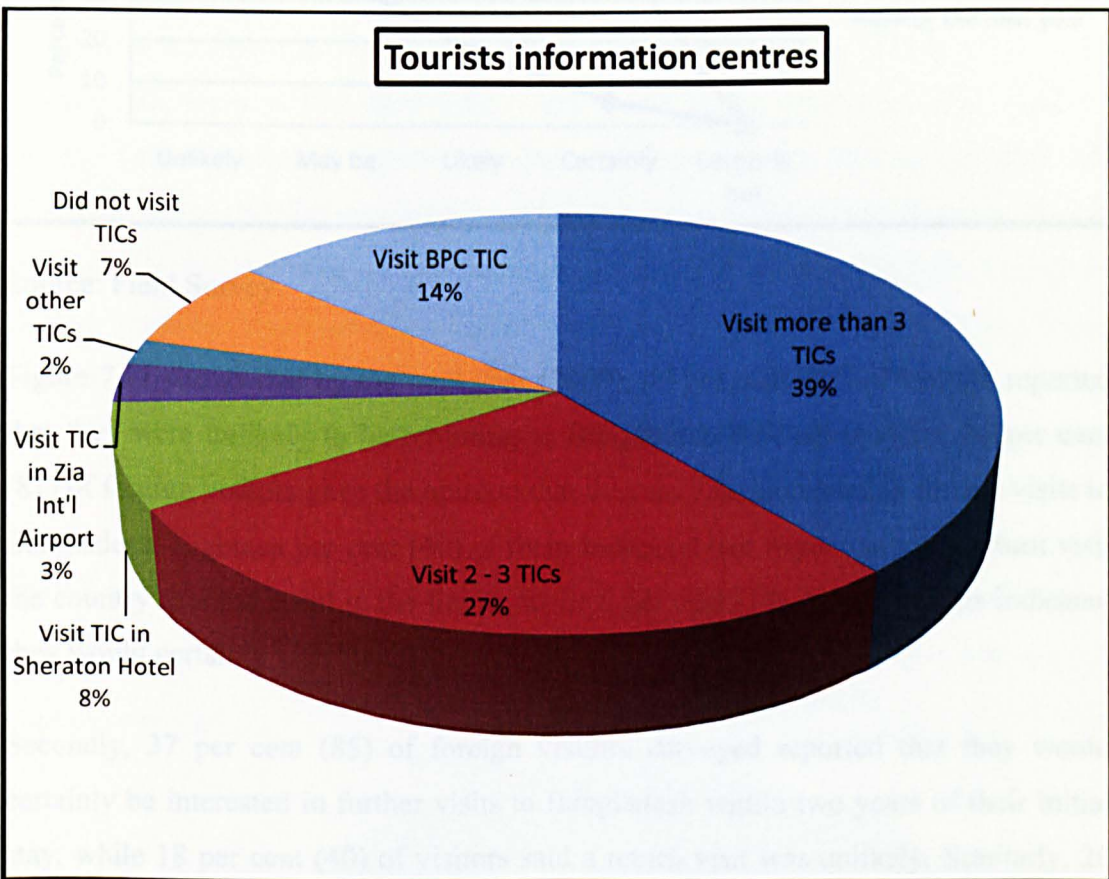
Source: Field Survey.

7.14 Tourists information centres

A total of 13 Bangladesh Government (MoCAT) and private organisations tourist information centres are situated all over the country, especially in tourist areas. All information is available in the local tourists information centres (TICs). Information about local tours, maps, spots, hotels and accommodations, foods, transport such as buses and taxies, and guides is available. The survey for this study reveals that 39 per cent (79) of visitors visited more than three TICs during their tours in Bangladesh and 27 per cent (61) visitors visited more than two TICs while visiting in Bangladesh. The rest of the visitors surveyed visited a single TIC either in Dhaka or another district.

Seven per cent (16) of visitors did not visit any TIC and did not provide any comments in relation to this. Fourteen per cent (32) of visitors visited the BPC's TIC, a total 9 per cent (21) of visitors visited the Dhaka Sheraton Hotel TIC, and 3 per cent (6) of them visited the ZIA TIC. Other TICs visited by the tourists and their percentage is shown in Figure 7.10. Visitors received satisfactory information from the TICs as discussed in the binary logistic regression section in this chapter.

Figure 7. 10 Tourists information centres



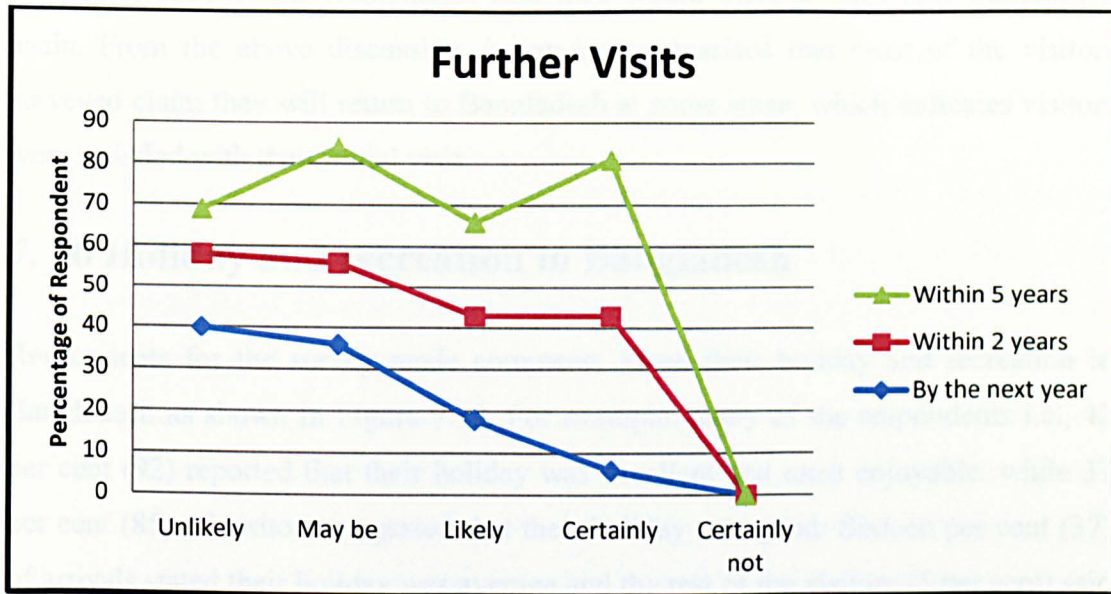
Source: Field Survey.

How soon departing foreign tourists will visit again in Bangladesh is discussed in the following section.

7. 15 Further visits in Bangladesh

Visitors provided their comments about how soon they plan to return to Bangladesh for their further visits.

Figure 7.11 Further visits in Bangladesh



Source: Field Survey.

Figure 7.11 shows that by the next year (2009), 40 per cent (92) of visitors reported that they were unlikely to be returning to Bangladesh for further visits, 36 per cent (81) of foreign visitors gave the opinion that they may be interested in further visits to Bangladesh. Eighteen per cent (40) of them indicated that expect to pay a return visit the country at some point in the future, while 6 per cent (14) of respondents indicated they would certainly visit Bangladesh by the following year.

Secondly, 37 per cent (85) of foreign visitors surveyed reported that they would certainly be interested in further visits to Bangladesh within two years of their initial stay, while 18 per cent (40) of visitors said a return visit was unlikely. Similarly, 20 per cent (46) of visitors surveyed stated they may be interested to visits within two years (by 2010) and 25 per cent (56) of visitors revealed that they would likely have a chance to visit Bangladesh within two years, as shown in Figure 7.11.

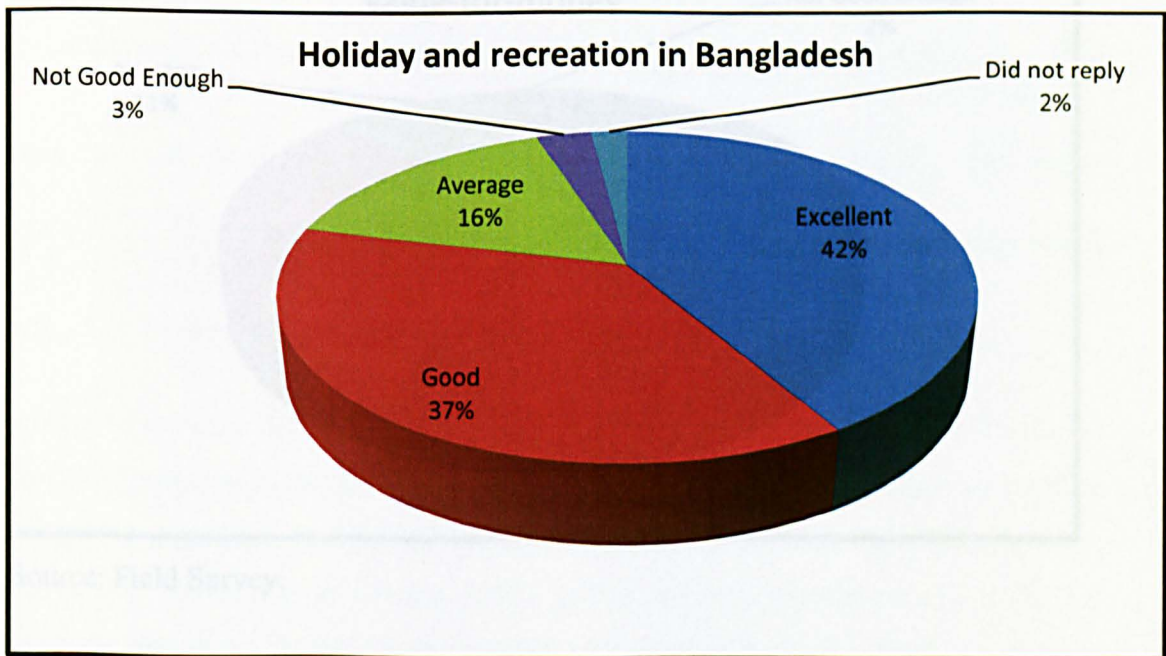
Finally, A majority (38 per cent, 86) of visitors surveyed revealed that they will certainly be visiting to Bangladesh within the next five years. Eleven per cent (25) of them stated that they would unlikely to visit this country at any time but 28 per cent (64) of them said they might be interested to visit again within five years. Twenty three per cent (52) of visitors gave the opinion that they expect to return to Bangladesh within next five years, as presented in Figure 7.11.

Visitor's reasons for visiting Bangladesh could be related to business or pleasure. Therefore, none of the respondents said they would certainly not visit Bangladesh again. From the above discussion, it can be summarised that most of the visitors surveyed claim they will return to Bangladesh at some stage, which indicates visitors were satisfied with their initial visit.

7. 16 Holiday and recreation in Bangladesh

Respondents for the survey made comments about their holiday and recreation in Bangladesh as shown in Figure 7.12. For example, many of the respondents i.e., 42 per cent (92) reported that their holiday was excellent and most enjoyable, while 37 per cent (85) of visitors suggested that their holiday was good. Sixteen per cent (37) of arrivals stated their holiday was average and the rest of the visitors (5 per cent) said they felt their holiday was not good enough, while a few respondents did not respond to this question. None of the respondents reported that their holiday was poor. According to respondents' overall opinions of Bangladesh tourism, it can be concluded that a large number of visitors were satisfied with their tours in Bangladesh and Bangladesh tourism organisations were able to fulfil their holiday expectations.

Figure 7. 12 Visitor's opinions about holiday and recreation in Bangladesh



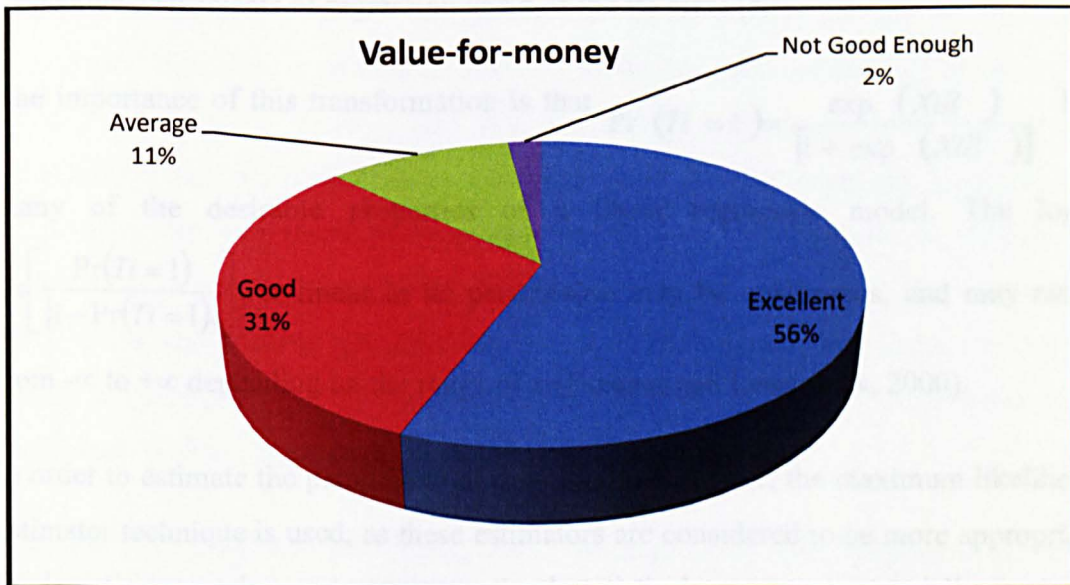
Source: Field Survey.

The following section addresses the tourists' perceptions of 'value for money' on their holidays in Bangladesh.

7. 17 Value for money

Bangladesh as a tourism destination represents a good value for money. The primary survey for this study found that the largest proportion of respondents 56 per cent (127), revealed Bangladesh as an excellent destination in terms of value for money, as shown in Figure 7.13. Similarly, 31 per cent (71) of visitors surveyed felt the level of value for money was good, 11 per cent (25) of them said this was not good, and 2 per cent (4) of visitors rated Bangladesh as being average in terms of value for money. None of the respondents said Bangladesh represented poor value for money as a holiday destination. Therefore, the value for money is strongly supported by the airlines, hotel organisations, accommodation providers and tourism organisations. The Commercial and Development Manager of BPC (2008) points out that, it is better to maintain a close relationship with the private sector tourism organisations for the development of tour packages that could well suit for potential visitors.

Figure 7. 13 Opinion on Bangladesh as a destination to visit: value for money



Source: Field Survey.

In the next section, binary logistic regression is used to measure the effectiveness of tourism marketing and promotions.

7. 18 Binary logistic regression analysis

Let T_i represent a dichotomous variable that equals 1 if the tourist was in favour of the effectiveness of tourism marketing and promotions, 0 otherwise. Then the probability that the tourism marketing promotions are effective $Pr(T_i=1)$ is a cumulative density function evaluated at X_iB where X_i is a vector of explanatory variables and B is a vector of unknown parameters (Johnston and Dinardo, 1997). This type of cumulative density function can be modelled by using logistic probability function, which has the following form:

Effectiveness of tourism marketing promotions=

$$Pr(T_i = 1) = \frac{\exp(X_i B)}{[1 + \exp(X_i B)]} \quad \dots \dots \dots (1)$$

The estimable form of the above logistic transformation can be given by:

$$\ln\left[\frac{Pr(T_i = 1)}{\{1 - Pr(T_i = 1)\}}\right] = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon_i \dots \dots \dots (2)$$

where, β_0 is the intercept, ($X_i, i=1, 2, 3, 4$) are the influential factors and β_i is its respective coefficients of regression and ε_i is the i th error term.

The importance of this transformation is that $Pr(T_i = 1) = \frac{\exp(X_i B)}{[1 + \exp(X_i B)]}$ has

many of the desirable properties of a linear regression model. The logit, $\ln\left[\frac{Pr(T_i = 1)}{\{1 - Pr(T_i = 1)\}}\right]$, is linear in its parameters, may be continuous, and may range from $-\infty$ to $+\infty$ depending on the range of x (Hosmer and Lemeshow, 2000).

In order to estimate the parameters of the influential factors, the maximum likelihood estimator technique is used, as these estimators are considered to be more appropriate for logistic regression and possess optimal statistical properties, especially for large sample size (Kleinbaum and Klein, 2002). In this research, the sample size is 227 for which the maximum likelihood estimators are expected to be quite robust.

In the second stage, a multiple regression of the same independent variables that were used in the logistic model with a new dependent variable “*would you recommend someone else to visit Bangladesh*” was introduced on behalf of the “*measures of tourism marketing promotional effectiveness*”, as tourists would recommend friends, family and relatives, only if they are satisfied with their tours in Bangladesh. So the left hand side of equation (2) can be replaced by the number of tourists, who would recommend someone else to visit Bangladesh as a tourist destination.

Variables used in BLRA

The independent variables used in this model are also binary variables. The variables used are the responses of questions 7, 9, 16, and 18i which are respectively (i) *have you seen any promotion*, (ii) *promotion had any effect to take decision on trip*, (iii) *have you got any satisfactory information from tourists information centre (TIC)* and (iv) *will you visit Bangladesh again*.

Response to the question 13 “*would you recommend someone else to visit Bangladesh*” is considered to be the proxy of measures of tourism marketing promotional effectiveness. Tourists rely heavily on non-commercial sources of information, such as recommendations from family, friends and relatives, when choosing a holiday. Tourists’ satisfaction levels are closely associated with their behavioural intention, in particular, the likelihood of recommendation to someone else to visit the country. Hosany and Witham (2009) note the visitors with higher satisfaction levels are influential in generating positive word-of-mouth. However, the relationship between visitor experiences, satisfaction, and intention to recommend someone else remains substantiated. Accordingly, in this study, the researcher hypothesises that tourists’ pleasant experience will have a positive impact on overall visitor satisfaction, which in turn influences visitors’ intention to recommend other individuals to visit Bangladesh.

A tourist recommends other friends, family or relatives to visit Bangladesh when he or she is satisfied about their expectation and desire from tour package, and other relevant factors. If a person had seen any tourism promotional activity taken by the Bangladesh tourism organisations before he/she planned to visit and if that promotion had positively driven that visitor to visit Bangladesh, and during the visit if the tourist

had visited any tourist information centre and received satisfactory information related to their decision whether the tourist will visit Bangladesh again or not. If the above factors work positively it is logical to expect that a tourist will recommend somebody else to visit Bangladesh.

The descriptive statistics of the used variables are mentioned here. Among the 227 tourists 67 per cent of tourists reported that they had seen tourism promotional activities before they planned to visit Bangladesh along with 62 per cent of them reporting that the promotion had positively influenced them to take the decision to visit Bangladesh. Regarding the satisfactory information from the tourist information centre, 85 per cent responded positively which ensures that the tourists information centre is fairly informative. Majority of the visitors are optimistic to visit Bangladesh in the near future.

Details of the variables used in equation (2) are:

X_1 = a dummy variable represents whether any tourist had seen any promotion or not,

X_2 = a dummy variable represents whether the promotion had any effect on his/her decision to trip BD or not,

X_3 = a dummy variable represents whether the tourist got satisfactory information while visiting the TIC in BD or not,

X_4 = a dummy variable represents whether the tourist will visit Bangladesh again near future or not.

Hypotheses

Binary logistic regression analysis is conducted to test the following hypotheses.

H_0 : None of the above independent variables are effective i.e., $\beta_1 = \beta_2 = \beta_3 = \beta_4 = 0$

H_1 : At least of them is effective i.e., at least one of the coefficients is non zero

Where, β_i , $i=1, 2, 3, \dots$ are the coefficients of dependent variables.

Wald test

A Wald test is used to test the statistical significance of each coefficient (β) in the model. A Wald test calculates a Z statistic, which is $Z = \frac{\hat{\beta}}{\sigma}$

where, $\hat{\beta}$ is the estimated coefficient and σ is its standard deviation. This z value is then squared, yielding a Wald statistic which follows chi-square distribution. The Wald statistic is the squared ratio of the unstandardised logistic coefficient to its standard error.

Results and discussions

The analysis was carried out by using SPSS. The Wald statistic and its corresponding probability level are tabulated below:

Table 7. 2 Wald statistics and its probability

Variables	B	S.E.	Wald	Df	Sig.	Exp(B)	95% C. I. for EXP(B)	
							Lower	Upper
seen_any_promotion	.081	.117	.480	1	.489	.922	.734	1.159
effect_on_your_decision	1.079	.546	3.907	1	.048	2.941	1.009	8.573
information_from_tic	1.089	1.054	1.068	1	.301	.337	.043	2.655
visit_BD_again	1.823	1.352	1.820	1	.177	6.192	.438	87.583
Constant	1.276	1.594	.641	1	.423	3.583		

Source: Field Survey.

In Table 7.2 the column headed B represents the estimated coefficients of each of the independent variables. The Wald statistics for testing significance of the explanatory variables are given in the column 'Wald'. Whether the promotion had any effect on the tourists' decision to visit Bangladesh and whether the tourists will visit Bangladesh again in the near future are highly influential factors while the others have relatively low influences. Column 'Exp (B)' is the odds ratio for each of the

independent variables. The odds ratio is the factor by which the independent increases or decreases.

The Wald statistics are approximately distributed as Chi-square with the degrees of freedom given in the column 'df'. The *p*-values for the test statistics are given in the column 'Sig'. The above table shows that variable "*effect_on_your_decision*" is significant as its *p*-value is less than 0.05. So the overall test is significant, i.e. the null hypothesis may be rejected.

The decision can be made on the basis of the Wald test statistics as well (see Table 7.2). The critical values of Chi-square distribution at a 5 per cent level of significance with 1 degree of freedom is 3.84. The Wald statistics for each of the four explanatory variables "*seen_any_promotion*", "*effect_on_your_decision*", "*information_from_tic*", and "*visit_BD_again*" are 0.480, 3.907, 1.068, and 1.820 respectively. Since the Wald statistics of the variable "*effect_on_your_decision*" is slightly higher than the critical value at 5%, this leads the researcher to reject the null hypothesis.

The analysis shows that the variables used are influential to recommend someone else to visit Bangladesh as a tourist destination. Therefore, tourists would recommend their family, friends and relatives, if and when they are satisfied with their own holiday to Bangladesh. The Bangladesh tourism industry may receive more tourists and revenue. In this regard, the tourism industry has to ensure the availability of quality information in tourism information centres. Attractive promotional activities are also important issue here. These promotional activities may influence visitors to take decisions to visit this country because they can create positive appeal to visitors to visit Bangladesh. The Bangladesh tourism industry may undertake different types of promotional activity within a range of different media, including television, newspapers, magazines, brochures, leaflets, CDs, exhibitions, fair and festivals in order to influence visitors to visit the country. These promotional media will provide destination information for prospective tourists. Although attractive promotions play an important role in tourism marketing, the tourism marketing in Bangladesh is far from reaching this goal, which makes attracting large numbers of tourists difficult. Most of the time, the tourism industry depends on the local media which is not sufficiently profitable for an industry where the location of the target markets are globally diverse. In addition to this, the low quality of promotional materials,

improper distribution of these materials, the perceived negative image of Bangladesh created due to inaccurate and negative reporting from international media adversely affects the tourist industry of Bangladesh. The research also reveals that the Bangladesh tourist industry has positive trends in arrivals and earnings and these can be increased significantly if appropriate promotional measures are undertaken, facilitated by increases in promotional budgets. The Bangladeshi tourism industry needs to employ creative people to develop the quality of promotional materials. The results of this research also demonstrate that information sources from TICs have a strong influence on visitor's decision to visit Bangladesh. Recommendation given by the family, friends and relatives, tourist guides and tourist offices are the most used and appreciated sources of tourist information. It is clear that the image of a destination and sufficient information about that destination is an important aspect of tourism development due to their impact on both supply (positioning, promotion) and demand (tourist decision-making) side aspects of tourism marketing.

In this research, it has been shown that the use of sources of information from the TICs as promotional tools has a strong influence on the formation of tourist destination images. TICs as promotional materials also provide a better explanation for holiday destination choices made by visitors. In addition, tourists tend to prefer impersonal sources of information (brochures, websites, guides, etc.). Nevertheless, personal experience probably appears to be the most important source of information for holiday choices. This means that all contacts between the tourist and the destination, companies, tour operators and travel agents at a personal and direct level, have a decisive influence on the perception and image of Bangladesh as a tourist destination. Tourists seek information to help themselves to identify and evaluate alternative options before making travel decisions (Moutinho, 1987), to enhance trip quality (McIntosh and Goeldner, 1990) or to optimise inadequate information resources (Capella and Greco, 1987; Fodness and Murray, 1999; Gitelson and Crompton, 1983). Information acquisition is one of the first steps in the holiday decision-making process.

Visitor's satisfaction with travel/tourism services in Bangladesh could be affects visitor's travel decision (Neal, et al., 1999). Neal, et al., (1999) reveal that visitor's satisfaction is related to their life satisfaction, whether they will stay for longer period

or not, take some services or not, visit country again or not, and recommend their friends relatives to visit the country or not. As such, the tourism industry in Bangladesh can arrange its tourism components in a way to ensure tourists' satisfaction and thus the growth of the industry. Tourism organisation may consider measuring their customer satisfaction with its tourism arrangements in order to carry a better performance. In this regard, tourism organisations implement end-of-visit surveys among the tourists in order to reveal tourist behaviour and apply the results in their real world in marketing activities in Bangladesh (Hasan, 2002; Hossain, 2006).

The next section discusses the principal component analysis (PCA) in SPSS for the measure of the surveyed tourists' perception about the effectiveness of each form of promotion undertaken by the Bangladesh tourism industry. A Likert scale was used to collect informant opinions about Bangladesh tourism promotion using 15 variables.

7. 19 Principal component analysis

Principal component analysis (PCA) is a widely used data reduction technique and is described briefly in Sub-section 6.9.3. In this research, 15 variables were selected with the intention of measuring their relative contribution towards the latent variable marketing and promotional effectiveness undertaken by the tourism stakeholders in Bangladesh. The selected variables are as follows:

x₁= opinion on advertisement quality

x₂= opinion on website quality

x₃= opinion on quality of information from FFRs

x₄= opinion on information from overseas BBA office

x₅= opinion on information from overseas Bangladesh Embassy

x₆= opinion on quality of information about guide

x₇= overall opinion about quality of information available

x₈= opinion about image of Bangladesh tourism

x₉= opinion about courtesy of staff

x₁₀= opinion about publicity

x₁₁= opinion on effect of tourism advertisement

x₁₂= opinion on WOM (Word-of-Mouth)

x₁₃= opinion on person selling

x₁₄= opinion about Bangladesh accommodation cost

x₁₅= opinion on Bangladesh as a low cost county

Before using PCA, an inter-item reliability test was conducted on the above variables to test their internal consistency and homogeneity. In general, reliabilities less than 0.6 are considered to be poor, those over 0.6 and less than 0.8 are acceptable and those over 0.8 are good (Sekaran, 2000). Table 7.3 shows the result of the reliability test for this group of questions. According to the results of the reliability test, the Cronbach's Alpha value of each question about the effectiveness of each form of promotion undertaken by the Bangladesh tourism is above 0.6 and the mean value is higher than 0.7, which indicates the reliability of the scale is acceptable. It can be concluded that there is an internal consistency of the scale amongst the questions.

Number of cases: 227; Cronbach's Alpha: .670; Cronbach's Alpha Based on Standardized Items: .709 and Number of items: 15

Table 7. 3 The results of reliability test

Questions on perception about the effectiveness of each form of promotion undertaken by the Bangladesh tourism industry	Corrected Item-Total Correlation	Cronbach's Alpha If Item Deleted
opinion on advertisement quality	0.199	0.668
opinion on website quality	0.110	0.674
opinion on quality of information from FFRs	0.167	0.683
opinion on information from overseas BBA office	0.289	0.656
opinion on information from overseas Bangladesh Embassy	0.176	0.673
opinion on quality of information about guide	0.421	0.633
overall opinion about quality of information available	0.465	0.632
opinion about image of Bangladesh tourism	0.422	0.638

opinion about courtesy of staff	0.359	0.649
opinion about publicity	0.270	0.655
opinion on effect of tourism advertisement	0.232	0.660
opinion on WOM (Word-of-Mouth)	0.287	0.654
opinion on person selling	0.385	0.642
opinion about Bangladesh accommodation cost	0.383	0.645
opinion on Bangladesh as a low cost county	0.375	0.647

Source: Field Survey.

Results of PCA

By using the aforementioned variables a PCA was carried out in SPSS by choosing Kaiser criterion.

In Table 7.4 eigenvalues are listed in the first column of the first block. Eigen values measure the amount of variation in the total sample accounted for by each factor and they determine which components remain in the analysis. Components with an eigenvalue of less than 1 account for less variance than for the original variable, and so are of little use. Traditionally, components with an eigenvalue less than 1 are excluded, so only 6 out of 15 components are extracted in this analysis. Since variables are standardised to have means of 0 and variances of 1, total variance is equal to the number of variables; the second column listed the measure of amount of variance in relation to total variance. The column percentage of variance contains the cumulative percentage of variance accounted for by the current and all preceding principal components. For example, the third row shows a value of 47.64. This means that the first three components together account for 47.64 per cent of the total variance. The first 6 PCs account for more than 70 per cent of the variance of the data set. Extraction sums of squared loadings in the second block of the table are the same for PCA extraction. Eigenvalues after extraction will be lower than their initial counterparts.

