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MARKETING IN EMERGING ECONOMIES

# Marketing Tourist Destinations in Emerging Economies

Towards Competitive and Sustainable  
Emerging Tourist Destinations

*Edited by* Ishmael Mensah  
Kandappan Balasubramanian  
Mohd Raziff Jamaluddin  
Gina Alcoriza · Vanessa Gaffar  
S. Mostafa Rasoolimanesh



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# Palgrave Studies of Marketing in Emerging Economies

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# Preface

Many emerging economies are turning to tourism as the new economic generator and are not sparing efforts at developing their tourism potentials. This has heightened competition among tourist destinations. However, emerging economies also have to compete with the well-established destinations in North America, Australia, and Europe. The ability of emerging economies to compete favourably on the international tourism market is constrained by a number of crises including terrorism, political unrest, natural disasters, pandemics, and accidents, which tend to affect the image and attractiveness of such destinations. In addition, emerging economies suffer from institutional and structural deficiencies as well as marketing challenges occasioned by the emergence of new tourist destinations, disintermediation in the distribution system, inadequate ICT infrastructure, changes in consumer behaviour, and fragmentation of the tourism industry. Addressing these challenges calls for a well-coordinated management and marketing strategy.

The tourist destination is evolving, and new developments have implications for destination marketing in emerging economies. The debilitating effects of COVID-19 call for a new approach to destination marketing in emerging economies. Also, advances in ICT have given rise to new concepts such as digital marketing, collaborative marketing, social media marketing and green marketing, e-tourism, and virtual tourism (v-tourism), which has led to the emergence of the concept of smart

destinations. The Internet offers destination marketing organizations (DMOs) a more cost-efficient option for reaching out to a global audience through social media and other digital platforms. Thus there is the need for a book that synthesizes and addresses all the issues confronting emerging economies in their destination marketing efforts. However, most of the texts on tourism destination marketing and management reflect destinations in more advanced countries. The body of knowledge on destination marketing in the context of emerging economies is patchy and scattered. This book seeks to bring all the destination marketing issues and concepts relating to emerging destinations together in a single book. Readers will understand all the nuances and contemporary issues and developments in the field of destination marketing as applied to emerging economies.

It is important to acknowledge the fact that emerging tourist destinations have unique characteristics and peculiar challenges which have implications for destination marketing. This book highlights the destination marketing challenges, best practices, and strategies relevant to emerging economies.

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Manila, Philippines  
Bandung, Indonesia  
Selangor, Malaysia

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# Abbreviations

AAA	African African-American
AEC	ASEAN Economic Community
AMPC	ASEAN Master Plan for Connectivity
AR	Augmented Reality
ASEAN	Association of Southeast Asian Nations
BAS	Branding-Advertising-Selling
BAS	Branding, Advertising, and Selling
BRI	One Belt One Road
CBBE	Customer-Based Brand Equity
CHSE	Cleanliness, Health, Safety, and Environmental Sustainability
COMCEC	Committee for Economic and Commercial Cooperation of the Organization of the Islamic Cooperation
COVID-19	Coronavirus Disease 2019
CRS	Computer Reservation Systems
CSFs	Critical Success Factors
DMO	Destination Marketing Organization
DOT	Philippines Department of Tourism
EDM	External Destination Marketing
ETC	European Travel Commission
EU	European Union
GDS	Global Distribution Systems
GMTI	Global Muslim Travel Index
GTA	Ghana Tourism Authority

**xx      Abbreviations**

HS09	Homecoming Scotland 2009
IATA	International Air Transport Association
ICT	Information and Communication Technologies
IDD	Internal Destination Development
IMF	International Monetary Fund
IMFITP	It's More Fun in the Philippines
IOC	International Olympic Committee
LADA	Langkawi Development Authority
MATTA	Malaysian Association of Tour and Travel Agents
MERS	Middle East Respiratory Syndrome
MICE	Meetings, Incentives, Conventions and Exhibitions
MME	Malaysia Major Events
MyCEB	Malaysia Convention and Exhibition Bureau
NAACP	National Association for the Advancement of Coloured People
NATO	North Atlantic Treaty Organisation
NTAs	National Tourism Authorities
NTO	National Tourism Organization
OECD	Organisation for Economic Co-operation and Development
OTA	Online Travel Agent
PANAFEST	Pan African Historical Theatre Festival
PATA	Pacific Asia Travel Association
POSE	Paid Media, Owned Media, Social Media, and Endorser
ROPAB	Representation of the People Amendment Bill
SARS	Severe Acute Respiratory Syndrome
SDGs	Sustainable Development Goals
SM	Social Media
SMEs	Small- and Medium-Sized Enterprises
SPBM	Strategic Place Brand Management
TAST	Transatlantic Slave Trade
TCL	Travel Career Ladder
TTCI	Travel and Tourism Competitiveness Index
UAE	United Arab Emirates
UNESCO	United Nations Education Scientific and Cultural Organization
UNWTO	United Nations World Tourism Organization
VAC	Visit ASEAN Campaign
VR	Virtual Reality
WEF	World Economic Forum