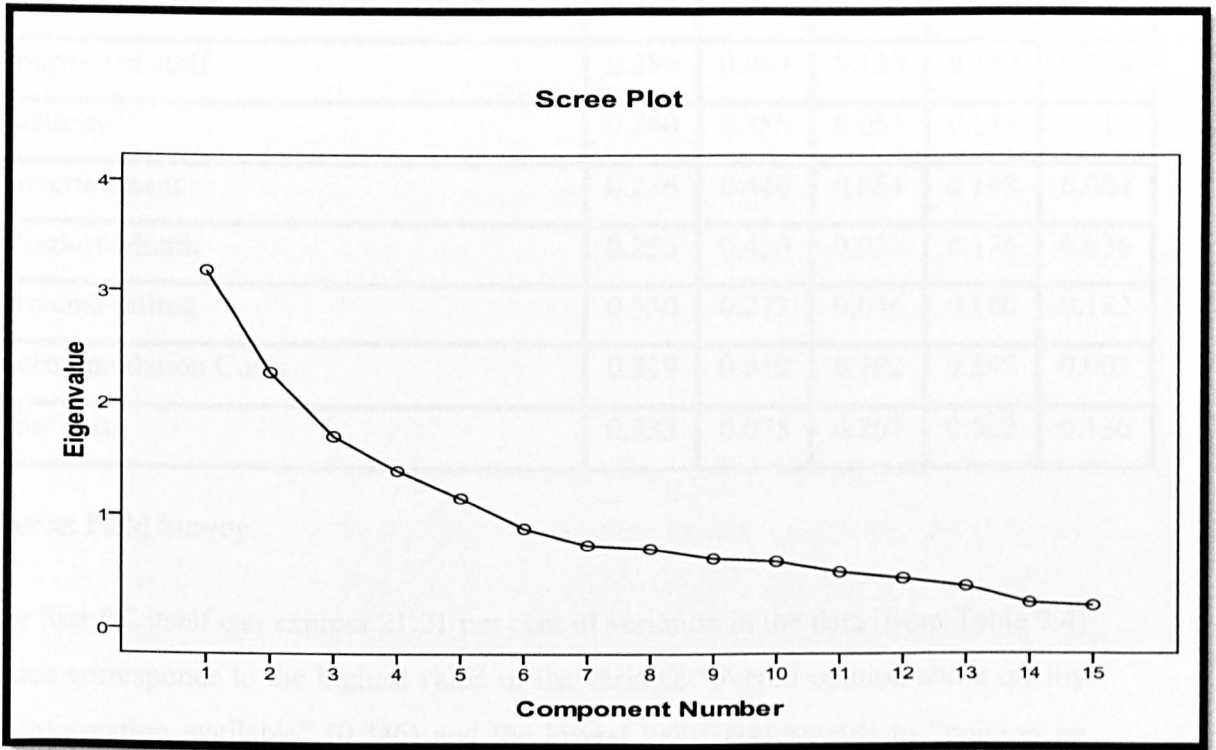
Table 7. 4 Total variance explained of PCA

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
PC1	3.182	21.210	21.210	3.182	21.210	21.210
PC2	2.264	15.090	36.301	2.264	15.090	36.301
PC3	1.701	11.339	47.640	1.701	11.339	47.640
PC4	1.397	9.313	56.953	1.397	9.313	56.953
PC5	1.157	7.716	64.669	1.157	7.716	64.669
PC6	0.890	5.931	70.600	0.890	5.931	70.600
PC7	0.742	4.946	75.546			
PC8	0.709	4.725	80.271			
PC9	0.618	4.121	84.392			
PC10	0.592	3.947	88.339			
PC11	0.499	3.326	91.665			
PC12	0.444	2.961	94.626			
PC13	0.376	2.506	97.132			
PC14	0.228	1.520	98.652			
PC15	0.202	1.348	100.000			

Source: Field Survey.

The Cattell scree test plots (Figure 7.14) the components as the X axis and the corresponding Eigen value as the Y axis. As one moves to the right, toward later components, the Eigen values drop. When the drop ceases and the curve makes an elbow toward less steep decline, Cattell’s scree test says to drop all further components after the one starting the elbow. The scree criterion may result in fewer or more factors than the Kaiser criterion, for example although the Kaiser criterion suggests 5 PCs and the scree plot suggests 7 PCs as we can observe steep slope until 7 components.

Figure 7. 14 Scree plot of the PCA



Source: Field Survey.

Loadings

The loadings are measure of overall perception about the effectiveness by using each form of promotion undertaken by the Bangladesh tourism industry, are given in Table 7.5.

Table 7. 5 Loadings of principal component

Variables	PC1	PC2	PC3	PC4	PC5
Quality of Advertisement	0.162	0.310	0.326	0.213	0.181
Websites information	0.061	0.085	0.211	0.210	0.657
Information from FFRs	0.142	0.109	0.325	0.052	0.218
BBA overseas offices source of information	0.207	0.069	0.489	0.108	0.314
BD Embassy as a source of information	0.142	0.079	0.584	0.179	0.203
Quality of Guides	0.279	0.236	0.235	0.181	0.144

Quality of information generally available	0.346	0.346	0.022	0.262	0.279
Image of BD as a Tourism destination	0.328	0.302	0.050	0.265	0.362
Courtesy of staff	0.286	0.064	0.129	0.150	0.256
Publicity	0.240	0.380	0.051	0.133	0.018
Advertisement	0.236	0.440	0.054	0.198	0.004
Word-of-Mouth	0.255	0.430	0.037	0.175	0.036
Personal selling	0.330	0.273	0.046	0.100	0.182
Accommodation Costs	0.319	0.019	0.192	0.547	0.003
Low costs	0.333	0.078	0.207	0.522	0.136

Source: Field Survey.

The first PC itself can express 21.21 per cent of variation in the data (from Table 7.4) which corresponds to the highest value of the variable “overall opinion about quality of information available” (0.346) and the lowest value corresponds to “opinion on website quality” (0.061). The quality of information includes all sources of information, so it is logical that this variable is supposed to be the most contributing variable among the variables in the PC1. On the contrary, the websites of Bangladesh tourism organisations are not very informative, and as a result these websites are barely useful for the prospective tourists. The second most contributory variable is “low cost” with coefficient 0.333 and the third most one is “personal selling” with coefficient 0.330. Personal selling is a tourism marketing function that deals with the customers directly face-to-face. This sales meeting gives the sales force chance to demonstrate the product and the sales message can be customised to meet the needs of the tourists. Promotional activities are essential within marketing to create awareness and to stimulate interest in the product or service offered to the potential visitors. Bangladesh tourism organisations may then put into practice their personal selling skills, such as their knowledge of the promotion and their ability to create awareness, identify the product/service features and benefits, handle objections, and close the sale.

Similarly, for the second PC, 15.10 per cent of variation of the data set (from Table 7.4), the highest contrast is observed between “opinion on effect of advertisement”

(0.440) and “overall opinion about quality of information available” (-0.346). The highest value corresponds to the variable “effect of advertisement” whereas the lowest corresponds to the variable “quality of information”. Advertisement is one of the most effective techniques to encourage prospective tourists to visit Bangladesh. Most destination marketing organisations produce advertising campaigns that encourage the audience to seek travel information and literature on the destination’s attractions. On the other hand, a potential tourist will normally seek out the useful information for their destination in their decision making process but in this case, good quality information is not available about Bangladesh tourism for the visiting tourists. This means, tourism organisation’s quality of information makes no greater contribution and low involvement among the promotional tools in tourism marketing. Tourism involvement is the level of importance, relevance or encouragement that a tourist places on purchasing a package or service (Sekaran, 2000). Therefore, a tourist is perceived his/her relevance inherent needs, values and interest about their chosen destination.

The third PC accounts for 11.34 per cent variation in the data set (from Table 7.4) and is dominated by the variables “BD Embassy as a source of information” (0.584), “quality of Advertisement”, (0.326) and “information from FFRs” (0.325). In the third component, Bangladesh Embassies abroad contribute more than other variables. In that case, Bangladesh Embassies abroad may develop their information cell to provide sufficient information to foreign visitors in order to promote Bangladesh tourism effectively. The Bangladeshi government and Bangladeshi tourist board jointly help the embassies to provide effective and sufficient information to the foreign visitors regarding Bangladesh as a tourism destination. Creating effective tourism advertisements is also an important factor as this is a second contributory factor in the third principal component. The situation has raised questions about the effect of Bangladesh’s image as a “cheap tourist destination,” and the slow growth in the number of visitors, which is still far below satisfactory levels, and has highlighted the fact that the country is still in need of effective tourism marketing and promotion. Tourism organisations in Bangladesh’s main focus could be placed on quality of tourism promotion rather than quantity. Still the per capita spending of a tourist in Bangladesh is well below the world average and the Bangladesh tourism industry needs to increase this spending.

Finally people around the world do not know more about Bangladesh (Hossain, 2007). There is a serious lack of proper information about Bangladesh as a tourist venue. In this context, the Bangladesh tourist industry needs an effective tourism marketing campaign to promote the country as a holiday destination. Bangladesh tourism is suffering from a lack of proper marketing and promotional campaigns in the overseas markets. However, the work needs to be done to promote Bangladesh as effectively as possible and in a professional manner.

7. 20 Foreign tourists' views about tourism marketing in Bangladesh

Foreign tourist opinions about Bangladesh tourism marketing, specifically “what may be worth considering by the Bangladesh tourism industry or the Bangladesh government to promote country’s tourism in the overseas market” and “how can this industry influence the foreign tourists (i.e., you as a tourist/respondent) to visit Bangladesh” are collected during the survey. Respondents have provided some guidelines based on their practical tours or holiday experiences in Bangladesh. Their opinions are summarised below:

- Respondents (departing foreign tourists) thought Bangladesh tourism stakeholders might open tourist offices or information centres at the Bangladesh diplomatic mission offices or with other private tour operators or travel agents in the overseas markets. Some respondents also mentioned stakeholders should give more emphasis and attention to advertising through international media (media advertising, international media programme, media release, travel trade training and internet).
- Departing tourists noted that Bangladesh has huge potential in tourism but there is no attractive and effective promotion in the overseas market.
- Informants suggested that there is a need for awareness of Bangladesh as a tourist destination to be increased (e.g via the Internet, visitors’ information network, direct email, consumer shows, travel and lifestyle programmes, familiarisation trips, visiting journalist programmes). This can be achieved by promotional activities among the prospective foreign tourists.

- Tourist information centres abroad may be more active in distributing promotional materials (leaflets, brochures, documentary CDs of tourism, souvenir postcards, photos, maps, guides, posters, business signage, and fliers) among potential visitors.
- It was suggested that different motivational programmes should be launched by tour operators and travel agents in the tourists-generating countries to make them more aware about Bangladesh as a holiday destination. Informants also suggested the Bangladeshi government should concentrate on improving and developing a positive image(s) of Bangladesh in the international market.

These practical guidelines may be more helpful for the different tourism stakeholders in Bangladesh to develop tourism market particularly in the overseas market. Foreign visitors and overseas markets are one of the main sources of revenue in Bangladesh tourism. Many tourism organisations in Bangladesh employing different promotional activities but these appear to lack of appropriate resources and skills to track their promotional activities and follow up promotional materials distribution agencies. So the tourism stakeholder's role is important to disseminate tourism promotional messages in the potential markets, otherwise this deficiency may be severely hindering the effectiveness of this valuable promotional tool.

The chapter's conclusion is discussed in the next section.

7. 21 Conclusions

Scientifically verified information is crucial for the private, public and governmental sectors to manage the tourism marketing, promotion and planning in order to maximise tourism earnings. In this regard, tourism marketing and promotion may be worth evaluating by the tourism organisations after a certain time i.e., yearly, half yearly or quarterly. This evaluation is being effective if it takes into account on all of the necessary promotional components undertaken by the tourism organisations in Bangladesh. Tourism organisations may ensure a reliable way of assessing the effectiveness of various tourism marketing and promotional activities.

This chapter has focused on evaluating the surveyed visitors' responses to tourism marketing and promotional activities within the specific context of Bangladesh tourism destination awareness, and visitor's perceptions. This chapter analysed perceptions of visiting foreign tourists about tourism marketing and promotional activities undertaken by Bangladeshi tourism organisations by using statistical tools such as, Chi-square test, BLRA, the Wald test, PCA, and descriptive statistics. The overall analyses show that effective tourism marketing and promotion increases the number of visitors in Bangladesh. Tourism marketing and promotional activities in Bangladesh are attracting more visitors which are contributing directly to the Bangladeshi economy. Tourism marketing has been changing progressively to maximise the number of foreign visitors coming to Bangladesh. It is crucial that the private, public and governmental sectors manage tourism marketing and promotion operations and planning in order to maximise the tourism earnings from foreign visitors in Bangladesh. Different promotional media were also effective in performing marketing activities in those overseas markets. Due to a change in Bangladesh's visa process, which became easier than in previous years, more visitors visited the country for a holiday than the previous year. Visitor's holiday was much satisfactory according to the survey results of holiday recreation and value for money. A survey result also shows that most of the visitors were travelled to Bangladesh through package tours. Visitor's tour, transport and accommodation were included in the package holidays. The survey results reveal that most of the visitors intended to return in Bangladesh for further visits. Now-a-days, TICs are organised in the form of helping foreign visitors with providing necessary information free of charge. The results of the reliability tests also confirmed that the tourists' perception about the effectiveness of each form of tourism promotion undertaken by the Bangladesh tourism industry were at a highly acceptable level. PCA was applied to fifteen selected variables thought to be the important factors for measuring the effectiveness of each form of promotion undertaken by the Bangladesh tourism industry (Section 7.19). With the view of reducing the dimensionality of variables, PCA suggested the use of the first six principal components rather than the 15 original variables for measuring the marketing effectiveness. PCA enabled the researcher to identify the principal factors that affect tourist perceptions about the effectiveness evaluation

process. The variables such as 'websites information', 'BD embassy as a source of information' and 'quality of information generally available' are less contributory factors. More emphasis may be given to improve the quality of information, websites, and making sure this information is available in BD embassy. Potential tourists need to know enough about the country's attractions, services and available facilities at the destinations and accessibility in order to make an informed choice about their holiday, knowledge which can be disseminated through effective promotional activities. To be more effective promotions need to include more information about Bangladeshi tourism destinations. In terms of measuring the effectiveness of tourism promotion in Bangladesh, it may contribute significantly to increase the productivity of tourism promotions in the domestic and overseas markets. In this regard, Bangladesh tourism organisations can modify their promotional activities to make them more informative and effective for foreign visitors. The MoCAT, the Bangladesh tourism board and Bangladesh tourism organisations may work on an effective promotional campaign targeting more sophisticated and higher-income groups.

Chapter 8 analyses Bangladeshi stakeholders' perceptions and their tourism marketing and promotional activities in the overseas and domestic markets by using of statistical tools such as MANOVA, chi-square test, BLR, and descriptive statistics.

Chapter 8 Findings, Analysis and Discussion on Stakeholders in Bangladesh

8. 1 Introduction

This chapter analyses Bangladeshi stakeholders' perception about tourism promotion undertaken by tourism organisations in Bangladesh. Stakeholders' responsibilities extend beyond generating profits, not only serving that business but also the goals of society (Lazer, 1996). It is now recognised that a tourism organisation's responsibilities must extend well beyond the notion of profit to social responsibility (Carroll, 1999), as stakeholder theory shows (Clarkson, 1995). According to stakeholder theory, tourism organisations must be accountable to any group in society who has an interest in the organisation (Quazi, 2003). This is particularly pertinent to the tourism industry, which is reliant on its stakeholders, not only to support it, but to provide the actual tourism product and/or service in Bangladesh. Stakeholders' perceptions of tourism marketing can have a positive influence on the country as a brand. The purpose of this chapter is to measure the promotional effectiveness by examining stakeholders' perceptions of the tourism promotional activities undertaken by the tourism organisations. The research is primarily exploratory, but it is clear that the interviews provided a rich source of information. MANOVA, chi-square, BLR and descriptive statistics are used to measure tourism marketing effectiveness from the interviews data. For these tests, data management procedures are shown in Appendix- XII.

From the data, it is possible to build a linear model to investigate the nature of linear relationships between exploratory and explanatory variables. Regression analysis allows building of a linear or non-linear relationship among dependent and independent variables when they are univariate. Multivariate analysis was used rather than a univariate regression approach as the variables considered are of multivariate form, for example the total budget of any tourism organisation is a column vector of length five as it includes Bangladesh tourism organisational (stakeholders) budgets for the last five years (2004 to 2008).

The next section addresses the multivariate analysis of variance.

X_{31} = total budget 08 (budget_08); X_{32} = total budget 07 (budget_07); X_{33} = total budget 06 (budget_06); X_{34} = total budget 05 (budget_05); X_{35} = total budget 04 (budget_04).

β_i ($i = 1, 2, 3, 4, \text{ and } 5$) are the coefficients and E_i ($i = 1, 2, 3, 4, \text{ and } 5$) are the error terms.

The hypothesis being tested by a multivariate regression is that there is a joint linear effect of the number of promotions undertaken, volume of tourists, and total budgets on tourism promotions on revenues in 2004 to 2008. Hence, the null hypothesis to be tested is that the effect of all predictor variables is simultaneously zero, i.e.

H_0 : Number of promotions, volume of tourist and total budget on tourism has had no effect on revenue earned on a specific year.

H_1 : The set of predictors had significantly affected the revenue earned on a specific year.

Assuming the multivariate normality of the error, this hypothesis can be tested by Wilks' lambda.

Before applying the MANOVA technique, the researcher checked if the dependent variables are non-orthogonal. Table 8.1 contains the pair wise correlation among the variables. It is observed that the variables are highly correlated to each other having lowest value 0.893 between revenue_08 and revenue_04, which indeed suggests a significant level of correlation between these variables (see Table 8.1).

Table 8. 1 Correlation among the dependent variables

Correlations						
		revenue_08	revenue_07	revenue_06	revenue_05	revenue_04
revenue_08	Pearson Correlation	1	.974**	.946**	.923**	.893**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	25	25	25	25	25
revenue_07	Pearson Correlation	.974**	1	.983**	.972**	.953**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	25	25	25	25	25

revenue_06	Pearson Correlation	.946**	.983**	1	.990**	.980**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	25	25	25	25	25
revenue_05	Pearson Correlation	.923**	.972**	.990**	1	.996**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	25	25	25	25	25
revenue_04	Pearson Correlation	.893**	.953**	.980**	.996**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	25	25	25	25	25
Source: Field Survey. Note: **Correlation is significant at the 0.01 level (2-tailed).						

8.2. 1 MANOVA in SPSS

MANOVA in SPSS involves the decomposition of the total variation and observes in all the dependent variables simultaneously. The total variation in Y in MANOVA in SPSS is denoted by SS_y , which can be broken down into two components:

$$SS_y = SS_{between} + SS_{within}$$

Here the subscripts 'between' and 'within' refer to the categories of X in MANOVA using SPSS. $SS_{between}$ is the portion of the sum of squares in Y which is related to the predictor variables or factor X. Thus, it is generally referred to as the sum of squares of X. SS_{within} is the variation in Y which is related to the variation within each category of X. It is generally referred to as the sum of squares for errors. Thus in MANOVA, for all the dependent variables (say) Y_1 , Y_2 (and so on), the decomposition of the total variation is done simultaneously.

The next task is to measure the effects of X on Y_1 , Y_2 (and so on). This is generally done by the sum of squares of X. The relative magnitude of the sum of squares of X increases as the difference among the means of Y_1 , Y_2 (and so on) between the categories of X increases. The relative magnitude of the sum of squares of X increases as the variation in Y_1 , Y_2 (and so on) within the categories of X decreases.

The strength of the effects of X on Y₁, Y₂ (and so on) is measured with the help of η^2 (ETA Square). The value of η^2 ranges from 0 to 1. η^2 assumes a value of 0 when all category means are equal, indicating that X has no effect on Y₁, Y₂ (and so on). η^2 assumes a value of 1, when there is no variability within each category of X, while there is some variability between the categories.

The final step is to calculate the mean square which is obtained by dividing the sum of squares by the corresponding degrees of freedom. The null hypothesis of equal vectors of mean is done by an F statistic, which is the ratio of the mean square related to the independent variable to the mean square related to error. The table "multivariate tests" simultaneously tests each factor effect on the dependent groups. SPSS offers four alternative multivariate significance tests. Hotelling's Trace is commonly used for two dependent groups and Wilks' Lambda if there are more than two groups. The significance of the F tests show if that effect is significant (see Appendix- XII).

Wilks' statistic is most popular in the literature, but the default Pillai-Bartlett statistic is recommended by Hand and Taylor (1987). Wilks' lambda can be interpreted as the proportion of the variance in the outcomes that is not explained by an effect. To calculate Wilks' Lambda, for each eigenvalue, calculate $\frac{1}{(1 + \text{The } _ \text{ eigenvalue})}$, and then determine the product of these ratios. Pillai's trace is another multivariate test statistic. It can be calculated by using the following formula:

$$\text{Pillai's Trace} = \sum \frac{1}{(1 + \text{The } _ \text{ Characteris } _ \text{ tics } _ \text{ root})}$$

Lawley-Hotelling trace is very similar to Pillai's Trace. It is the sum of the roots of the product of the sum-of-squares matrix of the model and the sum-of-squares matrix of the error for the two linear regression functions and is a direct generalisation of the F statistic in ANOVA. We can calculate the Hotelling-Lawley Trace by summing the characteristics root.

Roy's root is the largest of the roots of the product of the sum-of-squares matrix of the model and the sum-of-squares matrix of the error for the two linear regression functions. Because it is a maximum, it can behave differently from the other three test statistics. In instances where the other three are not significant (*p*-value is less than

0.05) and Roy's is significant, the effect may be considered insignificant. For example, in this case, explanatory variable "total budget" is insignificant for three other tests but Roy's test still reveals it as a significant explanatory variable, however it may be worth considering as insignificant as stated above.

The effect size is measured by the partial eta squared which is the proportion of the total variability in the dependent variable accounted by the variation in the independent variable. Symbolically, it is defined as:

$$\eta_p^2 = \frac{SS_{\text{between}}}{SS_{\text{total}} + SS_{\text{error}}}$$

The multivariate test (see Appendix- XII) shows that, independent variable "number of promotions undertaken in 2007" account for more than 50 per cent of the variability in the revenue. The non-centrality parameter is always displayed when asked for observed power. If the null hypothesis is not true, then the F statistic has a non-central sampling distribution and an associated non-centrality parameter. This non-centrality parameter is used to compute observed power. Observed power is the probability of correctly rejecting the null hypothesis. If the power of the interaction effect is 0.630 and the study was to be replicated 100 times it would correctly reject the null hypothesis on 63 per cent of those replications. Power can be improved by increasing the sample size, by decreasing sources of error in the study, or by increasing the magnitude of the effect itself. Observed power is the chance of making a Type II error which is the probability of accepting the null hypothesis when it is false (thinking we don't have something when we do). The power level needs to be high. We can see very high observed power for some of the variables whereas others are very low.

The multivariate test (see Appendix- XII) also shows that majority of the variables affect revenue earned on a specific year. From the results obtained by using four different multivariate test statistics, it is obvious that the Wilks and the Lawley-Hotelling trace tests reveal exactly the same result, where the variables "number of promotion" and "volume of tourists" are highly significant and total budget is insignificant. Pillai's test shows that the first two variables are significant at 1 per cent

level of significance and the third one is insignificant, but Roy's test has revealed that all three independent variables are significant at 0 per cent level of significance. As a result, whatever the test is being used leading the same kind of decision, which is rejecting the null hypothesis and accepting alternative hypothesis. This means the independent variables have significant effect on the dependent variables.

The p -value of each variable is listed under the column sig. of multivariate test (see Appendix- XII). The p -value of the variable numbers of promotions in all five years are less than 0.05, meaning that these variables are statistically significant at 5 per cent level of significance. We may conclude that number of promotions had directly affected the revenue earned in each year. It is also found that the estimated coefficients of those variables are positive indicating that there exists a positive association between the number of promotion taken and revenue earned. In other words, by increasing the number of promotions one would expect to increase the revenue earned.

The volumes of tourists for all five years are significant at 5 per cent level of significance as all the p -values for the volume of tourists are less than 0.05. We would expect to have a positive trend between revenue earned and volume of tourists over all five years. Coordination between the press, promotional programmes, travel agents and foreign officials; and co-operative programmes with international airlines flying to Bangladesh plays an important role in increasing foreign visitors in each year. In addition, tourism stakeholders in Bangladesh may take necessary steps to increase the number of tourists coming to the country. When more tourists will visit the country, obviously tourism organisations will spend more budgets for their tourism promotions in the following year. As a result revenue will increase over the year. In this regard, a greater number of promotions may influence visitors to visit Bangladesh. Similarly, there are some other measures which could be put in place by tourism stakeholders to encourage visitors to visit Bangladesh. This could involve, for example, developing destination marketing campaigns, encouraging investment to develop tourism infrastructure, attending more fairs, festivals, conferences, exhibitions, meetings and events, formulating and implementing a national tourism promotion policy and a strategy to develop new tourism products and as well as monitoring overseas tourism trends each year.

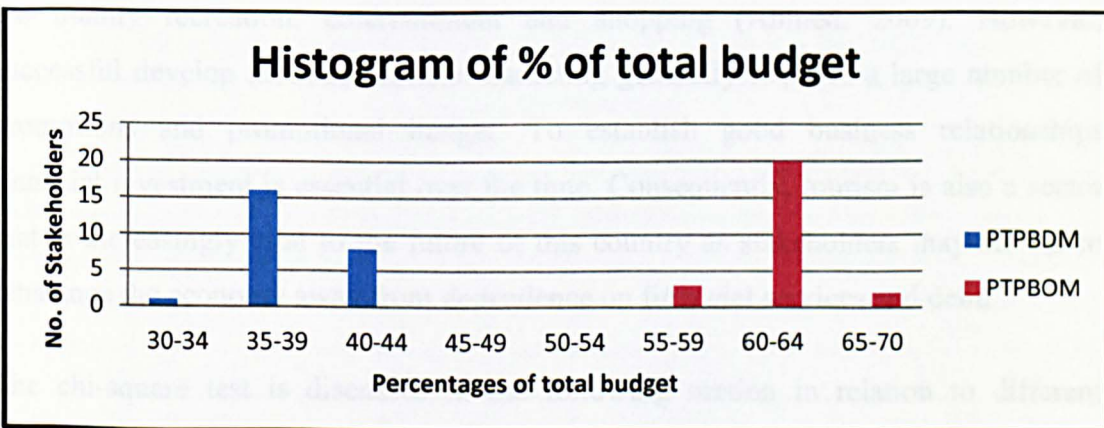
The total budget for each of the five years is insignificant (p -value is greater than 0.05) except 2007, which is significant at a 5 per cent level of significance. Although the total budgets of the other four years are insignificant, the number of promotions and volume of tourists on those years are significant. This demonstrates that this revenue is directly influenced by the tourism promotions and volume of tourists. It is also confirmed that tourism promotions undertaken by the tourism organisations in Bangladesh were effective. Tourism organisation's tourism marketing and promotional programmes in these markets were sufficiently attractive to influence visitors to visit Bangladesh each year. Therefore, the volume of tourists and revenue increased as a result of tourism marketing and promotional programmes undertaken each year.

The next section discusses the proportion of budget spent in domestic and overseas markets by tourism stakeholders in Bangladesh.

8. 3 Proportion of budget spent in the domestic and overseas markets

The questionnaire developed for this study contains a question concerning the proportion of the total promotional budget spent in the domestic and overseas markets. The following histogram is obtained from the field data.

Figure 8. 1 Histogram of proportion of total promotional budget spent on domestic and overseas markets



Source: Field Survey. Note: (PTPBDM- percentage of total promotion budget in domestic market and PTPBOM- percentage of total promotion budget in overseas market)

Figure 8.1 represents the histogram of proportion of total budget spent in domestic and overseas markets by stakeholders to promote Bangladesh tourism. The frequency classes in the x-axis represent the percentages of total budget and y-axis represents the number of stakeholders. At a glance it is clear that the proportion of total budget spent in the domestic market is lower than the proportion spent in the overseas market. Only one stakeholder spent 30-34 per cent of their total budget in the domestic market whereas 16 of them spent 35-39 per cent and only 8 stakeholders spent 40-44 per cent of the total promotional budget in the domestic market. A much higher proportion of budget was spent in the overseas market compared to domestic market. It can be seen from the histogram that the lowest proportion of budget 55-59 per cent was spent by 3 stakeholders. The majority of the stakeholders (20) spent 60-64 per cent and 2 of them spent 65-70 per cent of their total budget in the overseas market.

The survey result shows that the Bangladeshi tourism stakeholders spent greater proportion of the tourism marketing budget in the overseas market compared to the domestic market. Product marketing cost is higher in the overseas market compared to the domestic market in terms of tourist's need and structure of travel is one of the reasons. Overseas market is varying from country to country. Foreign tourists spend more than that of domestic tourists. The other reason is to increase the awareness of Bangladesh as an attractive tourism destination overseas traveller may have limited knowledge of Bangladesh. International travellers usually travel for longer and spend more money than domestic travellers. As a result, stakeholders may expect to increase inbound markets in Bangladesh by their tourism marketing activities in the overseas market. In the context of domestic tourism, the key attractions for domestic visitors are mainly recreation, entertainment and shopping (Ahmed, 2009). However, successful develop inbound tourism marketing generally requires a large number of promotions and promotional budget. To establish good business relationships financial investment is essential over the time. Consequently, tourism is also a sector that is increasingly vital to the future of this country as stakeholders may set out to rebalance the economy away from dependence on financial services and debt.

The chi-square test is discussed in the following section in relation to different promotional media in domestic and overseas markets.

8.3. 1 Chi-square test on different promotional media (domestic and overseas markets)

The amount of the total budget is broadly classified into two categories as spent in overseas and in domestic markets. The amount spent in each of the categories is subdivided into different types of promotional media. It includes promotion in the domestic market on local TV (PDMLTV), promotion in the domestic market on national TV (PDMNTV), promotion in the domestic market in exhibitions (PDME), promotion in the domestic market at fairs and festivals (PDMFF), promotion in the domestic market using advertisements (PDMA_d), promotion in the domestic market using brochures (PDMB), promotion in the domestic market via other means (PDMO). In relation to the overseas market: promotion in the overseas market on cable TV (POMCTV), on national TV (POMNTV), via exhibitions (POME), at fairs/festivals (POMFF), using advertisements (POMAd), using brochures (POMB), and by other means (POMO). The amount spent on each type of media is given as a percentage of the stakeholders' total promotional budget in both markets.

a. Domestic market

Table 8.2 shows the descriptive statistics of different types of promotional media in the domestic market where the mean and standard deviation are 22.40 and 4.359 respectively. The second and third highest mean values 19 and 18 are observed for the promotion in exhibitions (PDME) and advertisements (PDMA_d) and their standard deviations are 6.292 and 5.204 respectively.

Table 8. 2 Descriptive statistics of the different media in the domestic market

Descriptive Statistics			
Items	N	Mean	Std. Deviation
PDMLTV	25	9.64	3.067
PDMNTV	25	10.56	3.001
PDME	25	19.00	6.292
PDMFF	25	22.40	4.359
PDMA _d	25	18.00	5.204
PDMB	25	12.80	3.559
PDMO	25	7.20	2.533

Source: Field Survey.

The Chi-square test was applied to the amount spent on different media in the domestic markets to check if they differ significantly from what the researcher may expect. The expected frequencies for chi-square can be calculated either by assuming that all the frequencies are equal in each category or determine the expected frequencies on the basis of some prior knowledge. Since the researcher does not have prior knowledge about the distributional pattern of the money spent on different media, researcher chose the first category. So the hypotheses to be tested are:

H₀: Amount of budget spent on different media in domestic market is not significantly different from the hypothetical frequencies.

H₁: Amount of budget spent on different media in domestic market is significantly different from the hypothetical frequencies.

The following table lists the calculated chi-square values and *p*-value for each of the seven forms of promotional media. The *p*-value for PDMLTV, PDMNTV, and PDMB are observed to be very much lower than the conventional level of significance suggested to reject null hypotheses and accept alternative hypotheses. Since there is a significant discrepancy observed between the actual and expected percentage of total budget spent on those media this indicates that the spending pattern on those media was not very reasonable. Spending pattern could have been either very higher or lower than the hypothetical values. If the actual spending pattern is higher than that of the hypothetical values the response variable target achievement would not expect to be negatively affected. There is a trade-off between the economic side and target achievement from the tourism marketing and promotion. Where there is a possibility of achieving the same target by spending less, the surplus amount could be cut down and spent elsewhere where it is needed more. On the other hand, if the actual spend is significantly lower than what it may be, the organisation would not expect to achieve the target. In that case, more amounts could be allocated to those media which may help the stakeholders to achieve their promotional targets. Further investigation could be made into whether the spending pattern is higher or lower than that of the hypothetical value. The rest of the media's spending pattern seems to have a good fit with hypothetical frequency. Therefore, targeting the right market and understanding the traveller's behaviour are very important in the development of appropriate promotional strategies by using the different media.

Table 8. 3 Chi-Square test statistics of the different media in the domestic market

	PDMLTV	PDMNTV	PDME	PDMFF	PDMAd	PDMB	PDMO
Chi-Square	30.440 ^a	30.920 ^a	6.800 ^b	6.840 ^c	3.000 ^c	14.520 ^c	.360 ^d
df	5	5	4	3	3	3	1
Asymp. Sig.	.000	.000	.147	.077	.392	.002	.549

Source: Field Survey.

b. Overseas market

Table 8.4 shows that the highest percentage of total budget was spent on promotional activities at fairs and festival in the overseas market. It also shows that the fairs and festival category possesses the highest mean (27.8) score the standard deviation is 4.349. Promotional expenses in exhibitions and advertisements accounts for the second and third highest mean scores, which are 22.00 and 20.80 respectively.

Table 8. 4 Descriptive statistics for the different media in the overseas market

Items	N	Mean	Std. Deviation
POMCTV	25	1.00	2.041
POMNTV	25	6.40	3.391
POME	25	22.00	6.770
POMFF	25	27.80	4.349
POMAd	25	20.80	4.491
POMB	25	14.60	3.797
POMO	25	7.20	2.533

Source: Field Survey. Note: **POMCTV**: Promotion in the Overseas Market on Cable TV, **POMNTV**: Promotion in the Overseas Market on National TV, **POME**: Promotion in the Overseas Market in Exhibitions, **POMFF**: Promotion in the Overseas Market at fairs and Festivals, **POMAd**: Promotion in the Overseas Market using Advertisements, **POMB**: Promotion in the Overseas Market using Brochures, and **POMO**: Promotion in the Overseas Market by Other means.

Again, chi-square test was employed to the amount spent on different media in the overseas market to check if they differ significantly from what the researcher may expect. The respective hypotheses are:

H₀: Amount of budget spent on different media in overseas market is not significantly different from the hypothetical frequencies.

H₁: Amount of budget spent on different media in overseas market is significantly different from the hypothetical frequencies.

The following table lists the calculated chi-square values and *p*-value for each of the seven forms of promotional media. The *p*-value for POMCTV, POMNTV, POMFF, and POMAd are observed to be very much lower than the conventional level of significance. Hence, there is a significant discrepancy observed between the actual and expected percentage of the total budget spent on those media. So, the overall test became significant and we reject the null hypothesis.

Table 8. 5 Chi-Square test statistics of the different media in the overseas market

	POMCTV	POMNTV	POME	POMFF	POMAd	POMB	POMO
Chi-Square	9.000	19.640	8.360	20.400	15.600	1.520	.360
df	1	3	5	4	4	2	1
Asymp. Sig.	.003	.000	.137	.000	.004	.468	.549

Source: Field Survey.

The results from the chi-square test suggest that the amount of budget spent on media POMCTV, POMNTV, POMFF and POMAd do not fit well with the respective hypothetical frequencies. This amount could have been either significantly higher or lower than the hypothetical frequencies. Similar options, as mentioned in the case of significant media of the domestic market could be considered.

The chi-square test between the proportion of budget on overseas and domestic media and the different promotional media in both markets for the use of marketing information (marketing effectiveness variables), has been noted. This result indicates that better informed and better funded marketing achieves better financial results in both markets using the different promotional media. At the same time, tourism organisation is not completely aware of the importance of tourism marketing and promotion to achieve their better media performance. Tourism organisation is not also fully aware in earning higher revenue after tourism promotion by using the specific

media i.e., POMCTV, POMNTV, POMFF, and POMAd. There is a significant relationship between the proportion of promotional budget spent and the promotional media used. These variables are used as a source of marketing information; the hypothesis confirms that marketing effectiveness is positively associated with the status of the marketing department within the tourism organisation in Bangladesh for both markets.

From the practical point of view, findings of the survey results also indicate that marketing effectiveness, by all the examined variables, is at a higher level as the size of the tourism organisation increases. The larger tourism organisations have formal strategic and operational planning documents but intensively use tourism marketing activities as a regular source of marketing information for the potential arrivals. Bangladesh tourism organisations perform more extensively and use intensive marketing activities to promote Bangladesh tourism in the domestic and overseas markets. The awareness of tourism marketing and promotion is important for the tourism organisation and the awareness of the essential various marketing promotion innovations is higher in public tourism organisations. Public tourism organisations are also more open to external advice and consulting to improve their tourism marketing strategy than is the case with the private tourism organisations.

Some further investigation could be made on those media regarding the spending pattern to determine some effective budget structure. For the rest of the media the spending pattern seems to have a good fit with hypothetical frequency.

The following section addresses the binary logistic regression analysis.

8. 4 Binary logistic regression analysis

Question numbers 5 and 6 of the questionnaire (see Appendix-VII) enquire whether a respondent has conducted a pre-test and post-test of any promotions undertaken. Question 9 (vi) enquires if a respondent has achieved their target from that undertaken promotions. There may be a positive association between the target's achievement from any tourism promotions and conducting pre-test and post-test by the stakeholders in Bangladesh before promoting that products and services.

Whether the tourism stakeholders have achieved their target effectiveness could be used as a dependent variable as a proxy to measure the effectiveness of tourism marketing activities. All of these variables are dichotomous, so binary logistic regression is used to analyse the data. Detailed explanation of binary logistic regression is discussed in the earlier chapter (section 7.18). An estimable model of the effectiveness of tourism marketing activity considering the above two variables are:

$$\ln \left[\frac{p_i}{1 - p_i} \right] = \beta_0 + \beta_1 X_1 + \beta_2 X_2$$

where, β_0 is the intercept term, β_1 and β_2 are the coefficients of the respective variables.

X_1 = a dummy variable represents whether stakeholders conduct pre-test of tourism promotions or not,

X_2 = a dummy variable represents whether stakeholders conduct post-test of tourism promotions or not.

8.4.1 Hypotheses

A typical logistic regression analysis tests if there is any association between conducting pre-test and post-test of any tourism promotions to measure their promotional effectiveness.

H₀: There is no simultaneous relationship between conducting pre-test and post-test of any tourism promotions with target achievement.

H₁: At least one of them (pre-test and post-test) is related with target achievement.

The decision of accepting or rejecting the null hypothesis has been made based on the Wald statistic where a decision can be made of the significance of each independent variable (see Section 7.18). From the practical point of view, Table 8.6 shows that conducting a pre-test possesses a higher Wald statistic than conducting a post-test. Since the *p*-value for the first independent variable is less than 0.05, it turned out to be a significant variable leading the researcher to reject the null hypothesis in favour of

the alternative hypothesis. It can also be seen that the variable conducting a pre-test possesses a positive coefficient 2.303 meaning that increasing pre-test of any tourism promotions would positively affect target achievement. Conducting a pre-test of any promotions would be able to detect any weakness of a promotional activity and stakeholders would be able to amend their promotional approach accordingly. Pre-testing could be considered favourable to create effective tourism marketing and promotional approach to promote tourism of Bangladesh. So, better achievement may be expected by conducting a pre-test for any promotions.

Table 8. 6 Binary logistic regression: Wald statistics

	Items	B	S.E.	Wald	df	Sig.	Exp(B)
Step 1 ^a	conduct_pre_test	2.303	1.265	3.94	1	.047	10.000
	conduct_post_test	1.609	1.304	1.524	1	.217	5.000
	Constant	-1.609	1.095	2.159	1	.142	.200

Source: Field Survey.

The following section discusses the reliability scale for the scale data.

8. 5 Reliability Scale

Chapter 7 discussed in detail that the larger number of items added together in a scale, the less random error matters as it will be self-cancelling and therefore some reliability coefficients (such as Cronbach’s Alpha) also compute higher reliability when the number of scale items is higher. Cronbach’s Alpha (*“the reliability coefficient”*), popularised in a 1951 article by Cronbach based on work in the 1940s by Guttman and others, is the most common estimate of internal consistency of items in a scale.

Alpha measures the extent to which item responses obtained at the same time correlate highly with each other. Internal consistency measures estimate how consistently individuals respond to the questions within a scale. So, measures of

internal consistency are often called measures of “internal consistency reliability” or even “reliability” (Aiken and Lewis, 1997).

Alpha is not a measure of unidimensionality, rather, alpha is a measure of level of mean inter-correlation weighted by variances (in contrast to standardised item alpha, discussed below, which equalises variances), or a measure of mean inter-correlation for standardised data, staged up for a number of items. A set of items can have a high alpha and still be multidimensional; this happens when there are separate clusters of items (separate dimensions) which are highly inter-correlated, even though the clusters themselves do not highly inter-correlate. Alpha will be higher when there is homogeneity of variances among items than when there is not.

The Alpha’s accepted value may be .70 or higher for a set of items to be considered a scale. But some use .75 or .80 while others are as lenient as .60. By standard principle, a cut-off value of .60 is common in exploratory research. Cronbach’s alpha may be worth considering at least .70 or higher to retain an item in an adequate scale; and many researchers require a cut-off value of .80 for a good scale. In this research, when the Cronbach’s Alpha is more than .80 it is accepted a good scale according to the reliability scale. Table 8.7 shows the Cronbach’s alpha value and the table of reliability test has shown in Appendix-XIV and for question in Appendix-VIII.

Table 8. 7 Summary results of the reliability statistics

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.815	.837	30

Source: Field Survey.

Respondents were asked a question regarding the concept of tourism promotion in Bangladesh shown in Table 8.8. Good knowledge of tourism marketing and promotion (TMP) shows the highest mean score (4.44). Most of the stakeholders indicated that they have good knowledge about tourism marketing and promotional activity in Bangladesh. Stakeholders also strongly disagree that the tourism industry tends to have a negative approach to tourism promotion, “Tends to be Negative TP” has shown the lowest mean score (1.36) compared other groups. This result confirms

that stakeholders have strong support for their tourism knowledge which helps them to take the right promotional steps in the right places even if it may not be in line with tourism principles.

Table 8. 8 Perception about tourism promotion in Bangladesh evaluated by the stakeholder groups

Descriptive Statistics			
Items	N	Mean	Std. Deviation
Tends to be Negative TP	25	1.36	.860
TMP concept ambiguous	25	1.48	.918
TMP difficult to understand	25	1.60	.913
Limitations to develop tools	25	3.96	.611
TM is crucial to regular assess	25	4.24	.523
Change behaviours	25	4.32	.557
Good knowledge of TMP	25	4.44	.712
Valid N (list wise)	25		

Source: Filed survey. Note: 1: Strongly Disagree and 5: Strongly Agree

The majority of stakeholders indicate that good customer service, friendliness, and politeness are important aspects of the tourist experience which organisations can use to promote their tourism products (see Table 8.9). “*Courtesy of staff*” obtained the highest mean (4.48). In the context of “*importance of the Govt. role*” stakeholders pointed out that their role is not extensive. Table 8.9 showed the lowest mean value (2.12) for ‘*importance of Govt. role*’ compared with other groups. There are many issues involved in them not performing their role correctly mentioned in chapters 4 (4.5) and 5 (5.2; 5.3 and 5.5). “*Sponsorship*”, “*advertising*”, and “*BD low cost country*” are the important tools to promote and develop Bangladesh tourism indicated by the Bangladeshi tourism Stakeholders. These items have mean values higher than 4. On the contrary, “*Information of BD Embassy*”, “*BBA and their low costs*”, “*MoCAT funds*” show lower mean values compared to other groups and their behaviour is not strongly active for the promotion of tourism. Regarding “*Effective promotional activities*”, “*Website information*”, “*Personal selling*”, “*Publicity compare with other countries*”, and “*Word of Mouth*” these groups’ mean value is more than 3 but less than 4. These variables’ contributions positively promote the

country as a tourist destination and attract more visitors. Therefore, it can be concluded that perception of tourism marketing promotion by the stakeholders is vital to the development of the country's tourist industry. "Courtesy of staff", "sponsorship", "advertising", and "BD low cost country" groups are the most important factors for the promotion and development of tourism marketing in Bangladesh by the tourism organisations.

Table 8. 9 Perceptions about Bangladesh tourism marketing promotional mix evaluated by the stakeholder groups

Descriptive Statistics				
Items	N	Mean		Std. Deviation
	Statistic	Statistic	Std. Error	Statistic
Importance of Govt. role	25	2.12	.211	1.054
MoCAT funds	25	2.16	.243	1.214
Information of BD Embassy	25	2.24	.226	1.128
BBA and their low costs	25	3.12	.211	1.054
Effective promotional activities	25	3.52	.165	.823
Website information	25	3.60	.191	.957
Personal selling	25	3.68	.150	.748
Publicity	25	3.88	.145	.726
Compare with other countries	25	3.92	.237	1.187
Word of Mouth	25	3.92	.128	.640
Sponsorship	25	4.12	.156	.781
Advertising	25	4.12	.145	.726
BD low cost country	25	4.20	.183	.913
Courtesy of staff	25	4.48	.117	.586
Valid N (list wise)	25			

Source: Filed survey. Note: 1: Very Little and 5: Very High

Table 8.10 shows the Bangladesh policy and strategy tools which are relevant to the promotion of tourism. With regard to "promotional programme implementation", "Product development and promotion" shows the highest mean value (4.88) and "Tourism facilities" show the second highest mean value (4.80). "Govt. support for the promotion", shows the third highest mean value (4.76) for this compared with

other groups. “*Involved stakeholders*” shows the lowest mean (4.44); for all of these items the mean value was more than 4. This result reflects that the tourism organisations in Bangladesh are tourism promotion policy and strategy oriented towards the tourism marketing promotion and develops economy in Bangladesh. All the stakeholders play a significant role to implement tourism promotional programmes by using their tourism promotion policy and strategies to promote country’s tourism.

Table 8. 10 Policy and strategy tools which are relevant to the Bangladesh tourism marketing promotion evaluated by the stakeholder groups

Descriptive Statistics			
	N	Mean	Std. Deviation
Product development and promotion	25	4.88	.332
Involved stakeholders	25	4.44	.507
Tourism facilities	25	4.80	.408
Promotional programme implementation	25	4.88	.332
Govt. support for the promotion	25	4.76	.436
Valid N (list wise)	25		

Source: Filed survey. Note: 1: Very Unimportant *and* 5: Very Important

Table 8.11 shows the importance of each organisation in achieving the aims of tourism promotion as evaluated by the respondents from Bangladesh tourism organisations. According to the results, in the context of importance and responsibility for tourism promotion by the stakeholder groups, the table below shows that Tourism Industry (TI) Public obtained the highest mean score (4.92), followed by the Govt. and Tourism Industry (TI) Private, while NGOs had the lowest mean scores compared to other groups. The reality is that, all of these groups including “*Govt.*”, “*TI Private*”, and “*BBA*” show higher than mean scores of 4 which perform their own role in developing and promoting Bangladesh tourism either domestically or internationally. Currently, NGOs also playing an important role in developing Bangladeshi tourism (see Chapter 2). These results support and confirm the findings of the research, which reveals close relationships is an important issue between tourism promotions and the stakeholders in implementing their role for the promotion of country’s tourism. Based on these results, it can be noted that stakeholders in

Bangladesh tourism recognise that the tourism industry public sector (TI public) needs to take responsibility for achieving the goals of the tourism marketing and promotion in Bangladesh.

Table 8. 11 Opinions of each stakeholder groups in terms of their importance and responsibilities for the tourism marketing promotion

Descriptive Statistics			
	N	Mean	Std. Deviation
Govt.	25	4.88	.332
TI Private	25	4.88	.332
TI Public	25	4.92	.400
BBA	25	4.80	.500
NGOs	25	4.08	.640
Valid N (listwise)	25		

Source: Field Survey. Note: Govt.: Government, TI Private: Tourism Industry Private, TI Public: Tourism Industry Public, BBA: BBA, NGOs: Non-Government Organisations. 1: Very unimportant and 5: Very important

The next section addresses the responsibilities of stakeholders to promote the country’s tourist industry.

8. 6 Responsibilities of the stakeholders

The results of this study reveal that there is a close relationship between government and other stakeholders. Most respondents in this study also admitted that the role of government was very important for the success of tourism promotion. Private and public sectors are very much responsible for the development of tourism marketing in Bangladesh. According to Wight (2002), government needs to take a critical role in tourism promotion. Wight (2002) also argues that government needs to be able to deal with natural resources management policies and protection and should consult with other private and public stakeholders and conduct research and education initiatives. Stakeholders may also take important roles as coordinators or convenors of collaborative promotional activities (Briassoulis, 2002). The government in Bangladesh alone was not likely to take up these roles effectively (UNWTO, 2000; UNWTO, 1997). Though the government in Bangladesh seem to have made efforts to

build up close relationships with other stakeholders, they showed limited ability to encourage other stakeholders in the tourism industries to get involved in promoting Bangladesh tourism. One of the reasons for this could be the government in Bangladesh limited approach by which they consider a short-term increase in stakeholder income to be the most important objective (UNWTO, 2000), despite other stakeholders' willingness to adopt principles and policies of tourism promotion. Considering the growing responsibilities of tourism stakeholders in Bangladesh, these stakeholders need to try to improve their capacity to deal with these increasing responsibilities (Dredge, 2001). Stakeholders also need to make efforts to learn about tourists in order to raise awareness of promotional issues, as well as to secure bottom-up input from private organisations to government levels (UNWTO, 2000; Zammuto, 1984).

The following section discusses the descriptive data analyses in the context of tourism marketing in Bangladesh.

8. 7 Descriptive analyses

8.7. 1 Tourism promotions in different places

Most of the tourism stakeholders in Bangladesh have undertaken promotions in Canada, India, Japan, United Kingdom, and USA in various ways to achieve their promotional objectives. They have also visited different countries in different programmes for their tourism promotion purposes.

8.7. 2 Different types of tourism promotional activities

There are various different types of tourism marketing and promotional activities which have been undertaken by tourism organisations in Bangladesh. These programmes are ITB (Berlin) and a documentary TV programme in Germany; BITE (Beijing), COTTOMs, and JATAs in China; Swiss TV programmes; Discovery animal planet, WTMs (World Travel Market) and Travel Magazine in UK; OTMs (New Delhi), TTFs (Kolkata) and SATFEs in India; NATTAs in Nepal; JATAs in Commonwealth, MARTs; EMITTs and CITMs in Turkey. In addition, Stakeholders

in Bangladesh were also attended many other countries in the tourism fair, festivals and exhibitions around the world.

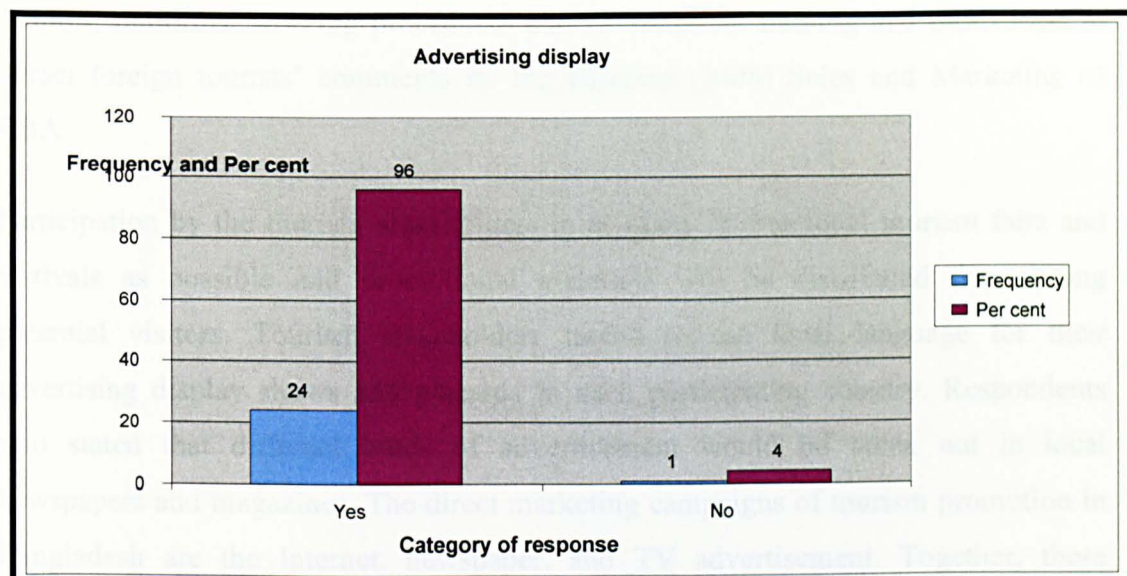
8.7. 3 Promotional changes in different countries

Promotional activities e.g. advertising displays have been changed in different places in different ways during the last five years. Bangladeshi tourism organisations have changed their advertising displays in Japan, Thailand, Berlin, Nepal, the UK, the USA, Malaysia, Pakistan, India, and Italy. These advertising display changes are made on a range of outputs, from electronic media to print media; logo; branding; published promotional materials like brochures, leaflets, handbooks in the respective country's local language. In addition, free gifts like pens, cotton bags, plastic bags and tea bags are also provided to the visitors by the tour operators in Bangladesh. These advertising display changes have been made each year from 2004 to 2008 on a test basis. Test basis advertising changes immediately following exposure to print ads indicates that visitors would be more likely to consider products associated with ads eliciting positive affective reactions than negative reactions. In short, there is emerging support for advertising changes that includes both product beliefs and advertising reactions as independent mediators of tourism brand attitude. The survey results of the present study indicate that affective reactions to advertising display changes may have different immediate and delayed effects. Immediately following exposure to print ads shows greater changes in tourism brand consideration as affective reactions became more positive. According to the survey data for this study, after stakeholders changed their advertising display in these countries, Bangladesh tourism organisations received more tourists from above mentioned countries in these years (2004 to 2005).

Regarding advertising displays changes, Figure 8.2 illustrates that 96 per cent of respondents (24) want to change their advertising display and 4 per cent (1) of respondents are not interested in changing their advertising display. Display advertising is a type of advertising that typically contains text e.g., copy, location maps and similar items. In periodicals, display advertising can appear on the same page as or on the page adjacent to general editorial content. In contrast, classified

advertising generally appears in a distinct section, is traditionally text-only, and is available in a limited selection typeface.

Figure 8. 2 Advertisement displays of tourism in Bangladesh



Source: Field Survey.

8.7. 4 Nature of changes of tourism promotions in Bangladesh

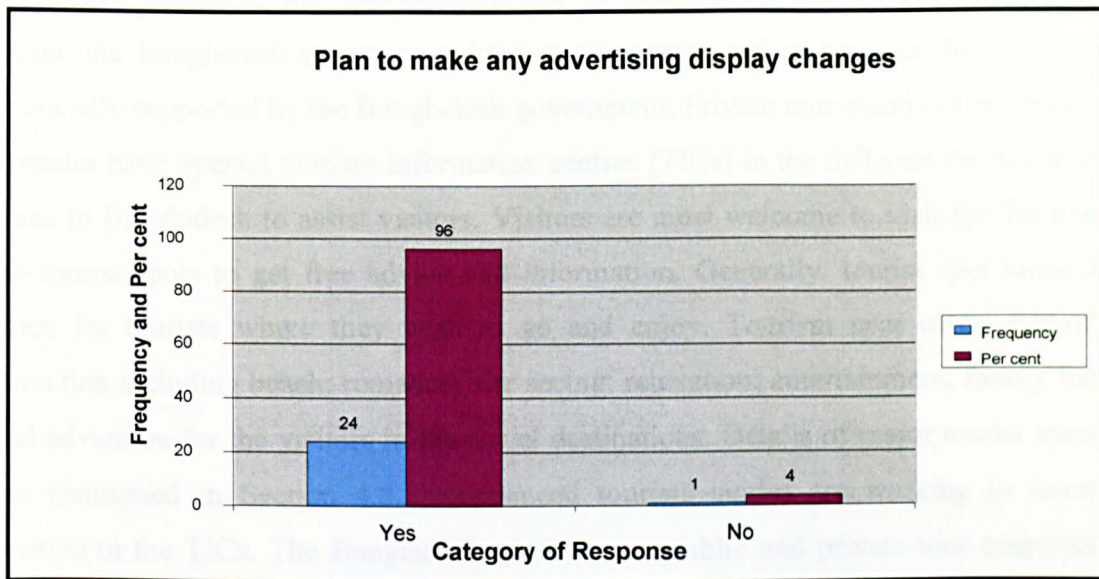
Bangladeshi tourism stakeholders have provided their opinions regarding the nature of changes of tourism promotions and planned to change their tourism promotional activities over the next five years as part of this current research. Different stakeholders pointed out their nature of changes of advertising displays in different ways will be in different countries (TOAB, 2008). Most of the stakeholders plan is to develop a marketing strategy in the international and domestic markets to produce promotional videos, free gifts, e.g., handicrafts and other indigenous products, colourful posters and postcards. In addition, stakeholders plan to publish as much promotional material like brochures, leaflets and handbooks in the local languages of target markets. BPC (2008) mentions this promotional plan will be expanded to tourists generating country especially in the developed country. Mollah, Managing Director of A. B. Tours (2008) reveals that free gifts and souvenirs e.g., magazines, colour brochures and mugs will be distributed among arrivals in the near future as a part to tourism promotion. Shahid (2008) Managing Director of Petro Aviation (2008) exposes that our plan is to attend more TV programmes in the different countries and

produce attractive documentary films to attract new visitors. BBA has planned to go through a total re-branding process which includes using both colour and logo inside and outside of the aircraft. BBA intends to use all kinds of media for an extensive promotional project. BBA's aim is to design corporate office, layout, furniture and fixtures, uniforms, working procedures and environment training and motivation to attract foreign tourists' comments by the Director (2008) Sales and Marketing of BBA.

Participation by the tourism stakeholders in as many international tourism fairs and festivals as possible and promotional materials will be distributed free among potential visitors. Tourism stakeholders intend to use local language for their advertising display shows and placards in each participating country. Respondents also stated that different kinds of advertisement would be taken out in local newspapers and magazines. The direct marketing campaigns of tourism promotion in Bangladesh are the Internet, newspaper, and TV advertisement. Together, these promotional tools are promoting Bangladesh tourism and its image in the international market. TOAB (2008) reveals that TOAB member organisations are publishing and distributing a 26 pages full-colour tourism catalogue among the visitors. The production of postcard, e-card, and e-mail is to enhance the spirit of six seasonal campaigns, because Bangladesh is a six seasons' country. To develop online advertising is to enhance the spirit of Bangladesh tourism by the spring advertisement campaign to attract foreign tourists for the whole year. Live media use to sale tourism products can also be an effective promotional tool to attract future foreign tourists, as suggested by the respondents to the survey.

Regarding the plan to make any advertising display changes in the next five years, Figure 8.3 illustrates the findings that 96 per cent of stakeholders (24) were interested in changing their advertising display or plan to make a change (PMC) in the next five year, whereas 4 per cent of them (1) were not interested in making changes to their current advertising displays.

Figure 8. 3 Advertisement display changes in next five years



Source: Field Survey.

The next section discusses the tourism promotion policy (TPP) of the MoCAT in Bangladesh.

8.7. 5 Key points of the current MoCAT tourism promotion policy

The MoCAT in Bangladesh has a tourism promotion policy (TPP) aimed at promoting Bangladeshi tourism. Key points of their TPP were described by the respondents in the interviews. Firstly, the MoCAT has mentioned, Travel Agents (TAs), Tour Operators (TOs) and the BPC (see Chapter 5) are the separate tourism organisation according to the Bangladesh government tourism law in 1972. These organisations main aim is to create destinations image in Bangladesh to enhance tourism promotion.

According to the MoCAT, the Bangladeshi government has a tourism board (the Minister and Secretary of the MoCAT, the Chairman of TOAB (private and public), the Chairman of TAAB, professional experts, academicians, and business editors) who deal with the promotion and development of the country's tourism in the domestic and overseas markets. Private tour operators and travel agencies are informed that whenever they need to carry out activities related to tourism promotion and development, they can do these things by themselves autonomously. Private tour operators and travel agencies ultimate goal is to influence visitors (foreign and

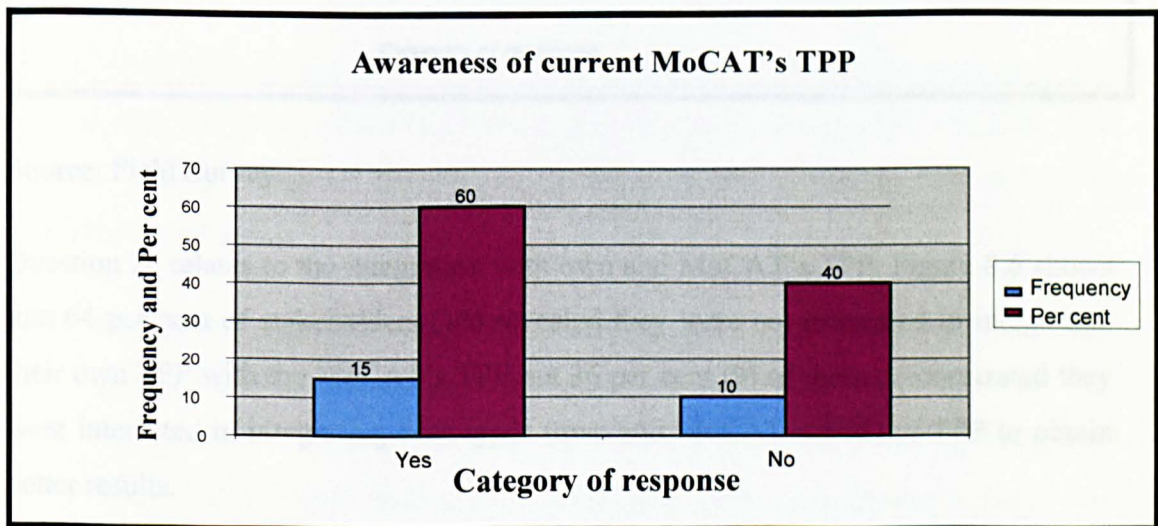
domestic) to visit Bangladesh by the use of extensive tourism promotional activity. During the course of the interviews, a few of respondents mentioned they do not follow the Bangladesh government tourism promotion policy because they are not financially supported by the Bangladesh government. Private tour operators and travel agencies have opened tourism information centres (TICs) in the different destinations arena in Bangladesh to assist visitors. Visitors are most welcome to visit the TICs in the tourist spots to get free advice and information. Generally, tourist spot mean a place for tourists where they wish to go and enjoy. Tourism spot offers natural attraction including beach; romance; site seeing; relaxation; entertainment; family fun and adventure for the visitors in the travel destinations. Details of major tourist spots are mentioned in Section 4.5. Experienced tourists guides are working to assist visitors in the TICs. The Bangladesh government, public and private tour operators have jointly identified 220 modern and attractive tourist spots in Bangladesh (MoCAT, 2010). The majority of these areas are already opened to the public (Chapter 4). The MoCAT's future plan is to create more tourist spots. The MoCAT's also mentioned that all kinds of tourism information including other facilities would be available to visitors in the TICs by 2020. The government of Bangladesh has already taken a various steps to make attractive and secure tourism destination in Bangladesh for the international visitors which will be a major source of revenue income in Bangladesh. For example, constructing international standard hotels, upgrading golf courses and for the security of visitors steps have been taken to form a tourist police service with a dedicated police outpost at each tourist destination. Different management committees have been working continuously for the development and maintenance of tourism sector revealed by the MoCAT. For example, beaches, scenic spots, historic monuments and museum, shopping arcades and botanic gardens, wildlife parks, religious sites, modern infrastructure and transportation facilities. Secretary of MoCAT also informs that border law will be more flexible for the international visitors to apply for and extend their visa including port entry visa. The ultimate goal of the government of Bangladesh is to encourage more visitors to visit Bangladesh by their flexibility of border law. Similarly, visitors will get an opportunity to extend an existing visa to increase their length of stay in Bangladesh (Daily Independent, 2009). The BBA authority also argues that as an autonomous organisation, they follow their own promotion policy. In this perspective, there is no accountability to MoCAT to take any kinds of promotion either in the

domestic or overseas markets, because BBA and MoCAT work jointly on behalf of the tourism organisations in Bangladesh in both the markets.

In the context of integration of tourism promotion policy (TPP) with the MoCAT, 40% of survey respondents replied that they do not integrate their own TPP with the MoCAT's TPP and 60 per cent revealed they have integrated their TPP with MoCAT's TPP because they are jointly working with the government to initiate any promotional activities either domestically or internationally. Also private (TOs and TAs) and public (MoCAT, BPC and BBA) organisations are jointly working to develop country's tourism and destination image.

According to the above responses, question 2a relating to awareness of the current MoCAT's TPP, respondents were asked to provide their opinions. Figure 8.4 illustrates that 60 per cent of respondents (15) are aware about the MoCAT tourism promotion policy (TPP) but 40 per cent of them (10) stated they are not aware of the MoCAT's TPP.

Figure 8. 4 Awareness of tourism promotion policy (TPP)

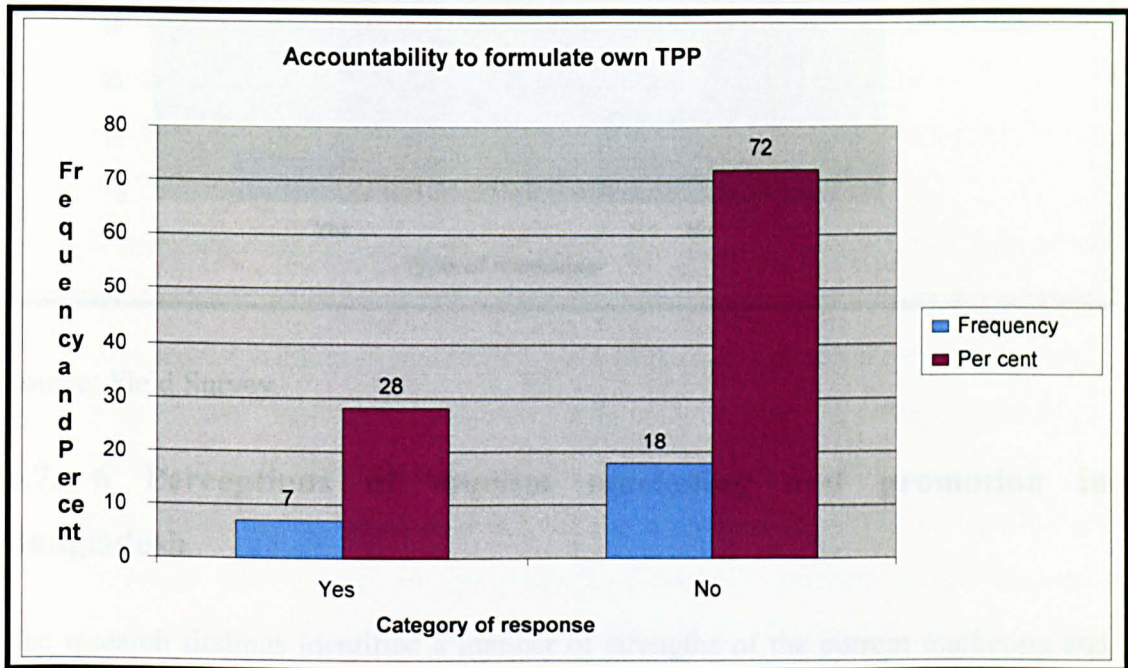


Source: Field Survey.

Question 2b is relating to any responsibility to formulate owns TPP, Figure 8.5 depicts that 72 per cent of stakeholders (18) revealed they do not have any responsibility to formulate their own promotional activities to the MoCAT. The respondents are also unaware about their accountability to formulate their own TPP,

whereas 28 per cent (7) of respondents believed they have responsibility with regards to their own promotional activities. Accountability has truly become an integral part of tourism marketing organisations. Accountability is necessary to guide the decision-making process for resource management and allocation, sales and marketing campaign development, and staff training and development.

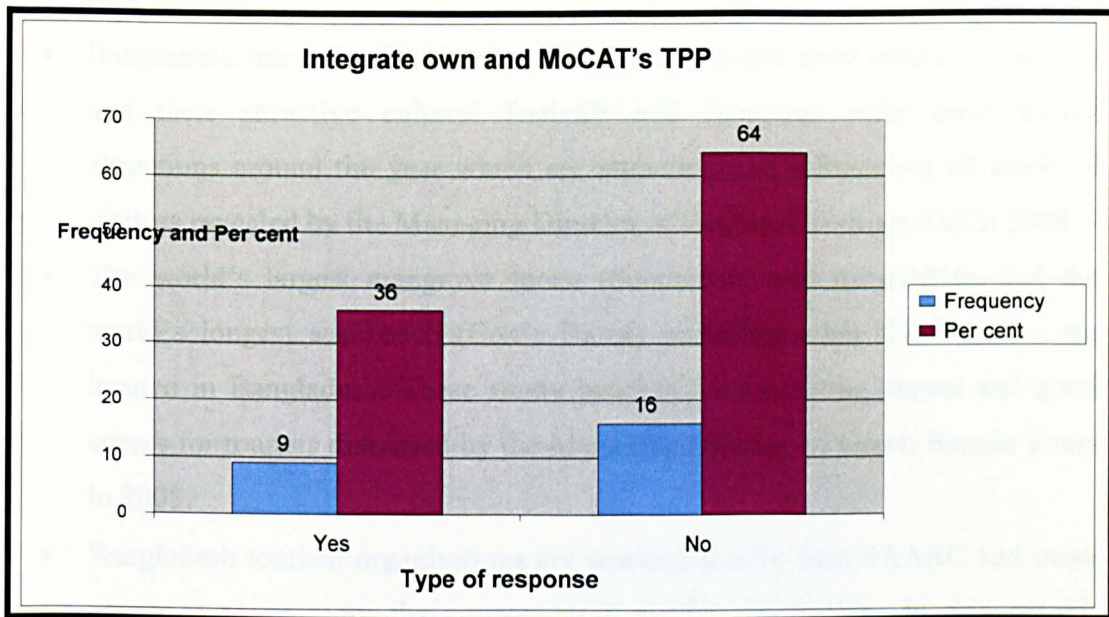
Figure 8.5 Accountability to formulate own promotion plan



Source: Field Survey.

Question 2c relates to the integration with own and MoCAT's TPP, Figure 8.6 shows that 64 per cent of stakeholders (16) revealed they were not interested in integrating their own TPP with the MoCAT's TPP but 36 per cent (9) of them demonstrated they were interested in integrating both types (own and MoCAT's TPP) of TPP to obtain better results.

Figure 8. 6 Integration with own and MoCAT's TPP



Source: Field Survey.

8.7. 6 Perceptions of tourism marketing and promotion in Bangladesh

The research findings identified a number of strengths of the current marketing and promotional activities which take place in relation to Bangladesh tourism. The potential selling points of Bangladesh for the purposes of tourism promotion are identified as follows:

- Bangladesh is a low cost country where everything is cheap (accommodation, transportation, and food) commented by the Chairman of TOAB in 2008.
- Bangladesh is a culturally developed country where old traditional cultural, ethno cultural and multicultural people are living without any cultural and religious problems discussed by the Managing Director of Green Channel in 2008.
- The country's people are very polite, have a human touch and are generally hospitable commented by the Chairman of TOAB in 2008.
- There exist a large number of archaeological sites and excavations, a developed cultural heritage, and good transport system and connected with

most of the countryside, villages and cities pointed out by the Chairman of BPC in 2008.

- Bangladesh has natural scenery, greenery, rivers and river cruises, tribal life and their attractive cultural festivals and functions offer great tourist attractions around the year which are attracting and influencing all kinds of visitors revealed by the Managing Director of Kushiara Tourism Ltd in 2008.
- The world's largest mangrove forest (Sundarban) and its wildlife, and the world's longest sea beach (Cox's Bazar) including other five beaches are located in Bangladesh. These sunny beaches have a strong appeal and good access for tourists discussed by the Managing Director of Green Bangla Tours in 2008.
- Bangladesh tourism organisations are working jointly with SAARC and other countries to promote the country as a tourist destination. In this regard, Bangladesh tourism organisations have already developed joint package tour programmes with the Maldives, India, Singapore, Thailand, Nepal and Myanmar commended by the Secretary of the MoCAT in 2008.
- Discounted price is another factor which encourages domestic tourists to visit different destinations in Bangladesh. Domestic tourism promotions are influencing domestic customers to travel and visit different destinations within the country expressed by the Managing Director of Guide Tours and Travels Ltd.
- Respondents also highlighted that, to attract domestic and foreign tourists and to promote tourism products, Bangladesh tourism organisations have already developed their own brochures, and websites with a range of information.

There are some common problems of tourism marketing promotion in Bangladesh stated by the respondents. These problems are given below:

- Respondents revealed that there is a unified strategy but no linkage with the promotional strategy due to, for example, a lack of patronage by the Bangladeshi government, lack of proper budgeting, low involvement of the public sector, a lack of security, a lack of publicity, a lack of seasonal promotion, a weak marketing strategy, a lack of branding of the destination, a

lack of opportunities in environmental tourism, as well as a failure to monitor and take advantage of evolving tourism trends.

- A bureaucratic system and lack of government support is an obstacle to initiate off-peak season tourism promotion. Due to lack of sufficient funding and support by the government, Bangladesh tourism organisations face an immense challenge to spread their promotional activities internationally. As a result, tourism organisations have failed to attract more tourists in both the peak season and the off-peak season.
- As a developing country, political instability is another major problem for Bangladesh in the development of its tourist industry.
- The BPC is a public tour operator, but it is not playing a strong role in promoting Bangladesh tourism in the absence of TPP.
- There is a lack of proper direction from a higher level authority of the government of Bangladesh. That is why public tour operators are not actively involved in promoting the country as a holiday destination either in the domestic or the overseas markets, though the higher level authority's (Ministers and Secretaries) role is very important to promote Bangladesh tourism.
- Government officials and tourism policies are changed frequently by the new government which is also an obstacle to developing a promotional strategy.
- There is no real budget available from the government of Bangladesh for the tourism marketing and promotions nationally and internationally.
- The main obstacles in Bangladesh tourism organisations are the image crisis, inconsistencies government tourism planning and the bad reputation about Bangladesh.
- In addition, the lack of adequate market research and internet facilities in all destinations areas are other obstacles in Bangladesh to promote country's tourism.
- A lack of understanding of tourism regions, low involvement of the private sector in cultural development and tourism promotions are some of the problems experienced by Bangladeshi tourism organisations. In addition, currently very few inbound tour operators work in Bangladesh which cannot contribute to promote Bangladesh tourism at the international level.

- A lack of a regional transportation infrastructure and a lack of transport links to the airport also act as an obstacle to the industry.
- Bangladesh as a holiday destination is not exploited to its full potential, which means that potential visitors have negative perceptions about the country. Inadequate capacity to promote and protect tourism and the lack of priority afforded to the tourism sector in Bangladesh also a problem.
- Foreign investment is put off by local corruption at the government level.
- A lack of on-going collaboration exists between local tourism business organisations as well as an inadequate number of tourism training facilities.

The following subsection discusses the key points of tourism promotional strategies in Bangladesh.

8.7.7 Key strategies to promote Bangladesh as a holiday destination

The analysis from the research study suggests some key findings for the promotional strategies of tourism in Bangladesh. These key strategies are as follows:

- Participation in international tourism fairs, festivals, conferences, trade shows, exhibitions, TV programmes, talk shows and media presentations and reports. To produce promotional productions i.e., documentary films and personal contact with competitive operators and advertising in the regional newspapers.
- BBA is incorporating “Bangladesh and Bangladesh tourism” in their brand. BBA activities will also be used to promote Bangladesh as a tourist site.
- Bangladeshi tourism organisations may attendant national and international programmes to promote their country’s tourism, i.e., fairs, festivals and exhibitions.
- Increasing the number of visitors in Bangladesh in all seasons through effective marketing promotional activities e.g., advertising sales promotion, salesmanship and publicity.
- Implementation of highly targeted customer advertising and promotional campaigns through strategic marketing plans in the target markets focusing on the off-season. Implementation of highly targeted customer advertising and promotional campaigns through strategic marketing plans in the target markets

focusing on the off-season. Off-season tourism is not only a good idea in terms of economics but can also give opportunity to travellers to save money and escape the crowds. The biggest advantage about travelling in the off-season is the lower prices for everything from airfare to resort rates to merchandise in stores at the destination point.

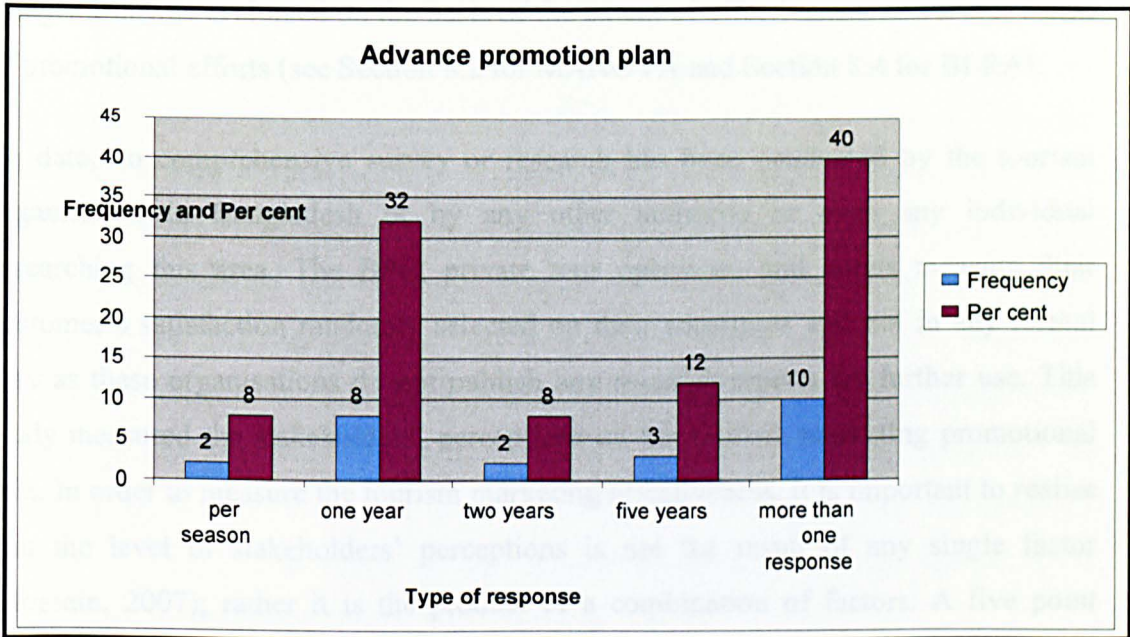
- Collaboration between stakeholders towards a common goal of tourism marketing in Bangladesh e.g., increase the stakeholders marketing and promotion functions and engage in a greater range of partnership, network, and collaborative relationships with stakeholders.
- Word-of-mouth used to promote Bangladesh as a holiday destination both nationally and internationally, because a satisfied tourist be as effective as any other promotional activity undertaken by the industry. Knights (1977) suggest, “For the best advertisement, your best salesman is the satisfied client”. Tour operators, travel agents and other service providers have launched programmes so that visitors themselves get motivated to act as a personal source of information for their friends, relatives and colleagues, neighbours and other potential tourists, and convince them of the attractiveness of Bangladesh as a holiday destination. Of course, the effectiveness of WOM endorsement depends upon the ability and willingness of the spokespersons and endorsers.

The suggestions above were all made by the Bangladeshi tourism stakeholders who acted as informants for this research. They have stated these points based on their personal experiences and formal organisational tourism promotion policy. Most of the organisations follow their tourism promotion policy (TPP) but a few of them do not follow the MoCAT’s TPP, or they do not have their own specific TPP.

Question no. 8 asks: “how long in advance stakeholders have promotion plan, Figure 8.7 shows that the highest proportion (40 per cent) of respondents (10) mentioned that more than one purpose tourism stakeholders in Bangladesh to take an advance promotion plan to promote country’s tourism, whereas 32 per cent (8), 12% per cent (3) and 8 per cent (2) of the respondents indicated only single category of promotional plan. The single category of promotional plan is either per season or a year basis. This gives a good indication that the majority of stakeholders think in advance about their

promotional plan to promote Bangladesh as a tourism site in various ways for the domestic and overseas markets.

Figure 8. 7 Advance promotion plan of tourism stakeholders in Bangladesh



Source: Field Survey.

The following section discusses the issues of measuring effectiveness by the stakeholders in Bangladesh.

8. 8 Measuring effectiveness

8.8. 1 Concept of effectiveness in terms of marketing promotion

The researcher's ultimate aim is to measure the effectiveness of tourism marketing productivity. As a best practice, if a destination marketing organisation spends a significant amount of its budget on marketing efforts, it must be prepared to invest in the research to measure the effectiveness of those marketing efforts. Marketing effectiveness relates to the quality of marketing goals. That is, how marketers go to the market with a goal and optimising their spending promotional budget to achieve good results in both the short and long-term marketing plan. The promotional effort of tourism industry in Bangladesh intends to achieve better performance by their promotional activities. The researcher's aim is to evaluate whether the tourism

industry in Bangladesh is performing their promotional efforts properly or not. Evaluating the promotional activities of the industry in Bangladesh can help answer whether the activities undertaken and launched by it are effective or ineffective (Hossain, 2006). In this study, promotional effectiveness of the tourism industry in Bangladesh was evaluated on the basis of the extent of effectiveness of various forms of promotional efforts (see Section 8.2 for MANOVA and Section 8.4 for BLRA).

To date, no comprehensive survey or research has been conducted by the tourism organisation in Bangladesh or by any other authority or even any individual researching this area. The BPC, private tour operators, and hotels measure their customer's satisfaction randomly selected on their customers and not in any formal way as these organisations do not publish any research reports for further use. This study measured the stakeholders' perceptions on the tourism marketing promotional mix. In order to measure the tourism marketing effectiveness, it is important to realise that the level of stakeholders' perceptions is not the result of any single factor (Hossain, 2007); rather it is the product of a combination of factors. A five point rating scale ranging from 1 to 5 such as, strongly agree to strongly disagree were used on each component to evaluate the respondents opinions. The main components of this scale are advertisement, sales promotion, personal selling, publicity and Word-of-Mouth. The researcher's aim of these scale questions is to evaluate the positive or negative attitudes of respondents about the selected tourism marketing and promotional components in Bangladesh. This scale data also gathered the attitudinal, behavioural value-judgement and stakeholders' opinions related information to measures the promotional effectiveness of tourism in Bangladesh.

Regarding the concept of effectiveness in terms of tourism promotion, the respondents stated that if the volume of tourists from a specific country was to increase after a promotional activity was undertaken, this could indicate the positive effect of that activity. On the other hand, if the volume of tourists from a specific country does not increase after taking a promotional activity, indicates that the promotion has failed but there could be other factors at work, researcher did not consider these factors. The aim of promotion is to increase numbers of foreign tourists whilst keeping the marketing costs at or under a reasonable level. The marketing costs will mainly be the time costs of the professionals involved. These are the costs connected with the organisational

dilemma. However, expenses such as typing, copying and travelling can also lead to substantial marketing costs. The research finding shows that tourism stakeholder's intention is to attracting more customers and creating more employment opportunities. The research finding also shows that few respondents mentioned they do not have any actual framework to measure such effectiveness. In that case, they measure their promotional effectiveness as the difference between income and expenditure. A promotion is considered to be effective if the income from that particular promotion goes above the expenditure. In reality, these organisations follow traditional ways to measure their marketing effectiveness. For example, several respondents described that they had carried out several promotional activities in Thailand, 2008 and had achieved their target before the peak season of tourism in Bangladesh (October to March). Respondents also stated that they were happy to see their volume of tourists and revenues from their targeted country, e.g., Thailand. The Field survey was conducted in Bangladesh by the researcher from September to November, 2008. The result of the survey shows that tourism marketing in Bangladesh is focused on several key activities:

- (a) revenue and budget to implement tourism promotion policy to attract the demand by competitive prices and developed products; and
- (b) producing promotional materials, which still serve as a major promotional tool.

In 2004-2008, the highest number of stakeholders spent their highest percentage of promotional budget to published promotional materials. The scope of the tourism marketing activities in 2004 to 2008 was evaluated by the researcher and this finding indicates that stakeholders changed their tourism promotional policy to promote country's tourism both the markets. The survey result shows that tourism stakeholders in Bangladesh are printing of more promotional materials during 2004 to 2008 than the previous years to promote and develop Bangladesh tourism in the domestic and overseas markets. On the other hand, product development (quality improvements, changing products and packages) as an important marketing activity had been neglected during that period. However, a high level of awareness on this issue exists among the interviewed stakeholders: the majority of the respondents think that it is

necessary to develop new products or to upgrade the existing ones to promote Bangladesh tourism in the near future.

Since tourism marketing planning is usually a prerequisite of tourism marketing effectiveness (Das, 2009), the existence of formal marketing plans at both the strategic and operational levels, was evaluated in the survey. The results discussed in the previous section indicate that most of the stakeholders interviewed had a strategic marketing plan, and an annual (operational) marketing plan. During the analysed period, the implementation of tourism marketing strategic planning in the tourism industry in Bangladesh had insignificantly increased than other sectors in last five year, and the implementation of operational planning had at the same time decreased due to political instability in Bangladesh. The results of the survey show clearly that strategic plans had not been used previously in the tourism organisations in Bangladesh; and the majority of stakeholders introduced both types of marketing plan in the period of 2004 to 2008 for the first time ever. These data indicate:

- (i) strategic planning procedures have not been known and practised enough in the tourism marketing processes in the Bangladesh tourism industry; and
- (ii) in a very unstable political and business environment during the analysed period, tourism organisations in Bangladesh have neglected to marketing plan.

Marketing effectiveness has also been tested based as far as the way the marketing information e.g., survey data, was used at the top level of the management's decision-making processes as well as the top level of the management's satisfaction with the functioning of their respective marketing departments. In the analysed period, the trends in tourist demand remained the key information for strategic decision making. In the area of operational planning, the focus of interviewed stakeholders also moved to the yearly revenue. The regression analysis which was carried out in order to test the hypotheses for this research indicated that marketing effectiveness, as defined as the result of two performance indicators volume of tourists and revenue between 2004 to 2008 is positively associated with:

- (a) the performance level of the organisation,

(b) the scope and intensity of marketing activities carried out, and

(c) the way marketing information was used in different media levels.

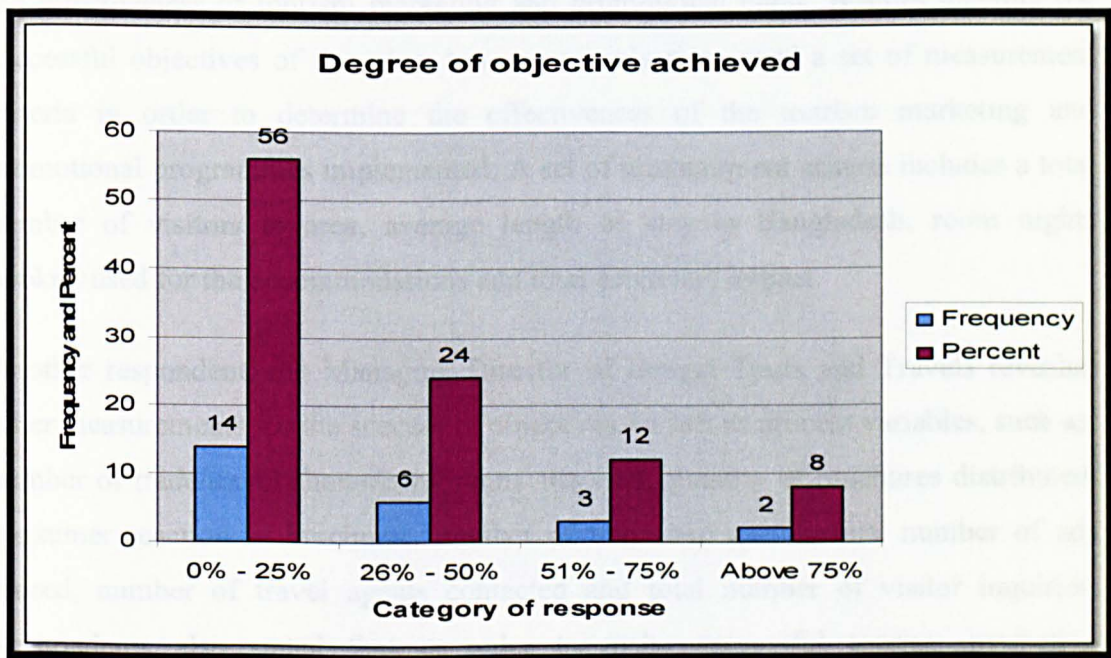
The next question to the respondents was: “is the effectiveness of tourism promotion related to target achievement?” According to the survey data, 60 per cent (15) of the respondents revealed they felt their promotional effectiveness related to target achievement but 40 per cent (10) of them felt it was not related to their target achievement. The survey results indicate that the majority of the respondents feel their promotional effectiveness is related to their targets, because they have a specific target to take promotions and measure their effectiveness. Tourism stakeholder’s aim is to keep costs to a minimum and maximise the benefits from the major promotional activities. Tourism industries promotional target is to rising visitors’ awareness, interest and attractions of Bangladesh tourism. Stakeholders want to ‘keep it real’, ‘promote visits to less visited areas’ and ‘increase the chance of repeat visits and visitors’. Stakeholders are encouraging off-season visits to minimise seasonality impact in Bangladesh by the attractive promotional activities.

The final part of question no.1 asks, “How frequently do you assess promotional effectiveness?” Field data shows that 48 per cent (12) of respondents indicated they have assessed their promotional effectiveness regularly. 28 per cent (7) of them explained they have assessed it occasionally, whereas only a few of them (8 per cent) assessed the effectiveness of every promotion. In addition to this, 16 per cent (4) of respondents assessed their promotional effectiveness by using more than one category. Stakeholders are using more than one factor from combination of three factors e.g., every promotion, regularly and occasionally. This indicates that respondents prefer to assess their promotional effectiveness, whether their undertaken promotions are working correctly or not in both the markets. However, all the tourism organisations in Bangladesh are not technologically developed and do not have strong data base systems quite yet.

Question as regards “what degree were objectives achieved”, Figure 8.8 shows that the highest proportion of respondents (56 per cent), revealed they have achieved their targeted objectives from 0 per cent to 10 per cent of promotional effectiveness, whereas, 24 per cent (6) of them achieved their objectives only from 26 per cent to 50

per cent. Similarly, 12 per cent of respondents (3) achieved from 51 per cent to 75 per cent of their target promotional effectiveness and 8 per cent (2) reported they have achieved their highest percentage of targeted objectives of promotional effectiveness i.e., above 75 per cent. This result shows that the tourism organisations more or less achieved their target objectives of promotional effectiveness at different level of per cent. It also indicates that there is a strong linkage between promotion and target achievement. The survey results revealed that the role of tourism marketing and promotions is not limited to stimulating visitors to visits a destination; rather, it includes exposing the destination to potential travellers, creating a positive image of the destination, and stimulating a preference for the destination that will eventually lead to an actual visit in the long-run.

Figure 8. 8 Degree of objective achieved



Source: Field Survey.

8.8. 2 Measure the success of objectives

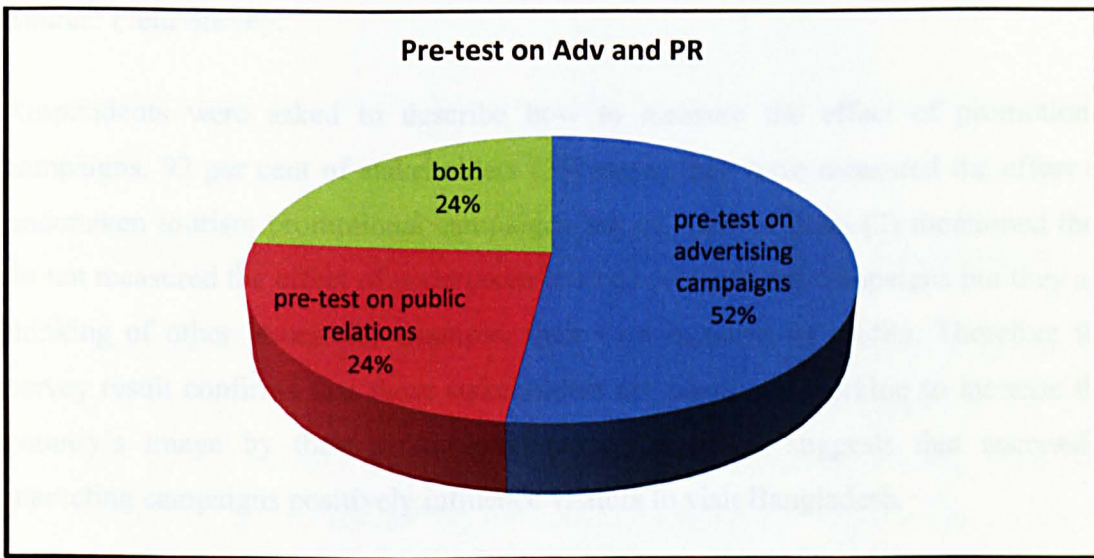
Respondents were asked, “how do you measures the success of your objectives?”, which elicited a range of responses. Informants also revealed that the favourable image creation is to stimulate tourists demand by the promotions of Bangladesh tourism is their way to measure success objectives.

Marketing promotion may be undertaken in different ways, including advertising, direct marketing, sales promotion, personal selling, publicity and public relations. Some of the respondents also stated “there is no systematic way or framework to measure their success objectives, but they were keeping data records manually and periodically”. Informants recognised which objectives are the most important to track when evaluating the success objectives of their tourism marketing activities. For example, volume of tourists increased by 30% in 2008 than previous year and online ticket sales increased by 20% within 12 months. Tourism organisations were focused on effectiveness measures on their promotional activities. Regarding the issue of effectiveness measures, the Managing Director of Guide Tours and Travels mentioned, tourism marketing promotional strategies employed on a tourism marketing promotional plan in Bangladesh tourism to get a quantifiable results. In addition, weekly, monthly, quarterly, or yearly tourists data were also used to evaluate the effectiveness of tourism marketing and promotional plans. Besides meeting the successful objectives of this plan, tourism organisations used a set of measurement criteria in order to determine the effectiveness of the tourism marketing and promotional programmes implemented. A set of measurement criteria includes a total number of visitors to area, average length of stay in Bangladesh, room nights booked/used for the accommodations and total economic impact.

Another respondent, the Managing Director of Bengal Tours and Travels revealed other measurements for the success of objectives known as process variables, such as: number of trade/travel shows/exhibitions attended, quantity of brochures distributed, consumer reaction to brochures, number of tours and participants, number of ads placed, number of travel agents contacted and total number of visitor inquiries. Respondents also stated that in order to make successful tourism marketing programmes, large funds must be invested into tourism marketing strategies. Other respondents highlighted that, “return on the investment” is another variable for measuring the success of objectives of their tourism marketing and promotional programmes. Survey results shows that the best way of effectiveness of tourism marketing is to examine the end result of the marketing campaign by using indicators of success generated by the tourism marketing plan, like visitor expenditures, economic impact assessment and tourism employment.

Question asked regarding conducting pre-test by the tourism organisations in Bangladesh, Figure 8.9 below shows that 52 per cent of stakeholders conducted their pre-test on advertising campaigns and 24 per cent of them (6) conducted it on their public relations. Public relations involves building good relations with the company's stakeholders by obtaining favourable publicity, building up a good corporate image, and handling and heading off unfavourable rumours, stories and events. These stakeholders include government, financial communities, suppliers, citizen action groups, customers and media. 24 per cent (6) of respondents revealed they have used both type of categories e.g., public relations and advertising campaigns to conduct their pre-test. The survey result shows that the majority of respondents used advertising campaigns to pre-test their promotions rather than public relations. Advertising campaigns play an important role in the promotion of tourism products in both the markets e.g., domestic and overseas.

Figure 8. 9 Pre-test on tourism promotions in Bangladesh

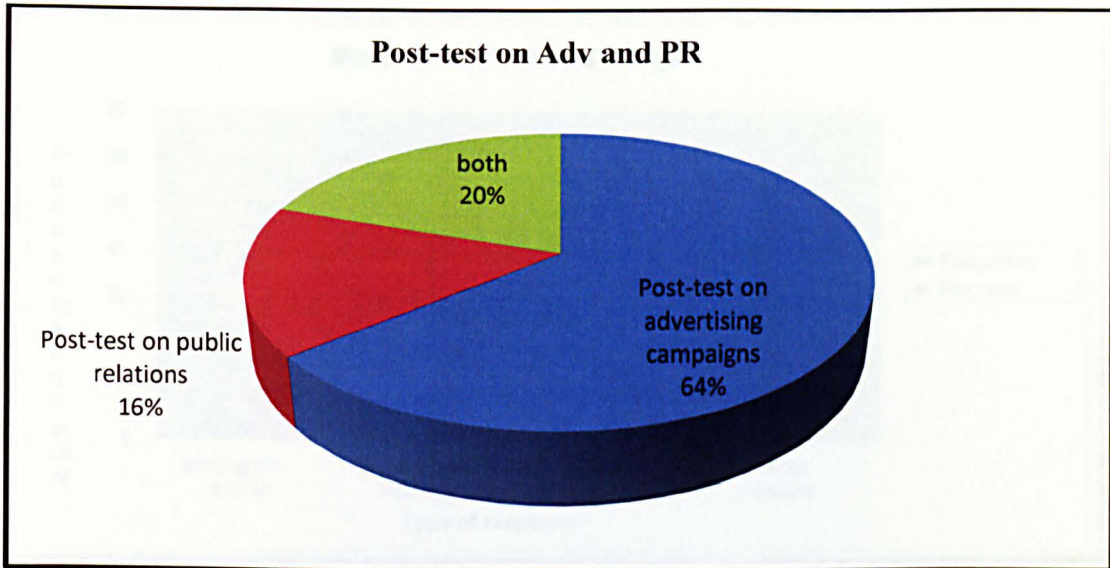


Source: Field Survey.

Question also asked respondents conducting post-test on tourism promotion in Bangladesh, Figure 8.10 illustrates that 64 per cent (16) of stakeholders revealed they used advertising campaigns, whereas 16 per cent (4) of them used public relations to conduct their post-test. On the other hand, 20 per cent (5) of respondents stated they use both the categories to conduct their post-test. This result confirmed that the majority of stakeholders use advertising campaigns to conduct their test rather than

public relations efforts. However, advertising campaigns are an important tool among the promotional tools to conduct the post-test.

Figure 8. 10 Post-test on tourism promotions in Bangladesh



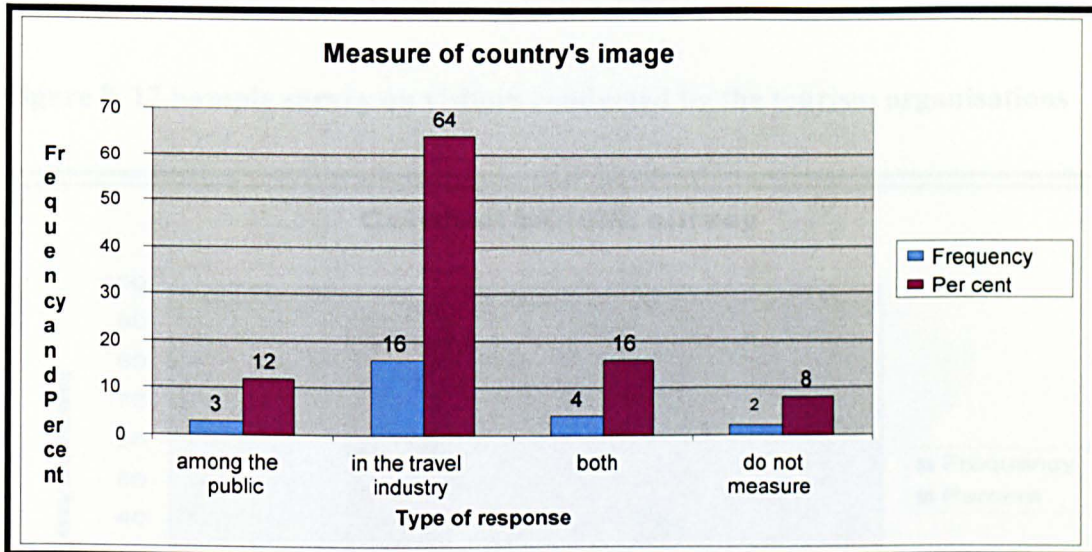
Source: Field Survey.

Respondents were asked to describe how to measure the effect of promotional campaigns. 92 per cent of stakeholders (23) stated they have measured the effect of undertaken tourism promotional campaigns but per cent of them (2) mentioned they do not measured the effect of undertaken tourism promotional campaigns but they are thinking of other issues, for example, their own business or profits. Therefore the survey result confirms that these stakeholders are positively working to increase the country's image by their promotional campaign which suggests that successful marketing campaigns positively influence visitors to visit Bangladesh.

Respondents also commented on how they measure the effect of their promotional campaigns. 64 per cent of respondents (16) measure the effect of promotional campaigns on the travel industry and 12 per cent (3) of stakeholders revealed they measure it using public opinion shown in Figure 8.11. 16 per cent (4) of informants described they measure effectiveness by using both types of category and the remaining 8 per cent (2) of informants indicated they do not measure the success of a campaign by any of the above methods. This survey result indicates that majority of

respondents' measures their promotional effectiveness based on their travel industry's promotional campaigns.

Figure 8. 11 Measure of effect of promotional campaign on tourism industry



Source: Field Survey.

The following section addresses how to conduct sample survey by the respondents in Bangladesh.

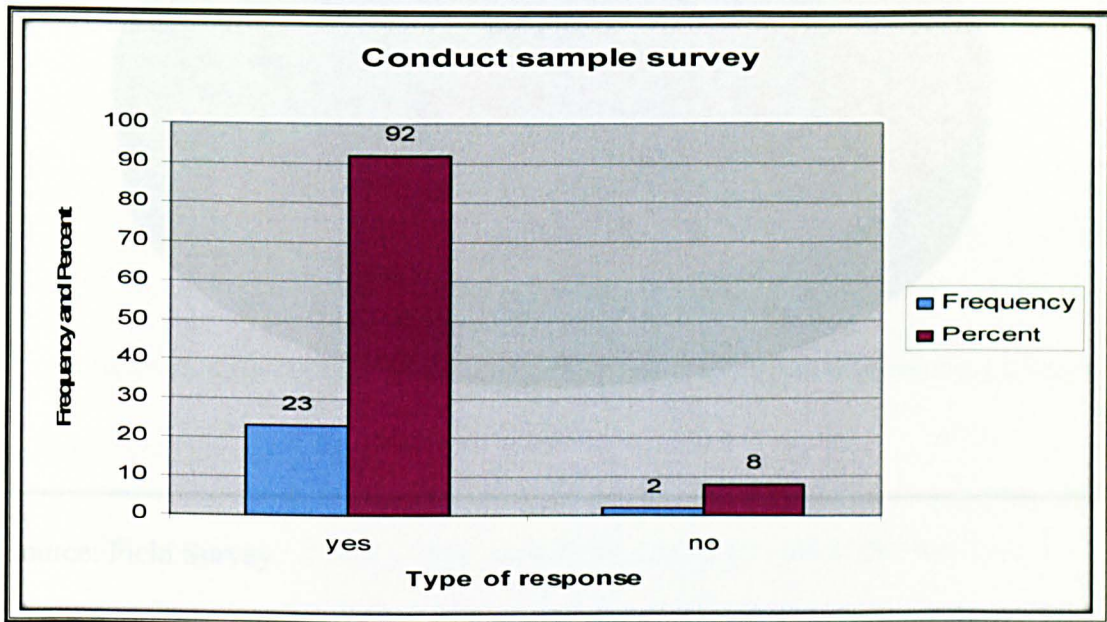
8.8. 3 Sample survey conducted by the stakeholders in Bangladesh

The researcher talked freely to the respondents (tourism stakeholders) about how to conduct a sample survey on visiting tourists. The respondents explained that they often use sample surveys to obtain their tourism information by using their pre-designed survey questionnaires on tourism in Bangladesh. This sample survey is conducted by tourism companies in Bangladesh to determine visitor reactions and perceptions about their tours. Surveys are usually carried out at the end of a trip, just before the visitor leaves the country.

Regarding the use of a sample survey to determine the reactions of tourists to their holiday in Bangladesh, Figure 8.12 shows that 92 per cent (23) of stakeholders conduct sample surveys to determine tourist reactions about Bangladesh tourism and their tours. 8 per cent of respondents reported that they do not conduct any formal survey to determine tourist opinions due to a lack of access to modern technology

such as, computer and internet. Tourism organisations in Bangladesh do it manually, although they do not maintain official up-to-date records. The survey results suggest that tourism organisations are effectively conducting sample surveys and in order to make statistically valid inferences, stakeholders trying to maintain up-to-date data and systematic information about visitors in their database.

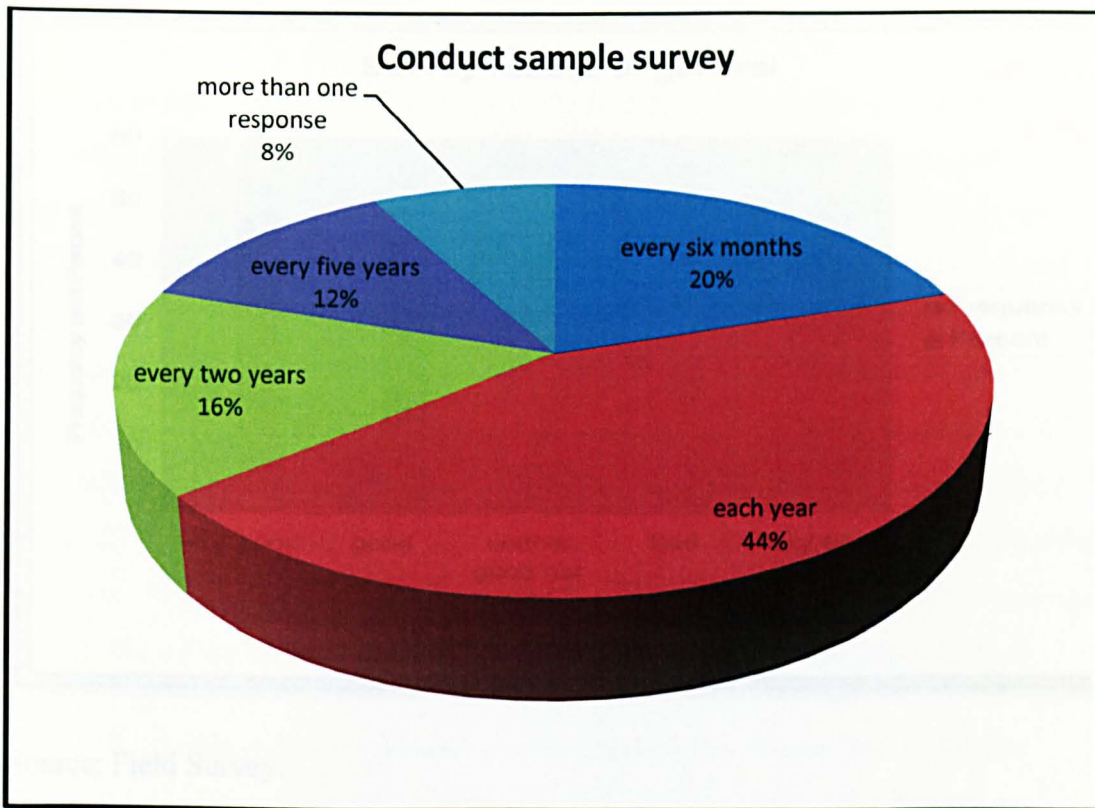
Figure 8. 12 Sample survey on visitors conducted by the tourism organisations



Source: Field Survey.

Stakeholders also explained how frequently they conduct sample surveys; Figure 8.13 shows that the highest proportion of respondents (44 per cent) (11) revealed that they conduct their sample survey on an annual basis, whereas 20 per cent of them (5) conduct their survey on a six monthly basis. Smaller numbers (16 per cent (4) and 12 per cent (3)) conduct their surveys every two years and five years basis respectively. However, 8 per cent (2) of respondents conducted their survey by using more than one category e.g., combination of every six month, each year, one year and five year. The survey's results confirm that most stakeholders prefer conduct their survey each year because they want to gain up-to-date information about the performance of their services. According to the visiting foreign tourist feedback, organisations can change or improve their service for potential visitors. Stakeholders also believe that a positive reaction of Bangladesh tourism may increase the number of potential and repeat visitors.

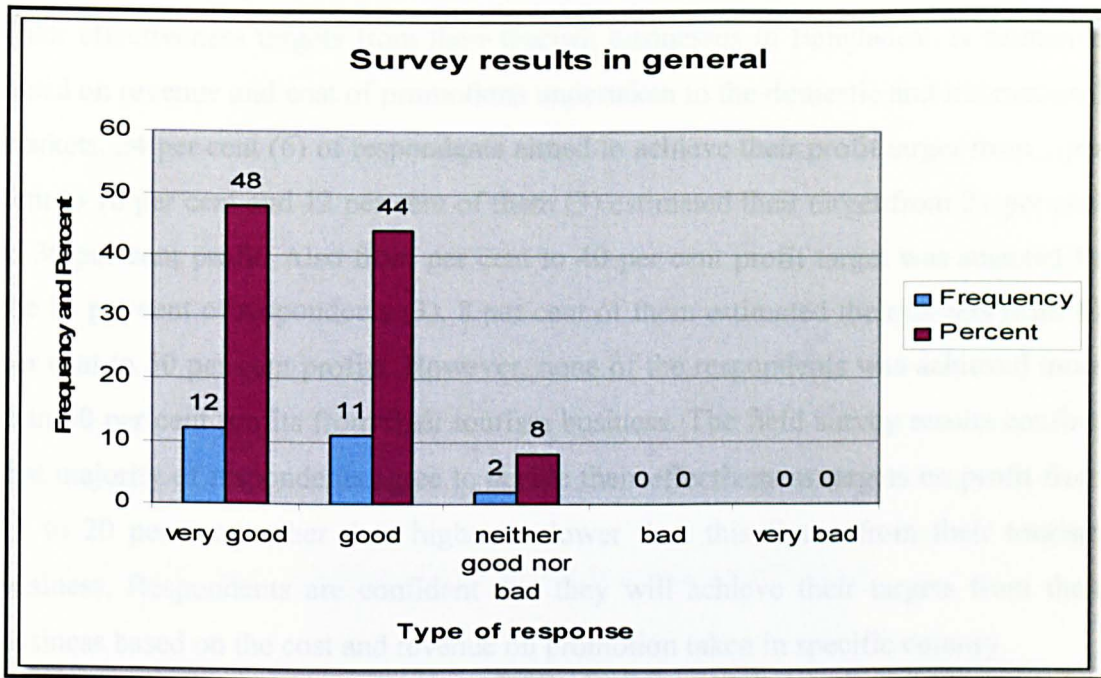
Figure 8. 13 How frequently conduct sample surveys?



Source: Field Survey.

In addition, stakeholders also expressed their feelings regarding their survey results in general. Figure 8.14 depicts that 48 per cent (12) of stakeholders noted that they have obtained very good results about Bangladesh tourism from their sample survey on visiting foreign tourists, whereas 44 per cent (11) of them reported good results, and 8 per cent of them (2) gave a neutral opinions i.e., neither good nor bad. None of the respondents mentioned bad or very bad results from their surveys. The field survey results indicate that stakeholders believe their promotions were effective as their sample surveys carried out satisfactory results. This survey result also leads tourism stakeholders in Bangladesh enhance their promotions in future in order to create a positive image of Bangladesh as a holiday destination in the domestic and international markets.

Figure 8. 14 Overall stakeholder’s survey results on Bangladesh tourism



Source: Field Survey.

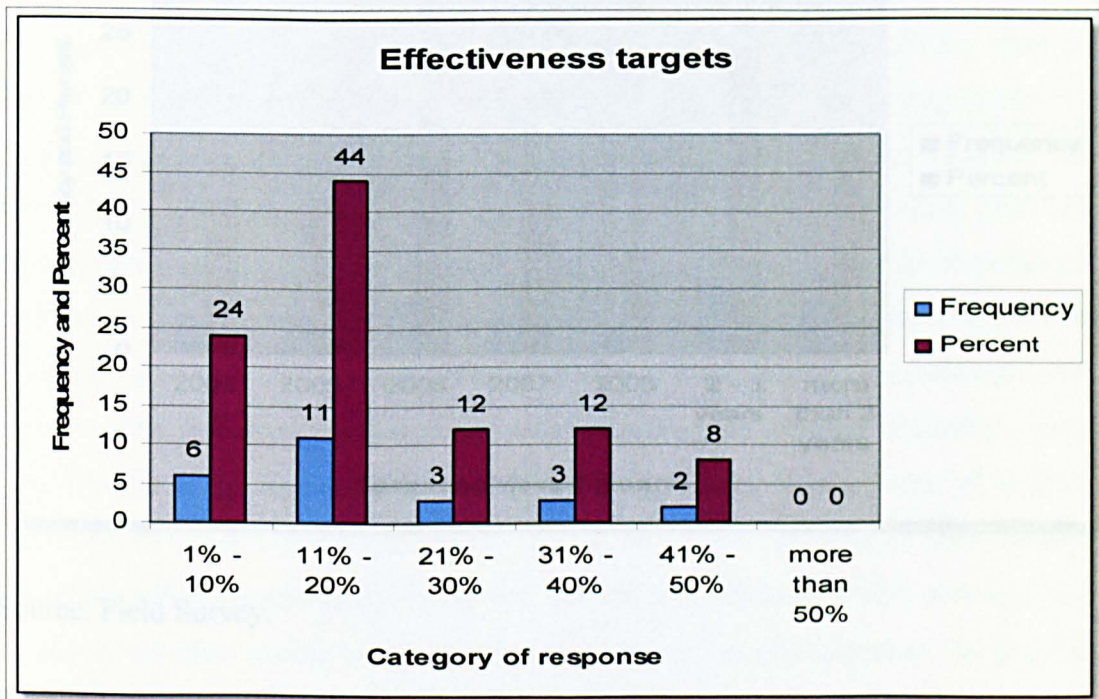
8.8. 4 How effectiveness is estimated by the tourism stakeholders

Stakeholders revealed that their promotional effectiveness is also estimated by measuring the annual volume of tourists in Bangladesh and total spends for the promotions in a specific financial year. Informants reported that foreign visitors and revenue had increased in 2008 since the previous year. Stakeholders also stated that they have achieved their tourism promotional target in the context of increased arrivals and revenue after promotion in a specific country. The researcher talked to the respondents regarding “where and when achieved their tourism promotional effectiveness targets”. Respondents revealed that every year they have achieved their targets from the following countries after undertaking promotional activities. These countries are Japan in 2007; Europe including UK in 2006, 2007 and 2008; Thailand in 2006 and 2008, Nepal in 2008, India 2006, 2007 and 2008, USA in 2006 and 2008, Malaysia in 2005 and 2007, Singapore in 2007 and 2008, and China 2006 and 2007.

Stakeholders were asked about their effectiveness targets from their tourism business in Bangladesh. Figure 8.15 shows that the highest percentage (44 per cent) of

respondents (17) revealed they have selected their target to achieve effectiveness from 11 per cent to 20 per cent profit over the previous year from the tourism business. Their effectiveness targets from their tourism businesses in Bangladesh is estimated based on revenue and cost of promotions undertaken in the domestic and international markets. 24 per cent (6) of respondents aimed to achieve their profit target from 1 per cent to 10 per cent and 12 per cent of them (3) estimated their target from 21 per cent to 30 per cent profit. Also from per cent to 40 per cent profit target was selected by the 12 per cent of respondents (3). 8 per cent of them estimated their targets from 41 per cent to 50 per cent profits. However, none of the respondents was achieved more than 50 per cent profits from their tourism business. The field survey results confirm that majority of respondents agree to decide their effectiveness targets on profit from 11 to 20 per cent rather than higher or lower than this figure from their tourism business. Respondents are confident that they will achieve their targets from their business based on the cost and revenue on promotion taken in specific country.

Figure 8. 15 Stakeholder’s annual profit targets from the tourism business

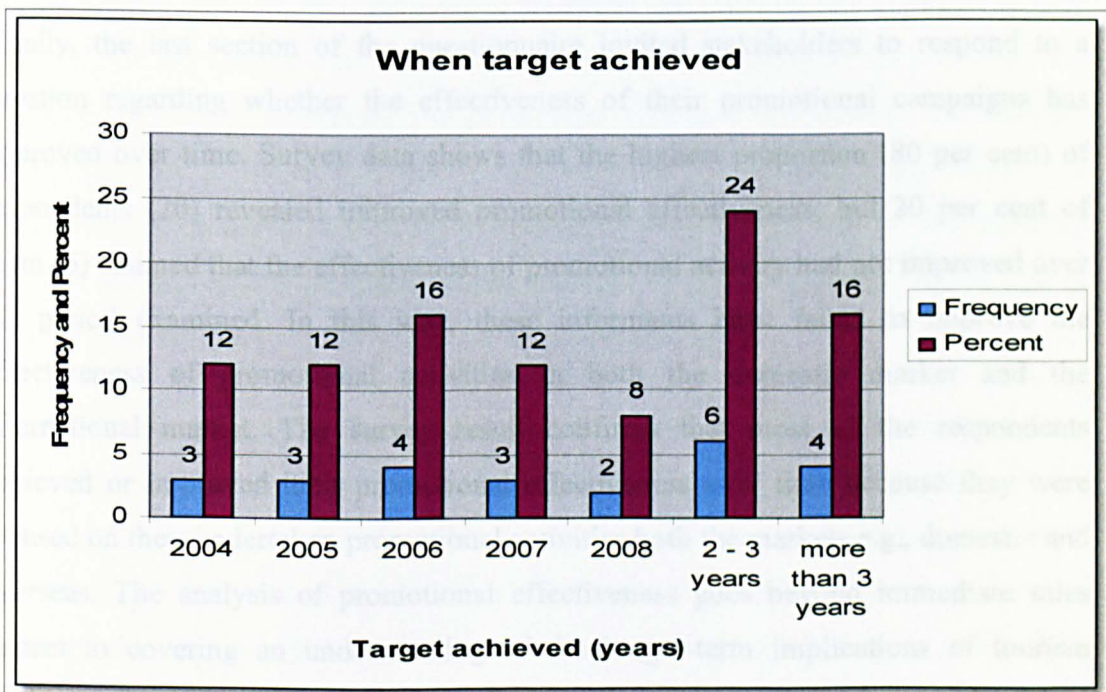


Source: Field Survey.

A question asked to stakeholders regarding when they achieve their targets profit, they replied their opinions in the following ways. Figure 8.16 shows that the highest

(24 per cent) proportion of respondents (6) achieved their targets profit between two and three years. It should be mentioned here that, data are available from 2004 to 2008 (5 years) and this survey was conducted in 2008 from September to November. The other 16 per cent of informants achieved their targets profit in 2006. 12 per cent of them achieved their targets profit in 2004. A similar situation can be observed in 2005 and 2007 respectively. The lowest proportion (8 per cent) of respondents achieved their targets profit in 2008 only. The data confirm that the majority of respondents achieved their targets profits in more than three years of the five years and their promotions were effective in these years including 2006. However, during the five years, Bangladesh tourism organisations received the expected number of tourists and volume of revenue from the different countries stated by the respondents.

Figure 8. 16 Targets profit achieved by the tourism stakeholders



Source: Field Survey.

Respondents were also asked to state over how many years they have measured their effectiveness. It was found that the highest proportion (80 per cent) of stakeholders (20) described they have measured their effectiveness of targets profit on the basis of one to two years, but 16 per cent of them (4) stated they have measured their effectiveness of targets profit on the basis of three to five years. The lowest proportion

(4%) of respondents reported measuring their effectiveness on the basis of six years and more. This result indicates that one to two years is the timeframe used by the majority of stakeholders when measuring the effectiveness of targets profit from the tourism business. It is logical that if promotions are not effective, within short time tourism stakeholders would be able to find out a valid reason or market gap or even market opportunity for their tourism products and promotions to achieve stakeholder's targeted profit. As a result, this feedback assists stakeholders in formulating their promotional plans and ensuring they are effective. If stakeholders carried out to measure their effectiveness of targets profit on the basis of more than two years, in that case it would be very difficult to find out the reasons why tourism stakeholders did not achieve their targets profit from a specific market or a country. As a result, they have to wait such a long time to take further actions to make their promotions effective to achieve their targets.

Finally, the last section of the questionnaire invited stakeholders to respond to a question regarding whether the effectiveness of their promotional campaigns has improved over time. Survey data shows that the highest proportion (80 per cent) of respondents (20) revealed improved promotional effectiveness, but 20 per cent of them (5) claimed that the effectiveness of promotional activity had not improved over the period examined. In this way, these informants have failed to improve the effectiveness of promotional activities in both the domestic market and the international market. The survey result confirms that most of the respondents achieved or improved their promotional effectiveness over time because they were focused on their undertaken promotional activities both the markets e.g., domestic and overseas. The analysis of promotional effectiveness goes beyond immediate sales impact to covering an understanding of the longer-term implications of tourism marketing and promotional planning, including future promotion profitability. Promotion effectiveness analysis carried out by the researcher also assessed the combined benefits across promotional activities and media elements to provide tourism stakeholders with insights on promotion timing. Promotional devices like, price discounts, coupons, special packs, displays, tour packages were all reported by informants to have worked effectively (Ahmed, 2009; Hossain, 2007).

The following section provides a conclusion to the chapter.

8. 9 Conclusions

This chapter used MANOVA, Chi-Square test, and BLR using SPSS to analyse the survey data. The reliability test was also discussed for scaled data for the descriptive statistical analysis. These analyses are used to reveal the outcomes/effect between the variables i.e. number of promotions taken, volume of tourists and total budget on revenue earned from the tourism sector. The findings of these analyses show that a tourism organisation's revenue depends on volume of tourists and number of promotions undertaken by the stakeholders as well as budget spent on promotions over time (for this study, that time frame was from 2004 to 2008). The data also show that tourism marketing in Bangladesh has attracted a number of western tourists as a direct result of successful promotional activities undertaken in the overseas market during 2004 -2008. The results of descriptive statistics also confirm that tourism marketing and promotional activities undertaken by tourism stakeholders in both overseas and domestic markets were generally effective. Some of the strengths and problems of tourism marketing and promotion were also discussed in this chapter. Tourism budget is one of the main issues for tourism marketing and promotion in Bangladesh. In addition, a lack of governmental support and lack of co-ordination between public and private organisations was reported by stakeholders taking part in collaborative promotional campaigns in the overseas market.

The results for this study show that different media were used effectively in both markets to promote the country as a holiday destination i.e., Cable TV, National TV, fairs and festivals, and advertisements were more effective in the overseas market; whereas in the domestic market local TV, National TV, brochures and advertisements were found to be most effective for the promotion of Bangladesh tourism. Bangladesh tourism organisations may emphasise on these media to make their promotion more effective in those markets to promote country's tourism. The Chi-square test only suggested whether the stakeholder's promotional budgets are higher or lower for these forms of promotional media but the Chi-square test does not confirm which form of media's promotional budget is higher or lower. Before undertaking any promotional activities, especially in the overseas market, tourism organisations in Bangladesh need to further investigation about tourism promotion and the forms of media to make their promotional budgets effectively utilise for the specific promotional media.

To cope with existing adverse situations e.g., political instability and bureaucratic problem, marketing experts with an appropriate budget are required to utilise country's tourism potential at the international and national levels. At present, the BPC is the main tourism promotional organisation, but it relies on foreign marketing agents to promote Bangladesh as an international holiday destination. This study has examined the tourism marketing and promotional performance in both overseas and domestic markets. Findings also suggest that professional tourism management skills and extra financial support is required to prepare efficient promotional budget for the different forms of media in domestic and overseas markets to attract visitors' especially foreign visitors.

Bangladesh has the historical, cultural and scenic appeal to attract international tourists; opportunities exist to further tourism development to achieve economic benefits for the tourism stakeholders as well as the government of Bangladesh. In this regard, tourism marketing and promotion could be implemented more effectively by the tourism organisations in Bangladesh. Tour operators in the developed countries have little incentive to sell destination in Bangladesh and most people do not see Bangladesh as a holiday destination compared to other developing countries such as India, Sri Lanka, Pakistan, Maldives, South Africa, and Thailand (Afroza, 2010) therefore, Bangladesh does not receive expected volume of tourists as compared to these neighbouring countries. There are many reasons that may influence the tourists not to visit Bangladesh. For example, tourism promotion activities in general may not be attractive although it was found to be attractive on 2008. The image of Bangladesh as a tourist's destination is not so positive to attract adequate foreign tourists as Bangladesh is known as a country of disaster. However, departing foreign visitors commented that there were too many beggars in the tourist resorts areas and not enough transport available in those areas. This attributes severally affect the number of tourist arrivals in Bangladesh. Modern transport systems rapidly increase the number of visitors to a country. In general, the tourist industry in Bangladesh continues to suffer from many problems which may cause tourists to avoid travelling to the country. The major problems of tourism development in Bangladesh are discussed in Chapter 5. Environmental pollution and unplanned development particularly in tourist resort areas, regular natural disasters, low marketing budgets and defective tourism marketing and management plan are also constraints to tourism

growth in Bangladesh. On top of those problems, the growing violence has given rise to security for tourists facing the country in the development of its tourism industry which are discouraged foreign visitors to travel to Bangladesh. Therefore, these problems have hampered the flow of tourists' development of the tourist industry as a result.

In this respect, an aggressive and effective tourism marketing and promotional plan based on market research may be adopted to boost the reputation of Bangladesh as a tourist destination. For this to be possible considerable financial sources and marketing expertise knowledge needs to be employed to develop a market and then implement it to its successful completion. The government of Bangladesh, NGOs and private organisers involved in the general tourism sector could work collaboratively to develop the tourist sector.

The following chapter discusses the final conclusions and recommendations of this study.

Chapter 9 Conclusions and Recommendations

9.1 Introduction

This thesis has investigated the effectiveness of tourism marketing in order to discover whether the tourism marketing and promotional activity undertaken by Bangladeshi tourism organisations have been effective or not in both the domestic and overseas markets for the promotion and development of Bangladesh as a holiday destination. The literature review in this study (Chapter 3) attempted to identify connections between tourism marketing and the measures of effectiveness between stakeholders and tourist perceptions, arguing that effectiveness measures are critical elements for the success of tourism marketing. Tourism marketing and promotional activity and its evaluation, as distinguished from other types of marketing promotion are examined in the literature review. Using the triangulation techniques outlined in Chapter 6, two stages of research have been conducted, and the findings of this field survey discussed separately in Chapters 7 and 8.

The first section of this chapter provides a research summary by drawing on the results of the research methodology (Chapter 6); the second stage research has been discussed in Chapters 7 and 8. These chapters examine departing tourists' and stakeholders' perceptions about tourism marketing and promotion and its implications for tourism marketing in Bangladesh. This is followed by a third section offering recommendations for future research that could be undertaken to improve potential strategies that can contribute to improving the competitiveness of Bangladesh tourism in the context of tourism marketing and promotion.

The following section highlights the bridging research gap between tourism and its development.

9.2 Bridging the gap between tourism and development

There is a growing appreciation that tourism development must occur within acceptable limits with regard to the industry's impacts on society, culture, and the natural environment (Hall, 2000; Milne, 1998; Mowforth and Munt, 1998).

Contemporary discussion about tourism marketing promotion and its development literature as well as the importance of tourism organisations interaction of Bangladesh tourism is set out in Chapter 5.

This thesis has examined stakeholder and tourist perceptions towards tourism marketing development and effectiveness in Bangladesh. The foundations of the theoretical and methodological approaches adopted have built upon advances made in development theory, especially those embracing tourism marketing and promotional approaches and concepts. The researcher adopted tourism marketing and promotional strategies to improve the integration of groups and individuals into the planning process of tourism marketing in Bangladesh. Fundamental to this approach is the importance of understanding the multiple perspectives and roles of these various stakeholders (i.e., the Government of Bangladesh, public-private tour operators and travel agents). The thesis has also explored how information technology and tourism promotional approaches can play a role in enhancing a stakeholder's ability to collect, represent and disseminate the data that underlines any tourism marketing planning process. The researcher has discussed different tourism marketing strategies in the context of developing countries e.g., push-pull and Internet tourism marketing strategies (Chapter 3). These strategies may be adopted by different tourism stakeholders that have the potential to facilitate the process of stakeholder's interaction and communication by integrating other developing countries tourism expert knowledge.

Although researchers continue to lack a wholly effective array of tools to facilitate the integration of multi-stakeholder perspectives into the planning process, this thesis has presented approaches and analysis that may assist future attempts to facilitate more effective promotion in Bangladesh and other potential holiday destinations.

The next section addresses the research summary.

9.3 Key research findings

This study applied mixed research method to analyse two sets of survey data, therefore, the key research findings are derived from both the qualitative and quantitative analyses. Firstly the key research findings based on the qualitative

discussions are presented in this section followed by the key findings found from the quantitative analyses which have been discussed in Chapters 7 and 8.

The researcher has made a critical assessment of the present tourism organisational structure in Bangladesh. In addition, the role of the private sector has also been examined. Organisational inefficiencies which obstruct the market and product development at an international level are the main drawbacks for developing countries wishing to develop their tourist industry. The research shows that there is no comprehensive and reliable strategy used for the development of tourism marketing and promotion in Bangladesh. Government, MoCAT, tour operators and travel agents are the main stakeholders' currently managing and promoting tourism in Bangladesh. Other governmental agencies (e.g., the Bangladesh tourism board, MoF, and MoFE are directly or indirectly involved with tourism-related issues at various levels, although their primary focus is not usually on tourism marketing and promotions and in many cases tourism aspects are not clearly addressed by the MoFE.

The argument about who should organise tourism marketing and promotion for the country is an example. The government has influence over tourism marketing and promotional activity, while the MoCAT, Bangladesh tourism board, BPC, private tour operators and travel agents are responsible for the promotion and development of country's tourism marketing. There is no proper regulation of tourism stakeholders i.e., private and public tour operators and travel agents, that how to marketing and promotion country's tourism in the overseas market. This has resulted in the uncontrolled expansion of tourism businesses operating in Bangladesh. The current governmental and political structures seem, therefore, to hinder the development of more effective tourism marketing and promotional activity in Bangladesh. Although local government, the city corporation, MoCAT, MoF and the MoFE, struggle for more developmental directives as outlined in their tourism promotion policy. The reality is perceived differently because these government agencies appear to have limited influence in managing the effects of tourism marketing and promotion development effectively. This situation might occur because existing tourism marketing and promotion polices concentrate on the responsibilities confined to one agency and there seems to be little control and cooperation between the various agencies to address common issues with any urgency.

Foreign tourists' perceptions about Bangladesh tourism and its marketing and promotional activities were analysed in Chapter 7. The number of tourists visiting from different countries was tested statistically to explore whether Bangladesh received expected number of tourists from all different countries. The result indicates that the promotional activities taken in 2008 were more effective to attract more tourists compared to the previous year.

Another finding shows that visitors came to Bangladesh for different purposes however the majority of them came to Bangladesh for a holiday with their length of stay in Bangladesh of between 1 and 13 days. It can be concluded that different media were actively working as the majority of the visitors knew about Bangladesh as a holiday destination prior to visit Bangladesh. Visa formality is another issue but it is important that obtaining a Bangladeshi visa from Bangladesh Embassies abroad is relatively easy.

It is found that all of the tourists were handled by the BPC, tour operators or travel agents. Among them, a majority of visitors were handled by private tour operators as they offered different discounted tour packages that play a vital role in increasing number of tourists in Bangladesh. Their plan is to attract more foreign tourists in order to develop businesses within the tourist sector and make a bigger contribution to the economy. It was also found that the airlines including BBA play an important role in attracting visitors to Bangladesh. The seasonal nature of the industry is very much recognised but the opportunities during the off-season are widely ignored by the Bangladeshi tourism stakeholders. The Minister (2010) promises that BBA will offer different discounted fare packages for the potential international visitors during off-season to ensure a continual flow of tourists to Bangladesh.

Different promotional materials (i.e. souvenirs, a handbook, handicrafts, free gifts, posters, etc.) were effective in working to influence prospective visitors to travel to Bangladesh, according to the survey results. Prospective tourists gathered the desired information from TICs, TAs and TOs which replicates the results stated in Ritchie and Ritchie (2002) and Costa (1995). Tourism marketing promotional campaigns are potentially valuable to TAs, TOs, and different media to undertake promotional activities in both domestic and overseas markets. The survey results also indicate that beaches, coastlines and different national attractions are very attractive to foreign

tourists as these were the main resources to build country's tourism image. In this context, Bangladesh needs to vigorously promote its resources and tourist sites (mentioned in Chapter 4), in both domestic and overseas markets. In addition, the heritage and archaeological sites at Mahastangarh can attract more tourists, besides more such sites that also promote in those markets.

It is demonstrated in Section 7.18 that promotional materials can effectively influence foreign visitors to visit Bangladesh. Promotion represents an important means by which tourism organisations communicate with their customers, both current and potential. Promotional activities are carefully monitored by tourism stakeholders to get more tourists. Tourism stakeholders in Bangladesh may develop and promotion their tourism by using an easily understandable tourism promotional messages through different media in the international market. In the light of the PCA results, tourism organisations in Bangladesh have to act on the elements of tourist supply to improve their tourism marketing promotion effectiveness, because tourism stakeholders have a greater weight on the evaluation process of tourists' perceptions.

A number of findings can be highlighted in Chapter 8. One of the important findings is Bangladeshi tourism stakeholders' perceptions regarding the effectiveness of tourism promotions. Tourism marketing and promotional effectiveness is a part of the empirical study and it may recommend that emphasis could be placed on developing and improving the tourism product on national level by the key stakeholders. MANOVA tests applied in Section 8.2 demonstrate that increasing the number of promotions is important in increasing the volume of tourists. Larger volumes of tourists tend to generate more revenue. However, massive promotion requires substantial amount of budget. Budget, promotion and volume of tourist are interrelated. Cost effective promotions may be considered in order to minimise the extra promotional cost while maximising the awareness of potential tourists. It is customary to assume that the budget and revenue are positively correlated, although this is revealed as insignificant in this study. A special consideration could be made to prepare a marketing budget for the tourism marketing and promotions by the tourism stakeholders in Bangladesh.

Chi-square tests were employed in Section 8.3 which indicate that special attention could be given while allocating promotional budget for the promotion of country's

tourism products to different media e.g., local TV, national TV, fairs and festivals and brochures in the domestic market. In the context of the overseas market, the amount of budget allocated to the different media such as, cable TV, national TV, fairs and festivals, and advertisement need to be reconsidered. Bangladesh's tourism including cultural attractions have an important role in enabling to develop Bangladesh tourism. The analysis suggested that marketing budget allocation in the different media in domestic and overseas markets by the tourism stakeholders requires more attention. The survey results on stakeholders in Bangladesh show that the overall aims of various stakeholders were remarkably alike. The expectation for tourism marketing and promotional development in Bangladesh is shared by all stakeholders (MoCAT, MoFE, BPC, Bangladesh tourism board, tour operators, and travel agents and different type of associations) and is manifested in current tourism promotion policy. To make promotion more effective conducting pre-test is essential, as found in Section 8.4. Pre-testing can improve the quality of promotion by detecting any adjustments needed before launching the promotion in the market. Pre-testing provides advantages to the tourism marketer so that effective promotional messages and images be delivered to the targeted markets to influence potential visitors by their promotional activities. Therefore, pre-tests can be used to explore tourism promotional activities to communicate potential visitors before introduced final promotional campaigns in the prospective markets.

The tourism industry in Bangladesh may consider an integrated promotional effort to improve marketing promotional activities for this industry. Stakeholders may benefit by collaborating with each other i.e., MoCAT, other related Ministries, the BPC (the national tourism organisation), BBA, tour operators, travel agents, TOAB, BHGHOA, hotels, other providers, local authorities and domestic people to ensure effective marketing practices for the promotion and development of country's tourism properly.

Finally, the findings shows that Bangladesh tourism stakeholders i.e., the MoCAT, the BPC, the BBA, private tour operators, and travel agents spend millions of dollars for different types of promotional media to promote Bangladesh tourism in the domestic and overseas markets each year . Very few studies have been conducted to measure how these media are effectively working in these markets e.g., domestic and overseas markets to promote tourism in Bangladesh. Due to the lack of marketing analysis

regarding the effectiveness of current marketing techniques, the systematic evaluation of current strategies and methods may be worth consider to develop tourism market in Bangladesh. Such practical marketing analysis considers current visitors perceptions, who have recently visited Bangladesh (Chapter 7) and stakeholder's perceptions (Chapter 8). This study has explored the diversity among Bangladeshi stakeholders and communities in terms of tourism image, product and visitor's experience. International visitor numbers in Bangladesh are expected to reach 0.5 per cent of the country's total visitors by 2020, which is US\$228.5 million (MoCAT, 2010, TOAB, 2010; WTTC, 2010). This indicates that there is an urgent requirement for a more tourism promotion-focused approach by the government of Bangladesh. Regarding tourism promotion in Bangladesh, first steps have been taken to establish a partnership work with the government of Bangladesh and other stakeholders' (BBA, private tour operators, and travel agents). This partnership work will integrates and provides a platform regarding the future development issues of tourism marketing promotion policy (MoCAT, 2010). Collaboration can be formed at different levels e.g., national, district and village levels in Bangladesh. There is still no framework to ensure regular collaboration, co-ordination or communication between stakeholders, e.g., the community, tourism industry and governmental agencies with a role in tourism marketing promotion and development. The current political changes initiated by the current government in Bangladesh might challenge the existing marketing planning and development structures. Also the 'Bangladesh Tourism Strategy 2010' might provide some significant changes to the current situation. It proposes to provide a framework for decision-making that aims to allow the tourism industry to work jointly with government, local government, and other stakeholders to work towards future tourism marketing development in Bangladesh. The framework, however, is superficial and lacks clearly identified strategies to achieve the expected outcomes.

The next section addresses the research implications and contributions followed by recommendations for the future research.

9. 4 Research implications and contributions

This study was intended to extend the current body of knowledge of tourism marketing by investigating the views of departing foreign tourists and tourism

stakeholders groups in Bangladesh. As an exploratory research study, this thesis provides insights into how to measure the effectiveness of tourism marketing and promotion undertaken by tourism stakeholders in Bangladesh. Overall perceptions about Bangladesh tourism and specific perceptions about the effectiveness of each form of promotions undertaken by the tourism industries in Bangladesh have also been evaluated by surveying visiting foreign tourists.

Although this study has analysed the roles and perceptions of tourism stakeholders in Bangladesh and departing foreign tourists about tourism marketing and promotions in Bangladesh as a case study context. A broader area has emerged by this study regarding tourism marketing and promotions in Bangladesh. By applying tourism marketing promotional approaches to measure the effectiveness of tourism marketing promotion innovative tourism marketing and promotional approach has been developed for the tourism industries in Bangladesh. This has addressed the issues of tourism marketing strengthening and providing a tool that demonstrates the potential to enhance stakeholders' interaction and communication for the promotion and development of tourism marketing in Bangladesh. The researcher employed the use of existing theoretical and methodological frameworks e.g., tourism marketing and promotional approaches in a different context of developing countries e.g., Bangladesh and with a different conceptual focus of tourism marketing and promotions e.g., analysing the perceptions of foreign tourists and stakeholders in Bangladesh on tourism marketing and promotions). More specifically, the researcher has investigated a variety of stakeholders' perceptions (Chapter 6). The research adopted a qualitative approach to investigate stakeholder's perceptions of tourism marketing to measure the effectiveness of tourism marketing activities in Bangladesh. This qualitative approach is still an underrepresented method in tourism research. The research process also integrated a quantitative approach into the investigation. Also drawing upon tourism marketing theory the research introduced a theoretical framework to tourism marketing and promotion planning.

Independently, this study contributes a single context (i.e., tourism marketing in Bangladesh) investigated through a set of mixed methods to measure the effectiveness of tourism marketing and promotional activity in Bangladesh. This study introduces an innovative marketing approach that integrates tourism stakeholders and visiting

foreign tourists' opinions on tourism marketing and promotional activities in Bangladesh.

This study draws upon the strength of development occurring in Bangladesh tourism. To understand the holistic picture, it is necessary to understand the comprehensive nature of the investigation on tourism marketing in Bangladesh in integrating the relationship between tourism stakeholders and government, as well as visitors. The research shows that the ideology of the tourism market developed either in domestically or internationally seems to be incompatible without effective tourism marketing and promotional activities that take into account contemporary tourism marketing theory.

The growing complexity and dynamics of tourism stakeholders create significant challenges to tourism marketing in Bangladesh. Conflicting public/private sector interests and activities can impact on economic, ecological and socio-cultural wellbeing in Bangladesh. Tourism marketing planning and development in Bangladesh needs more attention and appropriate tourism promotion policy mechanisms to ensure local authorities like the Bangladesh tourism board, MoCAT and MoFE can work effectively together within the tourism industry. This may support the achievement of successful tourism marketing and promotion and tourism development outcomes not only relating to the economic environment and physical resources of Bangladesh, but also addressing the social aspects of tourism marketing development. Socially tourism has a great influence on the host societies (Ahmed, 2007). Tourism can be both a source of international peace and a destroyer and corrupter of indigenous cultures, a source of ecological destruction, an assault of people's privacy, dignity, and authenticity. On the other hand, social aspects of tourism could be developing positive attitudes towards each other host people and visitors. There is a learning opportunity about each other's culture and customs. Developing friendships, respect, and tolerance for each other's culture as well. Social contacts between tourists and local people may result in mutual appreciation, understanding, tolerance, awareness, learning and family bonding respect (Ali and Chowdhury, 2010). Tourism marketing promotional approaches provides a tool that has the potential to enhance the process of tourism stakeholders' interaction with the government agencies to promote country's tourism. There is the unique opportunity to

make a difference in Bangladesh tourism by using tourism marketing promotional tools. Tourism organisation provides the visitors with fantastic tour and lasting impressions of the places they visit. Tourism organisations must ensure sustainability of the planet's resources and solid benefits to all stakeholders and visitors. tourism stakeholders leadership role tracking and carving new directions for the travel and tourism industry, Bangladesh tourism organisations can bring together a group of expert presenters to discuss the research, development, marketing, promotion and distribution of this fast growing segment of travel and tourism from all over the world through different tourism programmes in Bangladesh.

The direction taken by tourism research in the late 1990s e.g., tourism facilities and services, attractions and destinations indicates the extent to which practitioners have attempted to integrate their approaches within the wider theoretical debates to find answers to common problems. This thesis has shown that the situation is multifaceted and dynamic with a wide range of perceptions about tourism marketing and promotional activities by Bangladeshi tourism stakeholders. The departing foreign tourists are being involved in the current debates directing the future tourism in Bangladesh. Future research could be directed a better understanding between objective and subjective research. This fits in with the view expressed by Hunt (1991) known as critical pluralism and describes the type of balance sought in which conciliation is achieved between the objective, rationalist and scientific approach on the one hand and the subjective, interpretative and constructivist approach on the other. The mainstream tourism literature is currently biased towards objectivist research that gives precedent to a quantitative and scientific methodology. Subjectivism is characterised by qualitative research methods and provides a better understanding of the processes of tourism marketing research by which a greater understanding of tourism stakeholder perceptions and interaction about Bangladesh tourism marketing and promotions. The critical pluralist emphasises ways to integrate a qualitative research approach, such as, those used in the research presented here, with further traditional objectivist research in tourism marketing planning processes. The theoretical framework of critical pluralism and interpretative approaches emphasises that tourism marketing and promotional approaches have philosophical implications, not only methodological ones. The theoretical framework provides a different light on contested theory described in this thesis, such as tourism marketing,

stakeholders and visiting tourists. However, there is no appropriate level of tourism marketing and promotional activities in Bangladesh as such, given the multiple realities and perspectives of different stakeholders and tourists opinions at a certain point in time and place.

The pluralist approach involves testing the emergent categories of stakeholder perceptions about tourism marketing in Bangladesh by using traditional methods or research paradigm which is essentially quantitative. Reid and Andereck (1989) mention statistical sophistication is a necessary and sufficient condition for progress in the field of tourism research. The resulting comparison between the subjective and objective results can provide a more rigorous theoretical explanation of how to achieve more effectiveness in tourism marketing. This includes the requirement for more replicable research and the application to broader settings to achieve more general significance. Furthermore, future research into different levels of community perceptions and stakeholder interaction needs to be supported by developing more monitoring and evaluation of tourism marketing in Bangladesh by the government of Bangladesh that reflect a balance of critical pluralism. The application of tourism marketing and promotional approach needs to be critically reflected upon and the tourism marketing promotional tools implemented and tested. Research into the development of tourism marketing is dependent on the organisational situation of tourism marketing and general principles can vary in different contextual environments. Therefore, this research does not claim to provide the solution for all the problems that researchers have been tackling for several years of his study, but merely aims to provide a platform for further investigation.

The changes that have followed from tourism growth in Bangladesh are one example of the dynamic and multifaceted situation which is faced by Bangladesh tourism organisations and other developing countries around the world. This thesis has gone some way towards helping to deal with some of these issues more effectively by highlighting the real-world difficulties of stakeholders and departing foreign tourists' perceptions of effectiveness of tourism marketing development in Bangladesh. Adopting variety of traditional media including television, newspapers, advertising, brochures, fairs and festivals, exhibition, website and travel magazine as a tourism marketing promotional tool provides the opportunity for researchers and policy

makers to utilise more effective tools for strengthening tourism organisations in Bangladesh. This thesis argues that tourism marketing can be adopted to provide a means for enhancing the process of interaction and communication between stakeholders and visitors. It is only possible when the level of communication and understanding is reached in a certain level to increase the awareness and knowledge of Bangladesh tourism in the overseas market by using the tourism marketing and promotional tools. As a result, tourism stakeholders in Bangladesh may enjoy the development outcomes of tourism marketing and promotional tools to develop tourism in Bangladesh.

The implications of these results are mainly for researchers, whether from an academic or industry background. Currently, there is a lack of studies on measuring the effectiveness of tourism marketing and promotional activity. By knowing how to measure the effectiveness of tourism marketing and promotion within this area, this research provides a contribution to an under-researched area of tourism promotion in Bangladesh in the domestic and overseas markets. Researchers can use this study as a baseline for other studies detailing tourism promotions. Briefly, an important implication of this research is that tourism managers and their organisations may benefit from this research, because proper tourist satisfaction measurements may be provided by the quality of customer services and the ability to boost new services successfully through involving customer needs earlier.

The study established that different forms of tourism promotion exist, and tourists are motivated by different factors to visit destinations which have been featured on TV, advertisement, brochure, fairs and festival, sales promotion, publicity, personal selling, word-of-mouth etc. Word-of-mouth has been identified as a powerful and positive communication tool among the other promotional tools mentioned. It is important to create a favourable image of a destination for potential tourists. It is considered that the promotional campaign is an important promotional tool in attracting visitors to Bangladesh. Other public sector organisations involvement is also an important issue in raising awareness and improving the image of the tourism destination in Bangladesh. Considering the size of tourist movements and the volume of turnover worldwide, the Bangladesh tourism industry would be in a position to give a close look at various aspects of composition and organisation of this trade. Size of

tourist movement can be expressed through the number of tourists, average length of holiday, density of tourist travels, the relative preference for travel, the revenue and the average number of tourists. When Bangladesh tourism stakeholders promotional activities will not work effectively in the overseas market, Bangladeshi tourism stakeholders can build a strong public-private partnership with tourism organisations e.g., tour operators and travel agents in the overseas market to promote Bangladesh tourism. The aim of this partnership is to make Bangladeshi tourism promotions more effective in the overseas markets to influence foreign visitors to visit Bangladesh. This partnership can be through networking, entrepreneurial mentorship, exchange information between and among trade policy makers, promotional agencies and relevant multilateral organisations. The tourism authority in Bangladesh needs to learn how to implement a proper marketing strategy from other similar countries, such as, South Africa, Singapore, Hong Kong, India, Nepal, Thailand and Dubai (Siddiqi, 2010). For example, how these countries have achieved their tourism success and exploited their tourism products (i.e., natural and cultural attractions) in the domestic and international markets by use of effective tourism marketing strategies? To acquire this knowledge, Bangladesh tourist sector may work jointly with other countries to promote and develop Bangladesh as an international holiday destination. Bangladesh tourism industry generally struggles in terms of future development and it requires a long-term effective tourism marketing promotions for the development of tourism. This section highlights the research contributions and recommendations that can help to improve the tourism marketing and promotional tools of the tourism industry in Bangladesh. This may also provide guidelines to help formulate effective tourism marketing and promotional strategies and attain relatively better marketing strategies and performance of these industries.

Potential future research is addressed in the following section.

9. 5 Recommendations for future research

This research may not have entirely filled the research gap in relation to the tourism marketing and promotional strategies of the tourism industry in Bangladesh. These study results, however, provide a platform for further exploration of knowledge in the area of tourism marketing in developing countries. It certainly demonstrates the value

of future research in this area. There could be a range of research projects touching on related areas to explore the potential for tourism marketing in Bangladesh. The following aspects lend themselves particularly well to future research:

Future research could build upon the existing work and generate more in-depth findings to recommend more effective tourism promotion policy and its managerial implications. Future research may look into tourism promotion policy issues faced by the government and their impacts on the development of tourism marketing in Bangladesh. The further research can also evaluate the successes and failures of tourism marketing and promotions in Bangladesh as well as identifying the implementation constraints of these policies. Suggestions can be made for the Government of Bangladesh based on simple and practical tourism promotion policies to explore the possibility of private sector investment, both of domestic and foreign and research could usefully evaluate the prospect for success of such investment.

This research was undertaken out in order to discover the use of tourism marketing and promotional activities in the context of Bangladesh tourism. It was challenging to conduct the research on a broad theme such as tourism marketing within the time frame allocated for the study. As a result, exploratory samples were used and many dimensions of tourist opinion could not be considered. The data collected are rich and varied and intensive nature of the field work compensates for the relatively short duration of the research project. Due to time and financial constraints, it was difficult to generate larger data sample i.e., more than 227 departing foreign tourists within the period of field survey in Bangladesh. There remains further scope to conduct a broader-based and more extensive study as a replication of the present research. For example, in-depth research of foreign tourists' opinions can be further explored in the context of Bangladesh tourism. A comparative study can be done between the costs of visiting the destinations of different regions from the same place of origin. The cost of travelling is an important factor in choosing the destination, and can be compared to the promotional strategies used by the successful destinations especially other countries in the Asian region. Further research results may identify more suitable marketing strategies for tourism in Bangladesh.

Another approach to future research, a replication of this study, may be conducted with the same respondent categories (foreign tourists, BPC, private tour operators,

BBA, and travel agencies). Larger samples of tourist respondents could be used in replication and extending the present study. Market segmentation and promotional strategies for different market segments could be another interesting area for future research. Assessment of the dominant factors that influence the performance of tourism marketing promotional activities of tour operators may also be great interest for future research.

Considering methodological aspects, increasing the number and variety of sampling sites and frequency of sampling may enhance the representativeness of the sample. Eventually, a greater effort may be worth considering sampling including non-resident Bangladeshi (NRB) visiting friends and relatives in Bangladesh. Apart from that, the analysis of the opportunities of potential tourism market might be most interesting area in the context of Bangladesh tourism.

Analysis of the visual promotional materials of Bangladesh tourism may also be an interesting area in order to compare anticipated and perceived tourism promotion as well as image marketing. Another important qualitative approach would be the use of in-depth interviews of different tourism stakeholders in Bangladesh. Diverse applications of projected techniques may complete the assessment and understanding of tourism marketing and tourism image in Bangladesh, and its determinants and effects.

Considering the quantitative analysis, destination image assessment instruments (e.g., analysis techniques) can be improved by the use of effective tourism marketing promotional tools. It may be interesting to expand the lists in a sensible way, considering the type of tourism destination in Bangladesh and visitors holiday experiences i.e., sun, beach, and eco-tourism.

Different research methods may be used to analyse tourism marketing destination images, such as, systematic quantitative methods, which uses factor analysis, formulation of a preliminary scale, confirmatory factor analysis (CFA), and examination of predictive validity by a structural equation modelling (SEM) analysis. The iconic richness of visual data may require the introduction of specific techniques of graphic interpretation. Apart from that, it would be interesting to apply systematic quantitative methods for both categorical and numerical data, capable of integrating

several numerous variables and categories and eventually using artificial intelligence approaches. This research suggested a relevant literature in tourism marketing destination image, would be included in the research models to analyse empirical data.

Identified tourism marketing and promotional activities may be worth periodically re-evaluating, especially after the introduction of tourism marketing promotional activities in the tourism markets to take relevant marketing actions. Also evaluation of tourism marketing and promotional effectiveness and the image of a destination over time dominant in each specific market segment may be examined. These proposals may eradicate the cause of problems and limitations of tourism marketing and promotional strategies in Bangladesh.

Finally, this study highlights key issues for tourism promotion and marketing in the context of challenging environments in developing countries. There would be valuable scope to replicate this study approach in other, similarly challenged destinations in order to identify common themes as well as divergent strands in relation to this research.

The following section addresses the research limitations followed by some personal reflections on this research.

9. 6 Research limitations

The study has the restriction of being limited to the Bangladeshi tourist industry.

While conducting this research, a number of obstacles were encountered.

- i. There were problems in finding appropriate research materials relevant to study area as a limited amount of work was available on tourism development and its marketing and promotion in Bangladesh.
- ii. Other primary limitations of this research include the relatively small sample size, and the fact that observations were at only one site and that the research data collection period was only three months. However, the data collected are rich and varied and the intensive nature of the fieldwork compensates for the relatively short duration of the study.

- iii. Limited information about the destination perceptions of the Bangladeshi stakeholders (MoCAT, TOAB, tour operators and travel agents) were provided, which hindered the formulation of specific marketing strategies for the promotion of tourism at international level.
- iv. The author contacted the informants several times using fax, telephone, and email in order to improve the questionnaire response rate. Despite this, a number of informants did not provide answers which pose limitations on the study as the views of a small number of sample were analysed (25) (Chapter 6). It was not possible to increase the sample size because the selection criteria for the study eliminated a number of other organisations (Chapter 6).
- v. Time constraints and bureaucratic systems i.e., Secretary of MoCAT, the Chairman of BPC (public tour operator) tourism marketing related administrators/managers prevented data collection from a larger sample. These problems shortened the interviews and limited the research outputs.
- vi. The Bangladesh airport authority caused delays at the start of the research in the Zia International Airport. The airport authority issued a security pass for a month which researcher had to renew three times. This process caused delays and limited the study to a small number of tourists (Chapter 6).
- vii. Financial constraints are also a major limitation of this study because researcher was not a fully-funded research student which did not allow the researcher to consider other district private tour operators and travel agents to explore their views about tourism development and marketing in Bangladesh.
- viii. This thesis provides an exploratory research study and therefore it has other limitations. The limitations associated with the study are that the research focuses on only one county (Bangladesh) and the empirical data for this study were collected via in-depth interviews and secondary document analysis. Therefore, the research findings may not be generalised for other destinations.

The author's final comments and personal reflections are discussed in the next section.

9.7 Author's final comments and personal reflections

Tourism is a people industry, which requires well planned tourism product development to sustain its growth. A shortage of financial resources, knowledge of marketing and expertise are the main hurdles for developing countries to compete in international tourism. Tourism in Bangladesh can be seen as an attractive development option. It may be possible, if the available tourism resources provided to manage and control the tourism industry in a manageable way to link the market and tourism distribution systems with that of tourism product and market development by the tourism marketing and promotional activities in Bangladesh. The study concerns both the lack of data (e.g., background, social status, previous holiday experiences and expectations of the tourists) and the near-impossibility of encompassing in one compound of psychological/behavioural effects of tourism, which are different from person to person.

As a starting point, I identified tourism as a subject area where I was actively engaged to learn about and develop my research knowledge. This PhD research journey has been one of self-discovery that helped me better understand my own abilities and limitations. This research study put me in a position to observe my research environment and determine how to influence it in a positive manner. Obviously, a study of this enormity has contributed to enhancing my own research skills. The amount of research carried out as part of the study has certainly improved my research knowledge of the subject matter of tourism. As a researcher, the experience has made me more confident and it is anticipated that the successful completion of this study will set the stage for further research studies in tourism and its marketing, enabling me to make more contributions to the research knowledge base of tourism marketing. The personal problems that I had to overcome during the course of this research study have made me a stronger and more balanced individual and helped me have confidence in my own research abilities to overcome the challenges of any nature in the days to come.

I have also been able to interact with fellow researchers and tourism professionals during the research at the university and learnt quite a lot from them about research as a process and personal experience, about tourism development in general and

Bangladesh tourism in particular. I increased my research network of connections and I think established a deeper social connection with my other research mates inside and outside of the department. During my research study, I was able to network with other researchers. My efforts have led to a position where I can capture collective knowledge of my subject area and share it with future researchers in this regard. While I did not get the results that I imagined when I started the research work, I did get results that satisfy me. I have a greater understanding of my research environment. I am excited about what I do and leave with a head full of ideas. I am confident that these interactions and resultant contacts will stand me in good position as a researcher for carrying out collaborative research studies in future. I hope to develop a network of researchers with similar interests to continue my contribution to the body of knowledge on tourism.

The PhD research has also initiated me into the world of publications. I have been successful in disseminating my research by publishing in research papers and presenting at conferences. The research competencies I had developed during this study period have also resulted in publications in subject areas outside my PhD research topic.

More importantly, during the course of this research study, I had the opportunity to know some remarkable human beings who have provided me with unconditional support, help me appreciate the finer aspects of human nature. I am reluctant to name them and lest it may embarrass them. Probably, the most important effect on me as an individual, researcher and academic was the re-affirmation of the importance of having a responsible attitude towards the environment in which we live and the need to be more attentive towards limiting the damage we cause to the planet's resources in our day to day life. To sum it up, I am not who I was when I commenced the study. My research truly became an endeavour to change my world where I could best influence my research capabilities. Now, I have a greater awareness of my subject area. I have developed and is reflected on my research study is the collection of resource materials. I owe a lot of my new understanding to the work of other researchers. In conclusion, I can say that I am completely engaged and excited about what I have started and look forward to knowing more about the subject area.

9. 8 Conclusions

Tourism marketing has a strategic role in attracting visitors to the tourism industry in Bangladesh. Tourism development in Bangladesh is heavily dependent on tourism marketing and promotion. Tourism marketing becomes the method to reach potential visitors. Tourism marketing is a vital part of tourism and can be done effectively to encourage visitors to visit Bangladesh. Progress towards development of tourism marketing could be made by adopting the model of marketing effectiveness (Chapter 7 and 8). The tourism industry in Bangladesh, as with the industry in many other countries in the developing world is characterised by its short-term approach to the promotion and development of tourism. As a result, tourism marketing in Bangladesh suffers from a number of shortcomings, which cited as of the reasons that Bangladesh tourism performs below level of performance to promote country's tourism. Tourism marketing in Bangladesh has been adversely affected by a lack of investment, under-developed infrastructure and poor quality tourism images and promotional activity, especially in the overseas market. A chaotic system of bureaucracy and the reluctance by the tourism industry in Bangladesh to recognise the value of marketing to promote Bangladesh as a tourist destination exacerbates the situation. This study has tried to examine the contribution of tourism marketing for the development and promotion of tourism in the context of Bangladesh. The study in general confirms the principal assumption of this study that tourism marketing has the ability to facilitate the development of tourism and that assumption are the key factor to success tourism marketing promotion and development in Bangladesh. Effective tourism marketing promotional activities is the way forward for a tourism industry that is of any value to its stakeholders. This is concluded with the fervent hope that the study makes its own humble contribution to the cause of tourism marketing and the development of the subject matter of tourism marketing in Bangladesh.

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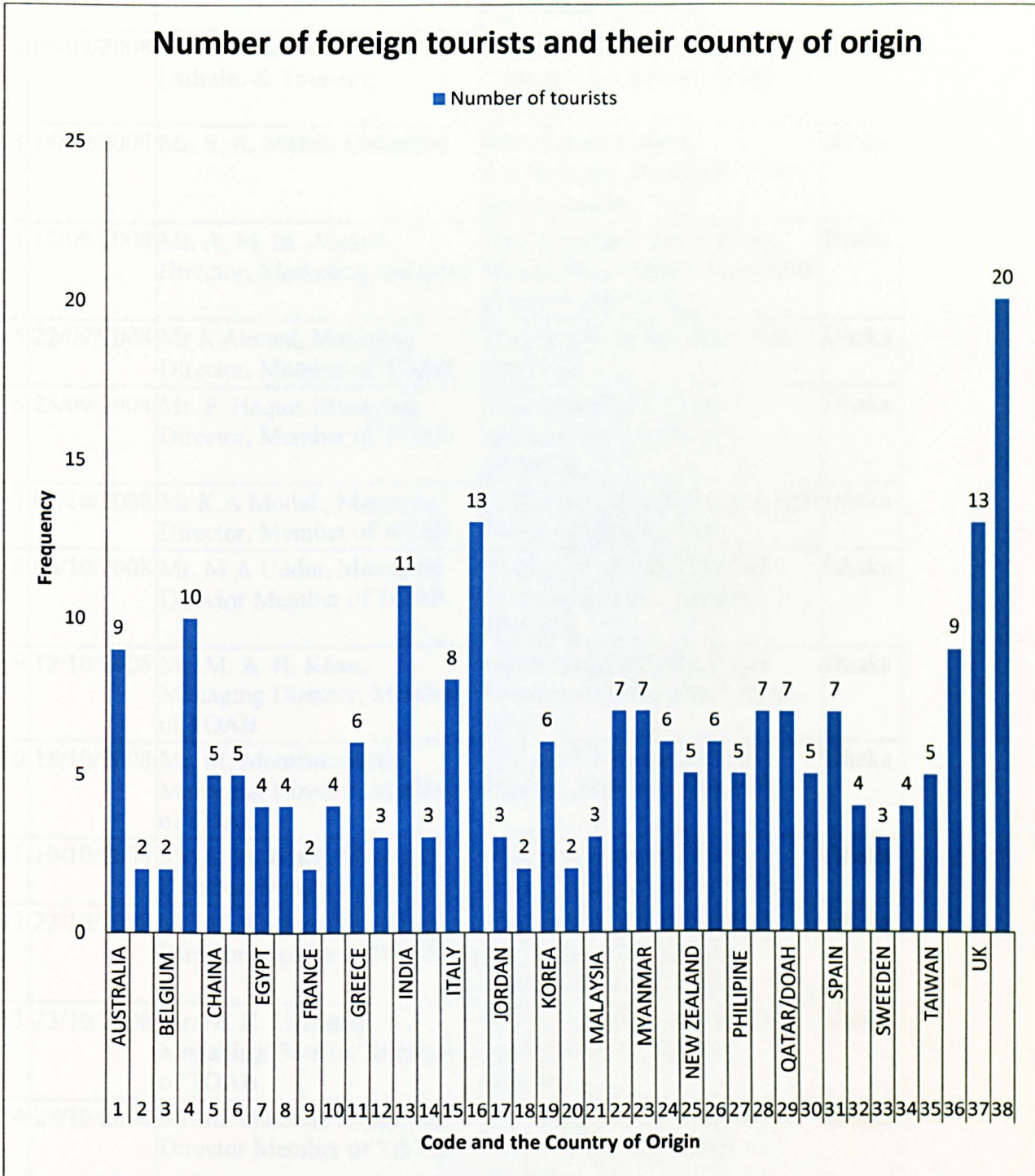
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APPENDICES

**Appendix I: Number of foreign tourists and their country of origin
(Survey data in September to November, 2008)**



Appendix II: List of interviewees (stakeholders)

ID	Date of Interview	Name of the Interviewee	Address	City
1	04/09/2008	Mr H. Mansur Managing Director & President TOAB	Guide Tours and Travels Ltd Darpan Complex (1st Floor), Gulshan-2, (Pvt.TO)	Dhaka
2	08/09/2008	Mr M. Alam Joint Secretary, (Admin. & Tourism)	Ministry of Civil Aviation and Tourism, Bangladesh (Public Sector)	Dhaka
3	14/09/2008	Mr. S. A. Mehdi, Chairman	Bangladesh Parjatan Corporation, Mohakhali C/A (public sector TO)	Dhaka
4	17/09/2008	Mr. A. M. M. Ahmed, Director, Marketing and sales	Biman Bangladesh Airlines, Head office, Balaka, Kurmitola (Public sector TO)	Dhaka
5	22/09/2008	Mr J. Ahmed, Managing Director, Member of TOAB	Kushiara Tourism Ltd, Uttara (Pvt.TO)	Dhaka
6	25/09/2008	Mr. F. Haque, Managing Director, Member of TOAB	Tour Planners Ltd. Alaol Avenue, Sector-6, Uttara (Pvt.TO)	Dhaka
7	01/10/2008	Mr K.A Mollah, Managing Director, Member of ATAB	A. B Tours, Rajuk Avenue, 3rd Floor, Motijheel (TA)	Dhaka
8	06/10/2008	Mr. M A Uddin, Managing Director Member of TOAB	Patenga Tours and Travels, 21/B Garden Rd, Tejgaon (Pvt.TO)	Dhaka
9	12/10/2008	Mr. M. A. H. Khan, Managing Director, Member of TOAB	Green Bangla Tours, Rajuk Commercial Complex Uttara (Pvt.TO)	Dhaka
10	15/10/2008	Mr. M. Moniruzzaman, Managing Director, Member of TOAB	Gungchil Tourism, Jakaria Bhaban, Hatkhola (Pvt.TO)	Dhaka
11	19/10/2008	Mr. S. M. Islam, Managing Director, Member of TOAB	Riverain Tours, Rd 99/13, Block-D, Bannani (Pvt.TO)	Dhaka
12	22/10/2008	Mr. M. K. Noor, Managing Director Member of TOAB	Unique Tours and Travels, Chowdhury center, New Eskaton Road (Pvt.TO)	Dhaka
13	23/10/2008	Mr. M. H. Uzzaman, Managing Director Member of TOAB	Nora Tours and Travels; H-6, Rd-9,Block-G, Banani (Pvt.TO)	Dhaka
14	27/10/2008	Mr. M. Hossain, Executive Director Member of TOAB	The Bengal Tours Ltd. House 45/27, Block-A, Banani (Pvt.TO)	Dhaka
15	30/10/2008	Mr. H. Shahid, Managing Director, Member of ATAB	Petro Aviation Ltd. Build 69/2. Road 7/A, Dhanmondi (TA)	Dhaka
16	02/11/2008	Mr. T. Rahman, Managing	Journey Plus, Aziz Super	Dhaka

ID	Date of Interview	Name of the Interviewee	Address	City
		Director, Member of TOAB	Market, Shahbaugh (Pvt.TO)	
17	05/11/2008	Mr. S. Ahmed, Managing Director Member of TOAB	Green Channel, House-31, Road-1A, Block-1, Banani (Pvt.TO)	Dhaka
18	10/11/2008	Mr. S G Quadir, General Manager &VP, Member of TOAB	Galaxy Travel International Holiday, Gulshan Avenue (Pvt.TO)	Dhaka
19	13/11/2008	Mr. M. Z. A. Bhuiyan, Managing Director, Member of TOAB	Discovery Tours and Travels, H-59,Rd-4, Banani (Pvt.TO)	Dhaka
20	17/11/2008	Mr. S. A. Koreshi, Managing Director Member of TOAB	Abakash Parjatan Ltd. 17/ New Eskaton Road (Pvt.TO)	Dhaka
21	20/11/2008	Mr. Nasiruddin, Managing Director, Member of TOAB	A. Intraco (Bangladesh) Ltd. H/25, RD/4, Banani (Pvt.TO)	Dhaka
22	24/11/2008	Mr. M. B. Uddin Managing Director & Chairman, DAB Member of TOAB	TDAB & Green Holidays Tours, Zigatola, Dhanmondi (Pvt.TO)	Dhaka
23	26/11/2008	Mr. M. A. M. Saleh, President, ATAB	Association of Travel Agents of Bangladesh, Banani (TA)	Dhaka
24	30/11/2008	Iqbal Ahmed, Managing Director, Member of ATAB	A.B. Travels (Pvt.) Limited, 9, Arambagh, Motijheel Circular Road, Dhaka	Dhaka,
25	02/12/2008	Mr. Md. Mokshed Ali Managing Director, Member of ATAB	Air Asia Tours & Travels, 22 Motijheel (2nd Floor), BCIC Shadan, Dhaka-1000	Dhaka,

Appendix III: Stakeholders' criteria

iv. Objectives and benefits to be a member of such organisations:

1. Objectives:

- a. To develop friendship and common purpose among the members;
- b. To make representations on behalf of members to Government and all organizations or individuals with which the Association has common interests;
- c. To seek affiliations with other organizations connected with the tourism and travel industry within or outside the country;
- d. to nominate from among the members, representatives to serve on committees related to tourism and travel industry, either locally or internationally;
- e. To encourage highest ethical standards of business conduct within the tourism and travel industry by formulating a Code of Ethics which shall be approved by a General Meeting of members and to implement the same; to develop and promote the travel agent and tour operator industry and to educate the public;
- f. To encourage social activities which will promote understanding, goodwill and friendship networking amongst members; and
- g. To promote fair competition in the spirit of free enterprises; to conduct regular activities for the purpose of training and educating potential staff for travel agent and tour operator.

2. Benefits: TO and TA Association works with its members to promote a Code of Ethics and Practice, and to stimulate, encourage and promote the desire to travel in and out bound. We are in collaboration with the Ministry of Civil Aviation and Tourism and other Tourism Sectors. Our benefits are as follows:

- a. to train staff in the skills required for the 21st century - customer relations, selling skills, ecommerce, new technology, the law and regulation the travel industry;
- b. to have seminars, organize travel functions; To enhance the travel shows in the country;
- c. to enhance quality standards and to develop training, qualifications and professionalism to the National standard;
- d. to enhance the TO and TA Association websites to promote the services of TO and TA Association and its member;
- e. to manage the change process and to keep members informed through regular online news–TO and TA Associations, actions, seminars, the annual conferences and industry communications;
- f. to act as a neutral independent organization to facilitate members and industry issue; and
- g. to formulate rules and regulation in the Mo CAT to protect its' member and client.

vi. TO and TA registration documents are:

1. Complete recommend application form for registration and setting up Tour Operator (TO) or Travel Agency (TA) with stamped seal;
2. Names of enterprise;
3. Photocopy of Business license which is attested by the appropriate person like, 1st class gazetted officer, solicitor or legal advisor, notary public, and university teacher;
4. All qualification certificates other documents will be submitted with the application form which is notarized by the national notary public;

5. Photocopy of article of association of proposed organisation;
6. CV of the proprietor or owner of the TO or TA;
7. Credit certificate of owner (issued by the bank); bank details and copy of bank account certificate and a copy of ID if the investor is a person;
8. Proof of the use of fixed premises (including housing rental contract as a proof of premises) and necessary business facilities;
9. Copy of proposed agency code; and Certificate Identification of organisation if the investor is a corporation;
10. Photocopy of tax registration (TIN, Tax Identification Number);
11. Photocopy of code of enterprise attested by anyone of the earlier mentioned authorities;
12. Copy of the printed name and list of Shareholders, the investors, member of board of directors, managing directors, general manager and manager;
13. The minimum registered capital TK 2.5 million (US\$38462, 1\$=TK. 65);
14. Deposit TK. 6, 00,000 (US\$ 9230.769) is principally engaged in tour operators, travel agency or tourism enterprises;
15. Certificate from foreign investor (if plan to jointly work) is the TO, TA or tourism enterprise;
16. Identification that tour operator's total yearly amount operated of foreign investor is more than TK. 50 million (US \$ 769231, 1\$=TK. 65), if jointly work;
17. Identification that tour operator total yearly amount of the establishment of tour operators or travel agencies by the joint investors is more than TK. 30 million (US\$ 461538);

18. Investor or owner has a good international (if jointly) or national reputation and advanced management experience of travel agencies; and

19. Effective contract of foreign-invested enterprise (if party-owned foreign enterprise as jointly works), photocopy of original article of association; (MoCAT, 2002).

viii. TPP have several objectives, the objectives are:

1. To encourage and develop domestic tourism; To create recreational facilities for foreign tourists and local people;
2. To create and develop favourable image of Bangladesh tourism abroad for the purpose of attracting tourist by publicising history, and culture of the country;
3. To conduct research on various aspects of tourism; To publish tourism literature;
4. To acquire, establish, construct, arrange, provide and run hotels, restaurant, rest houses, picnic spot, campaign sites, theatres, amusement parks, casinos facilities for water skiing and entertainment for tourists;
5. To establish Travel Agency and/or work as agents' for railways, shipping companies, airlines, waterways, road transport, for organising group tours;
6. To organise reception and information facilities available for the outside tourists in Bangladesh;
7. To promotion of Safari tourism and maintain game and game reserves, fish hatcheries and fowl breeding farms; To enter into tourism agreement with foreign countries with the previous approval of the Government; and
8. To establish institutes or make other arrangements for instruction and training of persons engaged or likely to be engaged in any activity connected, with or ancillary to tourism; and Increasing interest in tourism activities among the people and creating low-cost tourist facilities for them.

Appendix IV: Cover letter of departing foreign tourist questionnaire

Hello!

Questionnaire for tourism marketing research

Thank you very much for participating in this questionnaire survey.

I am a doctoral student in the Department of Hospitality and Tourism Management at the University of Strathclyde, Glasgow, UK.

I am doing my research on “**Tourism Marketing in Developing Countries- A study of Bangladesh**”.

Your reply to this questionnaire will be used to establish more effective to measure the promotion of tourism marketing in Bangladesh.

I would appreciate your great help if you answer the questions honestly.

This questionnaire will be carried out anonymously and all of your answers will be treated as strictly confidential.

It will take 15-20 minutes to complete the questionnaire.

Thanks again for your cooperation with this research.

Sincerely yours,

S M Nazrul Islam
Doctoral Researcher

ACADEMIC SUPERVISORS:
¹Professor Richard W. Butler, PhD
²Professor Tom Baum, PhD

Department of Hospitality and Tourism Management
University of Strathclyde
Glasgow, UK

Appendix V: Questionnaire of departing foreign tourist's survey

Tourist Survey of Tourist Perceptions

Section-A

This section is concerned with tourists visiting Bangladesh. For each statement please tick mark (✓) which best describes your response.

1. What is your country of origin?

2. Is this your

a. First visit to Bangladesh?	<input type="checkbox"/>
b. Repeat visit	<input type="checkbox"/>
c. If this is a repeat visit, in what year did you last visit Bangladesh?	
-Earlier this year	<input type="checkbox"/>
-Last year	<input type="checkbox"/>
-Within 2 years	<input type="checkbox"/>
-Within last 5 years	<input type="checkbox"/>
-More than 5 years ago	<input type="checkbox"/>

3. Do you have any friends or relatives living in Bangladesh?

a. Yes	<input type="checkbox"/>
b. No	<input type="checkbox"/>

4. What is the main purpose of this trip? (Tick 1 only)

a. Visiting Family/ Friends (VFR)	<input type="checkbox"/>
b. Holiday trip	<input type="checkbox"/>
c. Business trip	<input type="checkbox"/>
d. Other purpose	<input type="checkbox"/>

5. Please indicate your length of stay in Bangladesh

a. 1 - 13 days	<input type="checkbox"/>
b. 14 - 27 days	<input type="checkbox"/>
c. More than 28 days	<input type="checkbox"/>

6. How did you find out about Bangladesh as a holiday destination? (You may choose as many as you wish)

a. always known/been before	<input type="checkbox"/>
b. Family/ friends/ relatives on Bangladesh	<input type="checkbox"/>
c. Recommendation of family/friends	<input type="checkbox"/>
d. Saw a guide book/ brochures	<input type="checkbox"/>
e. Read about Bangladesh on the Internet	<input type="checkbox"/>
f. other (Please specify) _____	<input type="checkbox"/>

7. Within the last year have you seen any promotions about Bangladesh tourism?

a. Yes	<input type="checkbox"/>
b. No	<input type="checkbox"/>

If yes, _____

8. If yes, what types of promotions have you seen? (Please list and do you have any comment on their effectiveness?)

9. Do you think promotional material about Bangladesh had any effect on your decision to trip Bangladesh?

a. Yes	<input type="checkbox"/>
b. No	<input type="checkbox"/>

If yes, which material / Information _____

10. Booking arrangement- please look at the following statements and indicate as appropriate by putting tick (✓) mark

I	Transport	Yes	No
1	I booked transport directly with the carrier		
2	I booked transport through a travel agent		
3	I booked transport through the Internet		
4	My company took care of my bookings		
5	Family/ friends/ relative in Bangladesh took care of the bookings of transport		
II	Accommodation		
1	I booked accommodation directly with the landlord/proprietor		
2	I booked accommodation through a travel agent		
3	I booked accommodation through the Internet		
4	I am staying with family/ friends/ relatives, so I did not have to book		
5	Family/ friends/ relative in Bangladesh took care of the booking of accommodation		
6	Through a Bangladesh Embassy abroad		
III	Other		
1	I bought a package inclusive tour, e.g. one price for transport and accommodation, from travel agents		
2	I used a travel agent near my home		
3	I used a travel agent in Bangladesh/ Bangladesh tourist office to make my bookings		
4	I booked through tour operator		
5	I travel with a club or an association		
6	Through a Bangladesh Embassy abroad		
7	Apart from the above regarding booking, I did the following: _____		

11. Which airline did you use to fly to Bangladesh?

a. Bangladesh airline	
b. Another airline (please specify) _____	

12. If you are travelling on a package holiday, which company are you using?

a. The BPC (Bangladesh Parjatan Corporation)	
b. Tour Operator (TO) -The name of the TO _____	
c. Travel agent (TA) -The name of the TA _____	
d. Other (list)	

13. Would you recommend your family, friends, and relatives to visit Bangladesh for a holiday?

a. Yes	
b. No	

14. Would you ask anyone living in Bangladesh to provide information about tourism in Bangladesh?

a. Yes	
b. No	

15. Please indicate whether you visited any of the Tourist Information Centres listed below or not?

SL	Tourist Information Centres	Yes	No
1	Bangladesh Parjatan Corporation, Dhaka		
2	Dhaka Seraton Hotel Dhaka		
3	Zia International Airport, Dhaka		
4	Sonargaon Hotel, Dhaka		
5	Hotel Shaibal Cox's Bazar		
6	Parjatan Motel Bogra		
7	Motel Shaikat, Chittagong		
8	Parjatan Motel Rangpur		
9	Parjatan Motel Rangamati		
10	Parjatan Motel Rajshahi		
11	Parjatan Motel Dinajpur		
12	Parjatan Motel Sylhet		
13	Parjatan Motel Kuakata		

16. If yes, did you get satisfactory information from the Tourist Information Centres visited?

a. Yes	
b. No	

If yes, Please explain _____

If no, why _____

17. What do you think about Bangladeshi's VISA formalities?

a. Very Easy	
b. Easy	
c. Neither easy nor difficult	
d. Difficult	
e. Very difficult	

18. i. Will you visit Bangladesh again in the near future?

a. Yes	
b. No	

If you are likely to return, how soon would this be?

Visiting Time	Certain (5)	Likely (4)	Maybe (3)	Unlikely (2)	Certainly not (1)
Next Year					
Within 2 years					
Within next 5 years					

If certainly not, why _____

ii. Overall, what is your opinion of Bangladesh as a destination to visit?

Items	Excellent (5)	Good (4)	Average (3)	Not good enough (2)	Poor (1)
For holidays and recreation					
Value for money					

Section-B

Perception about the effectiveness of each form of promotion undertaken by the Bangladesh tourism industry

This section involves your perceptions about Bangladesh tourism promotion. For each statement please tick mark (✓) which best describes your opinion.

Leave blank if a category does not apply

Items	Not Seen (NS) (6)	Very Good (5)	Good (4)	Acceptable (3)	Poor (2)	Very Poor (1)
1. If you have seen any, what is your opinion about quality of the advertisements undertaken by the Bangladesh tourism industry?						
2. If you used a website, what is your opinion about the websites you used to obtain information about Bangladesh tourism?						
3. If you obtained any information from your friends/relatives in Bangladesh about Bangladesh tourism, what is your opinion about such information?						

4. If you used Biman Bangladesh Airlines Overseas offices as a source of information about Bangladesh tourism, what is your opinion about this as a provider of information about Bangladesh tourism?						
5. If you used a Bangladesh Embassy as a source of information about Bangladesh tourism, what is your opinion about this as a provider of information about Bangladesh tourism?						
6. If you used any guides, what is your opinion about the quality of guides (language, information) about Bangladesh tourism?						
7. What is your overall opinion about the quality of information generally available about Bangladesh tourism?						
8. What is your opinion about the image of Bangladesh as a tourism destination?						
<u>Please indicate how you feel about the following statements</u>	Not Applicable (NA) (6)	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
1. Courtesy of staff (behaviour, friendly, and politeness) is important in attracting more tourists						
2. Publicity is an important factor in promoting Bangladesh as a tourist destination						
3. Advertising can be used to reinforce the image of tourism marketing in Bangladesh						
4. Word of mouth is critical to the success of tourism marketing in Bangladesh						
5. Personal selling can be an effective promotional tool in Bangladesh tourism						
6. Accommodation costs are appropriate/fair in Bangladesh						
7. The low costs in Bangladesh are important in attracting more tourists to visit attractions in Bangladesh						

Thanks for your co-operation

Appendix VI: Cover letter of stakeholder's questionnaire

Hello!

Questionnaire for tourism marketing research

Thank you very much for participating in this questionnaire survey.

I am a doctoral student in the Department of Hospitality and Tourism Management at the University of Strathclyde, Glasgow, UK.

I am doing my research on “**Tourism Marketing in Developing Countries- A study of Bangladesh**”.

Your reply to this questionnaire will be used to establish more effective to measure the promotion of tourism marketing in Bangladesh.

I would appreciate your great help if you answer the questions honestly.

This questionnaire will be carried out anonymously and all of your answers will be treated as strictly confidential.

It will take 45-50 minutes to complete the questionnaire.

Thanks again for your cooperation with this research.

Sincerely yours,

S M Nazrul Islam
Doctoral Researcher

ACADEMIC SUPERVISORS:
¹*Professor Richard W. Butler, PhD*
²*Professor Tom Baum, PhD*

Department of Hospitality and Tourism Management
University of Strathclyde
Glasgow, UK

Appendix VII: Questionnaire of stakeholder's survey in Bangladesh

Stakeholders Survey

Stakeholders of Bangladesh Tourism

This section is to be completed by key players in Bangladesh tourism to obtain their opinions about Bangladesh tourism marketing. Listed below are statements in relation to the above key players.

In-depth interview Questionnaires for Bangladesh respondents (Bangladesh Parjatan Corporation (BPC)/ Biman/ Tour Operators/ Travel Agencies)

Main Questions

1a. Have you undertaken any overseas promotional activities in the last 5 years?

Yes	
No	

If yes, how many _____
Promotion in last 5 years

Where	When date(s)	Total number

1b. Please, briefly outline the main aims of these promotions?

- i. _____
- ii. _____
- iii. _____
- iv. _____
- v. _____

2a. Could you provide the volume of tourists and revenues resulting from promotional activities in the last five years?

Years	Volume of tourists	Revenues
2008		
2007		
2006		
2005		
2004		

2b. What overall increases in sales can be related to these tourism promotions in terms of percentage of improvement last years?

Range of percentage	2008	2007	2006	2005	2004
0 – 10 %					
11 – 20 %					
21 – 40 %					
41 – 70 %					
above 70%					

Other Questions

1a. Have you changed the type of advertising displays you have used in the last five years?

Yes	
No	

If yes, please indicate the changes made and provide details (place and date)

1b. Do you plan to make any changes in the next five years?

Yes	
No	

If yes, Please indicate nature of intended change _____

2a. Are you aware of the current MoCAT (Ministry of Civil Aviation and Tourism) tourism promotion policy (TPP)?

Yes	
No	

If yes, Please list key elements/ points _____

2b. In formulating your own promotion activities, do you take into account the MoCAT TPP?

Yes	
No	

If Yes, how _____

If 'No' why not? _____

2c. Do you integrate TPP MoCAT in your promotions Bangladesh tourism?

Yes	
No	

If so, how _____

3. Could you please explain from your experience any strengths and weaknesses of tourism promotion of Bangladesh by your organisation (overseas and domestic)?

Strengths	Context of Overseas market	Context of domestic market
i.		
ii.		
iii.		
Weaknesses		
i.		
ii.		
iii.		

4. What is the tourism marketing plan undertaken for the potential development of Bangladesh tourism by your own organisation? Please give your answer in terms of

Forecasting demand and marketing budget	
Marketing strategy	
Tourism offerings	
Communication plan	

5. What key strategies in general have been undertaken to promote Bangladesh tourism by your organisation?

6. What is the total budget of your organisation for tourism promotion of Bangladesh?

Year	Total spends	In Bangladesh	Abroad
2008			
2007			
2006			
2005			
2004			

i. Percentage of total promotional budget spent in the **domestic** markets _____

ii. Percentage of total promotional budget spent in the **overseas** markets _____

Percentage/ amount of budget spent on each form of promotion:

DOMESTICALLY

Name of Media	Percentage of budget spent
Local TV	
National TV	
Exhibition	
Fair/ Festivals	
Advertisement	
Brochures	
other (please Specify)	
Total	100%

Percentage/ amount of budget spent on each form of promotion:

INTERNATIONALLY OR OVERSEAS

Type of Media	Percentage of budget spent
Cable TV	
National TV	
Exhibition	
Fair / Festivals	
Advertisement	
Brochures	
other (please Specify)	
Total	100%

7. Do you carry out any of the following operations either in Bangladesh or Abroad?

	In Bangladesh	Abroad
Market studies		
Motivation studies		
Promotional measures		

8. How long in advance do you plan promotions?

i. Per season	
ii. one year	
iii. two years	
iv. five years	

9. Type of promotion plans

i. International Market	
a. General nature	
b. Specific nature (fishing, hunting, cruise, etc)	
ii. Domestic market	
(a) General plan	
(b) Specific plan	

10. Do you co-operate with?

i. Travel agencies?	
ii. Carriers?	
iii. Regional and local tourism bodies?	
iv. Others? (Write in)	

10i. Do you have your own promotion department?

(a) Publicity department?	
(b) Public relations and information department?	

10ii. Do you resort, wholly or partly, to:

Items	Wholly	Partly
(a) Advertising agency?		
-In Bangladesh		
-At the International level		
(b) Public relations agencies		
-In Bangladesh		
-At the International level		

10iii. Do you distribute your literature and information through your own organisation?

Yes	
No	

If yes, where?

i. Centrally (in Bangladesh) _____	
ii. Locally (in Bangladesh) _____	

Measuring effectiveness

1. What is our concept of effectiveness in terms of promotion? Does it relate to target achievement for example?

If so, how frequently do you assess effectiveness?

a. Every promotion	
b. Regularly	
c. Occasionally	

2. Please, briefly outline the main aims of these promotions?

i. _____

ii. _____

iii. _____

iv. _____

v. _____

3. To what degree were these objectives achieved?

0%-25%	
26%-50%	
51%-75%	
Above 75%	

4. How did you measure the success of objectives in general?

(In terms of stimulate demand; promote a favourable image for the destination; build a constant communication system with travel trade and public; maintain promotional exposure for the promotional mix; increase travel trade and public knowledge of the product range, etc) (Please provide evidence and figures if possible)

i. _____

ii. _____

iii. _____

iv. _____

5. Do you conduct pre-tests of tourism promotions?

Yes	
No	

If yes, do you pre-test?

a. your advertising campaigns	
b. your public relations efforts	

6. Do you conduct post-tests of tourism promotion?

Yes	
No	

If yes, do you post-test?

a. your advertising campaigns	
b. your public relations efforts	

7. Do you measure the effect of your promotional campaigns and the impact of the country's evolving image?

Yes	
No	

If yes, do you measure?

a. Among the public	
b. In the travel industry	

8. Do you use any other methods for measuring the effectiveness of sales and promotional campaigns? _____

9. Do you conduct sample surveys to determine the reactions of tourists to your country's services and attractions?

Yes	
No	

If yes,

9i. How and where do you do this?

How	
Where	

9ii. How frequently to do it?

a. Every 6 months	
b. Each year	
c. Every 2 years	
d. Every 5 years	

9iii. What are the results in general?

Very good	5
Good	4
Neither good or Bad	3
Bad	2
Very bad	1

9iv. How effective are your estimates? _____

9v. What are your effectiveness targets? (Please list any targets)

1% - 10%	1
11% - 20%	2
21% - 30%	3
31%-40%	4
41% - 50%	5
50% and more	6

9vi. Did you achieve them?

Yes	
No	

If yes,

where	
when	

9v. Over how many years have you measured effectiveness?

1-2 years	
3-5 years	
6 years and more	

9vi. Has the effectiveness improved over time?

Yes	
No	

Survey of Bangladesh Tourism Organizations and their Perceptions on the Tourism Marketing Promotional Mix

I. Please put tick mark (✓) as appropriate to indicate your opinion

Items	Did not reply (6)	Strongly agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly disagree (1)
1. I have a good knowledge of tourism marketing promotion						
2. The concept of tourism marketing promotion is ambiguous so it is hard to define it clearly						
3. It is difficult to understand tourism promotion and the effectiveness of promotion in influencing tourism development						
4. The tourism marketing industry tends to be negative to tourism promotion						
5. In order to promote tourism, there needs to be considerable change in politicians', operators', and agents attitudes and behaviours						
6. Regular assessment of promotion tourism development is crucial for the success of tourism promotion						
7. There are limitations in developing tools to assess promotion of tourism						

II. This section is concerned with tourism organizations in Bangladesh and their perceptions about the tourism marketing promotional mix in Bangladesh tourism marketing. For each statement please tick mark (√) which best describes your opinion

Items	Did not reply (6)	Very High (5)	High (4)	Adequate (3)	Little (2)	Very Little (1)
1. To what degree do you think sponsorship taken by your tourism organisation can be effective in the promotion of Bangladesh's tourism?						
2. To what degree do you think courtesy of tourism organisational staff (behaviour, friendly, politeness) is important in attracting more tourists to Bangladesh?						
3. To what degree do you think publicity is an important factor in the promotion of Bangladesh as a tourist destination?						
4. To what degree do you think advertising can be used to create the image of Bangladesh?						
5. To what degree do you think word of mouth is critical to the success of tourism marketing in Bangladesh?						
6. To what degree do you think personal selling can be an effective promotional tool in Bangladesh tourism?						
7. To what degree do you consider Bangladesh to be a low cost country?						
8. To what degree do you think that any increase in the number of visitors' to Bangladesh compared to other countries is due to its low costs?						
9. To what degree do you consider that Bangladesh air line provides a low cost air fare to encourage tourists to travel to Bangladesh?						
10. To what degree do think the Bangladesh government is playing a strong role in the promotion of Bangladesh tourism?						
11. To what degree do you think the Bangladesh government (MoCAT) provides sufficient funds for tourism promotional activities?						
12. To what degree do you think all Bangladesh Embassies provide enough information about the Bangladesh tourism to prospective tourists?						
13. To what degree do you consider your organisation effectively performs its promotional activities?						
14. To what degree do you think the Bangladesh Tourism website contains information for prospective/ potential tourists?						

III. Below are policy and strategy tools which are relevant to tourism promotion. Put tick mark (√) as appropriate to indicate how important you feel each point is.

Items	Did not reply (6)	Very important (5)	Important (4)	Neutral (3)	Unimportant (2)	Very unimportant (1)
1. Tourist product development and promotion is						
2. Involvement of stakeholders including NGOs, private and public organisations to promote Bangladesh tourism is						
3. Development and improvement of tourism facilities for the increase of tourist satisfaction is						
4. Implementation of a promotional program to enhance tourism development is						
5. Increased government support for the promotion of tourism industry is						

IV. Evaluate following each stakeholder group in terms of their importance and responsibility for tourism promotion, please indicate your opinion by putting a tick mark (√) as appropriate

Stakeholders	Did not reply (0)	Very important (5)	Important (4)	Neutral (3)	Unimportant (2)	Very unimportant (1)
1. Government						
2. Tourism industry (Private)						
3. Tourism industry (Public)						
4. Biman Bangladesh Airline						
5. NGOs						

Thanks for your co-operation

Appendix VIII: Map of Bangladesh: travel information in Bangladesh

Info & Tips, Tourist Facilities, Distance Chart, Travel/Tour Agents, Special Tour Packages, Hotel & Accommodation, Money & Currency, Business & Economy, Food & Drinks, Sports & Activities, Health & Medical, Embassies & Consulates, Passport & Visa, Baggage Rule, Maps of Bangladesh

Identity: Bangladesh's National Flag



Appendix IX: Procedure of data imputation (departing foreign tourists)

Question number 1 (*tourists' country of origin*) indicates their country of origin. Answers to the question number 2a and 2b indicates by 1 and 2 respectively, on the other hand, when the respondents are indicates as *repeat visitor*; they must have to select another answer from question 2c, which comprises four alternatives. These answers indicates by several ways, such as, 1 indicates for *visited earlier this year*, 2 indicates for *visited last year*, 3 indicates for *visited within 2 years*, 4 indicates for *visited within last five years*, and 5 indicates for *visited more than five years ago*. On the other hand, those who have indicates as a *first time visitor* in this country and their *repeat visit* answers have specified by 99 as a *non-response/ did not reply* because they do not need to answer the question 2c.

Answers to the question numbers 3, 7, 9, 13, 14, 16, and 18i are indicates two alternative ways such as 1 is for *yes*, and 0 is for *no* and *non-response/ did not reply* indicated by 99. Answers to the question number 4 (*purpose of visit/trip*) indicates by four alternative ways for the SPSS analysis, i.e., *VFFR* is indicated by 1, *holiday trip* is indicated by 2, *business trip* is indicated by 3, *other purpose* is indicated by 4 respectively. Answer to the question number 5 (*length of stay*) indicates three alternative ways, i.e., *1 to 13 days* is meant by 1, *14 to 27 days* is meant by 2, and *more than 28 days* is meant by 3. Similarly, answer to the question number 6 (*find out Bangladesh as a holiday destination*) is indicated by 8 alternative ways, such as, 1 is for *always known/been before*, 2 is for *FFRs (Family, Friends, Relatives) on Bangladesh*, 3 is for *recommendation of FFRs*, 4 is for *saw a guide book/brochures*, 5 is for *read about Bangladesh on the internet*, 6 is for *other*, and 7 is for *2 to 3 responses*, and 8 is for *more than 3 responses*.

If anyone respond to question no. 7, 8 and 9 by *yes*, they provided detailed opinions and their open ended answers will be qualitative analysed by coding. However, answer to the question number 10 (*booking arrangement*) classified by three alternative variables such as *transport*, *accommodation*, and *other* and these variables are indicated by the several alternative ways. Answers to the *transport booking* is indicated by 1 to 5; *accommodation* is indicated by 1 to 6; and finally, *other* is

indicated by 1 to 7, but their *non-response/ did not reply* is indicated by 99. The question number 11 (*which airlines did use to fly BD*) is indicated by two alternative ways, i.e., *Bangladesh airlines* is indicated by 1 and *another airline* is indicated by 2. If respondents had used *other airlines* they have provided the *specific name of airlines*. Answer to the question number 12 (*if travelling on a package holiday, which company used*) is indicated by five alternative ways, where, *BPC* is indicated by 1, *Tour Operator* is indicated by 2, *travel agent* is indicated by 3, *other* is indicated by 4, and *non-response/ did not reply* is indicated by 99. Answer to the question number 15 (*visited any of the tourist information centre*) is indicated by 15 alternative ways, i.e., if anyone visited single *tourist information centres (TIC)* among 13 *TIC* in Bangladesh their answers indicates by 1 to 13 according to centre visited, *TIC* are listed according to serial from 1 to 13, on the other hand, if anyone *visited 2 to 3 TICs* is indicated by 14, *visited more than 3 TICs* indicated by 15 respectively, and *non-response/ did not reply* is indicated by 99. In number 16, if anyone says *yes or no*, then they provided detailed reasons of their answers, which will be qualitatively analysed. Responses were gathered for question number 17 (*visa formalities*) is indicated by 6 alternative ways, i.e., *very easy* is indicated by 1, *Easy* is indicated by 2, *neither easy nor difficult* is indicated by 3, *difficult* is indicated by 4, *very difficult* is indicated by 5, and *non-response/ did not reply* is indicated by 99.

In Question number 18i, if any respondent has replied by *yes (will visit Bangladesh again in future)*, their answer were gathered by 3×5 matrix i.e. three variables by using a 5-point Likert scale which are indicates several ways, i.e., 5 is indicates for *next year certainly* to 1 is indicates for *next year certainly not*. Similarly, other two items i.e., within two years and within next five years, answer to these items are indicates as it is way, i.e., *within two years certainly* is indicated by 5 to *within two years certainly not* is indicated by 1, and finally, *within next five years certainly* is indicated by 5 to *within five years certainly* is indicated by 1, and *non-response/ did not reply* is indicated by 99 for both the items. *If certainly not* is indicated by the respondents, in that case, they provided detailed reasons for *why they will not visit again* this country, which will be dealt by the qualitative analysis.

Finally, the answer to question 18ii were gathered by 2×5 matrix way i.e. two items were evaluated by using a 5-point Likert scale, that listed a number of alternatives, *for*

holidays and recreation, *Excellent* is indicated by 5, to *Poor* is indicated by 1; In the same way, for the item *Value For Money*, *Excellent* is indicated by 5 to *Poor* is indicated by 1, and *non-response/ did not reply* is indicated by 99 for both the items.

Foreign tourist perceptions regarding tourism promotions in the overseas markets is evaluated by using the 5-point Likert scale defining the degree of effectiveness of the tourism marketing promotions which have been taken by the tourism organisations. Each item, i.e., *very good* is indicated by 5 to *very poor* is indicated by 1 and *not seen* is indicated by 6 with the set of statements. In the same way, all tourists are also provided their own feelings and opinions in the set of statements which are also indicated by a 5-point Likert scale, defining their degree of feelings as follows, *strongly agree* is indicated by 5 to *strongly disagree* indicated by 1, *not applicable* is indicated by 6, and *non-response/ did not reply* has indicated by 99 for the both items.

Appendix X: List of different airlines used by the tourists to fly to Bangladesh

Aeroflot	Air Canada	Air France	Air India	Air Mauritius	Air Slovakia	Asiana Airlines	British Airways	China Airlines
China Eastern Airlines	Dragon Airlines	Druk Air (Royal Bhutan Airlines)	Egypt Air	Emirates Airlines	Etihad Airways	Eva Airlines	Garuda Indonesia	Japan Airlines
Jet Air	Kenya Airlines	Korean airlines	Kuwait Airways	Malaysian Airlines	Myanmar Airlines	Pakistan International Airlines (PIA)	Philippine Airlines	Qatar Airways
Royal Jordan	Silk air	Singapore Airline	Royal Dutch Airlines	Thai Airways	United airlines	United Airways (BD) Ltd	BBA (the National Air Carrier)	

Appendix XI: Stakeholders data management: data inputting and organising procedure

Collected filed data were inputted into the Statistical Package for Social Science (SPSS) for the final data analyses, which are explained in detail below:

In the other questions part, there are question numbers 1, 1a, 1b, 2a, 2b, 2c, and 10iii, Another section measure effectiveness related questions 1, 5, 6, 7, 8, 9, 9vi, and 9viii where answers were entered for data analysis as 1 is for Yes, 0 is for No and not response/ did not reply as 99. Question 1 (have you taken any promotion in the last five years? when indicated dates in the last 5 years), respondents answers were indicated by 1 is for 2004 to 5 is for 2008 and non-response/did not reply indicated by 99. Similarly, in the other questions section, in question number 1a and another section measuring effectiveness related question number 9vi, if respondents responded by Yes with time period then their answers were indicated in the same way.

Answers to the questions 1a (places of promotion, where) and 1b (main aims of these promotions) are qualitative data analysis and entered by coding. Similarly, other questions section 1b (if Yes), 2a (if Yes), 2b (if Yes), 2c (How), 3 (Strength and Weaknesses), and 4 (Strategies), 5 (Key Strategies); and another section measuring effectiveness (ME) related questions 1 (Concepts of ME), 2 (Main Aims of Promotion), 4 (Measure Success of Objectives), 9i (How and Where), 9iv (How Estimates Effectiveness), and 9vi (Where) these answers were entered in the same way.

Answers to the question 2a were indicated by millions of tourists and millions of dollars revenue from 2004 to 2008. Question 2b, range of percentage indicated as 1 is for 0 to 10%, 2 is for 11% to 20%, 3 is for 21 to 40%, 4 is for 41% to 70% and 5 is for above 70% and non-response/ did not reply is indicated by 99 according to year.

Answers to the question number 6 (see in the other questions part) was entered by budgets and expenditure on the basis of year in the context of Bangladesh and international (abroad) markets as well as percentage of spends distributed in both markets. These percentages are also distributed in the different Medias' in the both markets. Answer to the question number 7 was entered in two separate ways in the

context of Bangladesh and abroad such as, 1 for market studies, 2 for motivation studies, 3 for promotional studies, 4 for 1 to 2, 5 for more than 2 (if anyone follow) and non-response/ did not reply is specified by 99. Answer to the question number 8 (see in the other questions part) was presented several ways: per season is indicated by 1 to five years is specified by 4 and non-response/ did not reply is entered by 99 respectively. Answers to the question number 9 (see in the other questions part) (promotion plans) were entered in two ways for the two different markets like domestic and international markets. In the context of domestic markets respondents answers were entered by following ways: general plan is specified by 1, specific plan is designated by 2, and both is indicated by 3, and non-response/ did not reply is indicated by 99; similarly, in the context of international market for general plan is indicated by 1, specific plan is listed by 2, and both is designated by 3, and non-response/ did not reply is indicated by 99. Answer to the question number 10 (cooperate) (see in the other questions part) was entered as follows: 1 for travel agencies, 2 for carriers, 3 for regional and local tourism bodies, 4 for other, 5 for 1 to 2, and 6 for 3 to 4 and non-response/ did not reply is indicated by 99 respectively.

Answers to the question number 10i (promotion department) (see in the other questions part) were entered as 1 for public department, 2 for public relations and information department, 3 for sales, marketing and planning department, 4 for others department, 5 for operate more than 1 departments, and 99 for non-response/ did not reply. The answers to the question number 10ii (resort wholly) (see in the other questions part) were entered advertisement agency in Bangladesh is indicated by 1, advertisement agency in international level is specified by 2, both is designated by 3 and non-response/not applicable is indicated by 99; similarly public relations agencies in Bangladesh is designated by 1, public relations agencies in international level is indicated by 2, both is specified by 3 and non-response/ did not reply is indicated by 99. In the context of partly resort, respondents answers were entered in the similar ways, but do not do partly resort respondents answers were indicated by 0.

In question 10iii (literature distribute) (see in the other questions part), if respondents said Yes then their answers were specified by 1 for centrally in Bangladesh, 2 for Locally in Bangladesh, 3 for both, and 99 for non-response/ did not reply.

Measuring effectiveness (ME) related question number 1 (is effectiveness relate to target achievement), if respondents said Yes then they were asked to give answer to the question, how frequently measure effectiveness. Their answers were indicated by following ways: 1 for every promotion, 2 for regularly, 3 for occasionally, 4 for more than 1 response, and 99 for non-response/ did not reply. The answer to the question 3 (objectives achieved) (Measuring effectiveness related) was indicated by different ways: 1 for 0% to 25%, 2 for 26% to 50%, 3 for 51% to 75% and 4 for above 75%, and 99non-response/ did not reply. In question number 5 (pre-test) and 6 (post-test) if respondents said Yes, their answers were coded by 1 for advertisement campaigns, 2 for public relations efforts, 3 for both responses and 99 for non-response/ did not reply. Answers to the question number 7 (how do they measure effectiveness of promotional campaigns) were coded by 1 for among the public, 2 for the travel industry, 3 for the both responses, and 99 for non-response/ did not reply. In question number 9ii (how frequently to do sample survey) answers were revealed by 1 for every 6 month, 2 for each year, 3 for every two years, 4 for every five years, 5 for 2 to 3 responses, 6 for more than 3 responses, and 99 for non-response/ did not reply. Answers to the question 9iii (in general results of the sample survey) were coded by a 5-point Likert scale: 5 for very good is indicated to 1 for very bad and 99 for non-response/ did not reply.

Answers to the question 9iv, effectiveness are estimated by annual volume of tourists, revenues and total spends for the promotions. This is the quantitative analysis by using a MANOVA (see 8.4). In this context, Multivariate regression is defined by the general linear model with certain variables, sample size and multivariate data analysis.

Answers to the question number 9v (effectiveness targets) were converted from percentage into number: target achievement, 1 for 1% to 10%, 2 for 11% to 20, 3 for 21% to 30%, 4 for 31% to 40%, 5 for 41% to 50%, and 6 for 50% and above, and 99 for non-response/ did not reply. Answers to the question number 9vi (did you achieve effectiveness) were coded by two different ways: 1 for Yes and 2 for No, If respondents said Yes, they were asked to give a list where and when they had achieved their effectiveness. Answers to the question number 9vii (over how many years have measured their effectiveness) were indicated three different ways: 1 for 1

to 2 years, 2 for 3-5 years, 3 for 6 years and more, and 99 for did not reply/response. In question number 9viii (has the effectiveness over time), respondents answers were indicated by two different ways, 1 for Yes and 2 for No, and 99 for non-response/ did not reply.

Stakeholders' perceptions

Stakeholders' perceptions about tourism marketing promotional mix have been assessed by using a 5-point Likert scale where it is used to indicate the extent to which respondents agreed with a set of statements where 5 indicates strongly agree and 1 strongly disagree with the set of statements. Stakeholders' perceptions about Bangladesh tourism marketing was indicated by using a same scale 5 for very high to 1 for very little. Stakeholders' perceptions about policy and strategy relevant to tourism promotion in Bangladesh were indicated by using the same scale also 5 for very important to 1 for very unimportant with the set of statements. Each stakeholder groups in terms of their importance responsibility for tourism promotion have also been indicated by the same way using same scale defining the degree of effectiveness of the tourism marketing promotion has on each item as, very important to very unimportant indicated from 5 to 1 with the agreed set of statements.

Appendix XII: Multivariate tests

Multivariate Tests ^c									
Effect		Value	F	Hypothesis df	Error df	Sig.	Partial Eta Squared	Noncent. Parameter	Observed Power ^b
Intercept	Pillai's Trace	.704	2.374 ^a	5.000	5.000	.182	.704	11.868	.344
	Wilks' Lambda	.296	2.374 ^a	5.000	5.000	.182	.704	11.868	.344
	Hotelling's Trace	2.374	2.374 ^a	5.000	5.000	.182	.704	11.868	.344
	Roy's Largest Root	2.374	2.374 ^a	5.000	5.000	.182	.704	11.868	.344
pa_2008	Pillai's Trace	.909	20.074 ^a	5.000	10.000	.000	100.370	1.000	.909
	Wilks' Lambda	.091	20.074 ^a	5.000	10.000	.000	100.370	1.000	.091
	Hotelling's Trace	10.037	20.074 ^a	5.000	10.000	.000	100.370	1.000	10.037
	Roy's Largest Root	10.037	20.074 ^a	5.000	10.000	.000	100.370	1.000	10.037
pa_2007	Pillai's Trace	.534	3.440 ^a	5.000	15.000	.029	17.202	.771	.534
	Wilks' Lambda	.466	3.440 ^a	5.000	15.000	.029	17.202	.771	.466
	Hotelling's Trace	1.147	3.440 ^a	5.000	15.000	.029	17.202	.771	1.147
	Roy's Largest Root	1.147	3.440 ^a	5.000	15.000	.029	17.202	.771	1.147
pa_2006	Pillai's Trace	.635	5.218 ^a	5.000	15.000	.006	26.088	.929	.635
	Wilks' Lambda	.365	5.218 ^a	5.000	15.000	.006	26.088	.929	.365
	Hotelling's Trace	1.739	5.218 ^a	5.000	15.000	.006	26.088	.929	1.739
	Roy's Largest Root	1.739	5.218 ^a	5.000	15.000	.006	26.088	.929	1.739
pa_2005	Pillai's Trace	.903	18.661 ^a	5.000	10.000	.000	93.304	1.000	.903
	Wilks' Lambda	.097	18.661 ^a	5.000	10.000	.000	93.304	1.000	.097
	Hotelling's Trace	9.330	18.661 ^a	5.000	10.000	.000	93.304	1.000	9.330
	Roy's Largest Root	9.330	18.661 ^a	5.000	10.000	.000	93.304	1.000	9.330
pa_2004	Pillai's Trace	.633	3.443 ^a	5.000	10.000	.046	17.213	.690	.633
	Wilks' Lambda	.367	3.443 ^a	5.000	10.000	.046	17.213	.690	.367
	Hotelling's Trace	1.721	3.443 ^a	5.000	10.000	.046	17.213	.690	1.721

	Roy's Largest Root	1.721	3.443 ^a	5.000	10.000	.046	17.213	.690	1.721
volume_of_tourists_08	Pillai's Trace	.489	17.955 ^a	5.000	5.000	.019	.489	4.777	.158
	Wilks' Lambda	.511	17.955 ^a	5.000	5.000	.019	.489	4.777	.158
	Hotelling's Trace	.955	17.955 ^a	5.000	5.000	.019	.489	4.777	.158
	Roy's Largest Root	.955	17.955 ^a	5.000	5.000	.019	.489	4.777	.158
volume_of_tourists_07	Pillai's Trace	.921	11.691 ^a	5.000	5.000	.009	.921	58.455	.950
	Wilks' Lambda	.079	11.691 ^a	5.000	5.000	.009	.921	58.455	.950
	Hotelling's Trace	11.691	11.691 ^a	5.000	5.000	.009	.921	58.455	.950
	Roy's Largest Root	11.691	11.691 ^a	5.000	5.000	.009	.921	58.455	.950
volume_of_tourists_06	Pillai's Trace	.850	5.652 ^a	5.000	5.000	.040	.850	28.259	.699
	Wilks' Lambda	.150	5.652 ^a	5.000	5.000	.040	.850	28.259	.699
	Hotelling's Trace	5.652	5.652 ^a	5.000	5.000	.040	.850	28.259	.699
	Roy's Largest Root	5.652	5.652 ^a	5.000	5.000	.040	.850	28.259	.699
volume_of_tourists_05	Pillai's Trace	.810	4.271 ^a	5.000	5.000	.069	.810	21.354	.571
	Wilks' Lambda	.190	4.271 ^a	5.000	5.000	.069	.810	21.354	.571
	Hotelling's Trace	4.271	4.271 ^a	5.000	5.000	.069	.810	21.354	.571
	Roy's Largest Root	4.271	4.271 ^a	5.000	5.000	.069	.810	21.354	.571
volume_of_tourists_04	Pillai's Trace	.880	7.330 ^a	5.000	5.000	.024	.880	36.649	.811
	Wilks' Lambda	.120	7.330 ^a	5.000	5.000	.024	.880	36.649	.811
	Hotelling's Trace	7.330	7.330 ^a	5.000	5.000	.024	.880	36.649	.811
	Roy's Largest Root	7.330	7.330 ^a	5.000	5.000	.024	.880	36.649	.811
total_budget_2008	Pillai's Trace	.724	2.620 ^a	5.000	5.000	.157	.724	13.099	.376
	Wilks' Lambda	.276	2.620 ^a	5.000	5.000	.157	.724	13.099	.376
	Hotelling's Trace	2.620	2.620 ^a	5.000	5.000	.157	.724	13.099	.376
	Roy's Largest Root	2.620	2.620 ^a	5.000	5.000	.157	.724	13.099	.376

total_budget_07	Pillai's Trace	.856	5.965 ^a	5.000	5.000	.036	.856	29.825	.723
	Wilks' Lambda	.144	5.965 ^a	5.000	5.000	.036	.856	29.825	.723
	Hotelling's Trace	5.965	5.965 ^a	5.000	5.000	.036	.856	29.825	.723
	Roy's Largest Root	5.965	5.965 ^a	5.000	5.000	.036	.856	29.825	.723
total_budget_06	Pillai's Trace	.500	1.001 ^a	5.000	5.000	.500	.500	5.003	.164
	Wilks' Lambda	.500	1.001 ^a	5.000	5.000	.500	.500	5.003	.164
	Hotelling's Trace	1.001	1.001 ^a	5.000	5.000	.500	.500	5.003	.164
	Roy's Largest Root	1.001	1.001 ^a	5.000	5.000	.500	.500	5.003	.164
total_budget_05	Pillai's Trace	.795	3.888 ^a	5.000	5.000	.081	.795	19.441	.530
	Wilks' Lambda	.205	3.888 ^a	5.000	5.000	.081	.795	19.441	.530
	Hotelling's Trace	3.888	3.888 ^a	5.000	5.000	.081	.795	19.441	.530
	Roy's Largest Root	3.888	3.888 ^a	5.000	5.000	.081	.795	19.441	.530
total_budget_04	Pillai's Trace	.649	1.846 ^a	5.000	5.000	.259	.649	9.230	.275
	Wilks' Lambda	.351	1.846 ^a	5.000	5.000	.259	.649	9.230	.275
	Hotelling's Trace	1.846	1.846 ^a	5.000	5.000	.259	.649	9.230	.275
	Roy's Largest Root	1.846	1.846 ^a	5.000	5.000	.259	.649	9.230	.275
a. Exact statistic									
b. Computed using alpha = .05									
c. Design: Intercept + pa_2008 + pa_2007 + pa_2006 + pa_2005 + pa_2004 + volume_of_tourists_08 + volume_of_tourists_07 + volume_of_tourists_06 + volume_of_tourists_05 + volume_of_tourists_04 + total_budget_2008 + total_budget_07 + total_budget_06 + total_budget_05 + total_budget_04									

Appendix XIII: Results of reliability test

Items	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Items	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
IQ1	.488	.804	IIQ1	.354	.808
IQ2	.122	.818	IIQ2	.196	.813
IQ3	.485	.802	IIQ3	-.159	.826
IQ4	-.064	.834	IIQ4	.264	.812
IQ5	.236	.812	IIQ5	-.264	.827
IQ6	.176	.814	IIQ6	.092	.818
IQ7	-.042	.822	IIQ7	.690	.793
			IIQ8	.540	.798
			IIQ9	.525	.800
			IIQ10	.501	.801
			IIQ11	.517	.800
			IIQ12	.484	.802
			IIQ13	.612	.798
			IIQ14	.605	.796
IIIQ1	.522	.808	IVQ1	.410	.809
IIIQ2	.312	.811	IVQ2	.550	.808
IIIQ3	.345	.810	IVQ3	.347	.810
IIIQ4	.410	.810	IVQ4	.469	.807
IIIQ5	.410	.810	IVQ5	.665	.799

Appendix XIV: Table of chi-square statistics

df	P = 0.05	P = 0.01	P = 0.001	df	P = 0.05	P = 0.01	P = 0.001
1	3.84	6.64	10.83	21	32.67	38.93	46.80
2	5.99	9.21	13.82	22	33.92	40.29	48.27
3	7.82	11.35	16.27	23	35.17	41.64	49.73
4	9.49	13.28	18.47	24	36.42	42.98	51.18
5	11.07	15.09	20.52	25	37.65	44.31	52.62
6	12.59	16.81	22.46	26	38.89	45.64	54.05
7	14.07	18.48	24.32	27	40.11	46.96	55.48
8	15.51	20.09	26.13	28	41.34	48.28	56.89
9	16.92	21.67	27.88	29	42.56	49.59	58.30
10	18.31	23.21	29.59	30	43.77	50.89	59.70
11	19.68	24.73	31.26	31	44.99	52.19	61.10
12	21.03	26.22	32.91	32	46.19	53.49	62.49
13	22.36	27.69	34.53	33	47.40	54.78	63.87
14	23.69	29.14	36.12	34	48.60	56.06	65.25
15	25.00	30.58	37.70	35	49.80	57.34	66.62
16	26.30	32.00	39.25	36	51.00	58.62	67.99
17	27.59	33.41	40.79	37	52.19	59.89	69.35
18	28.87	34.81	42.31	38	53.38	61.16	70.71
19	30.14	36.19	43.82	39	54.57	62.43	72.06
20	31.41	37.57	45.32	40	55.76	63.69	73.41