WHO	World Health Organization
WTO	World Tourism Organization
WTTC	World Travel and Tourism Council
YOR19	Year of Return 2019

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# Part I

## Destination Attributes and Features



# 1

## Nature and Scope of Destination Marketing in Emerging Economies

Ishmael Mensah, Mohd Raziff Jamaluddin,  
Vanessa Gaffar, Gina Alcoriza,  
Kandappan Balasubramanian,  
and S. Mostafa Rasoolimanesh

### Introduction

Emerging economies, which are also known as emerging markets, are low- or middle-income economies with high economic growth potential. However, they are usually less stable and imperfect with regard to the efficiency and impartiality of their markets due to lapses in their

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institutional frameworks, which are commonly known as institutional voids (Meyer et al. 2016). They are countries that are transitioning from the developing phase to the developed phase. These economies have lots of potentials and have become increasingly important in the global economy in recent years. Emerging economies have also become very important as tourist destinations. Tourism growth over recent years has largely been driven by emerging economies (Kester & Croce, 2011). Emerging tourist destinations are becoming particularly attractive to tourists from the key generating markets in North America and Europe because they have comparative advantages in cultural, ecological and other alternative tourism products. In spite of this, emerging economies are far from achieving their full potentials, as they are confronted with many challenges, which hinder effective destination marketing. Because emerging destinations have to compete with the well-established tourist destinations and battle with the adverse impacts of crises such as the COVID-19 pandemic, emerging destinations have to adopt more innovative and strategic approaches to destination marketing.

For emerging destinations to achieve their full potentials, they must strive to be competitive in the global tourism market. This requires destination marketing organisations (DMOs) in emerging economies to develop and execute a well-thought-out marketing strategy. This introductory chapter tackles the foundational issues of emerging economies, emerging tourist destinations and destination marketing. The chapter focuses on issues such as the definition of concepts of destination marketing, tourist destination and emerging economies; the geographical scope of emerging economies; as well as features of emerging tourist destinations, destination marketing challenges of emerging tourist destinations,

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destination mix and destination marketing organisations in emerging economies. The chapter also sets the tone for the rest of the chapters, examining the implications of the issues discussed for destination marketing in emerging economies.

## The Tourist Destination

The concept of tourist destination became popular in the post–World War II period when most countries started opening their borders for people and trade. The tourist destination has been defined as a system. According to Tinsley and Lynch (2001, p. 372), it is a “system containing several components such as attractions, accommodation, transport, and other services and infrastructure”. Others have defined the tourist destination as a geographical area (Beirman, 2020; Buhalis, 2000). Buhalis (2000) describes a destination as a geographical region serving integrated services to tourists and composed of a combination of the tourism products or the places with distinct natural attractiveness and properties that may be appealing to the tourists. Thus, a tourist destination is a geographical space in which several tourism resources exist. These include attractions, infrastructure, equipment, service providers, other support sectors and administrative organisations whose integrated and coordinated activities provide tourists with the experience they expect from the destination (Fyall et al., 2019). The geographical elements of Leiper’s (1995) tourism system model (Fig. 1.1) can be used to explain the scope of the tourist destination. The geographical elements include (a) the traveller-generating region, (b) the tourist destination region and (c) transit route region.

The traveller-generating region (or home region) refers to the place where the tourists come from. It is the generating market that stimulates and motivates travel. The transit route region includes both the short period of travel from the tourists’ home region to the destination and other places on the way that the tourists may stop to visit. The tourist destination region is one of the most important elements in the whole tourism system. It is composed of suppliers who cater for the needs of the tourists, physical resources which are crucial for attracting tourists, the

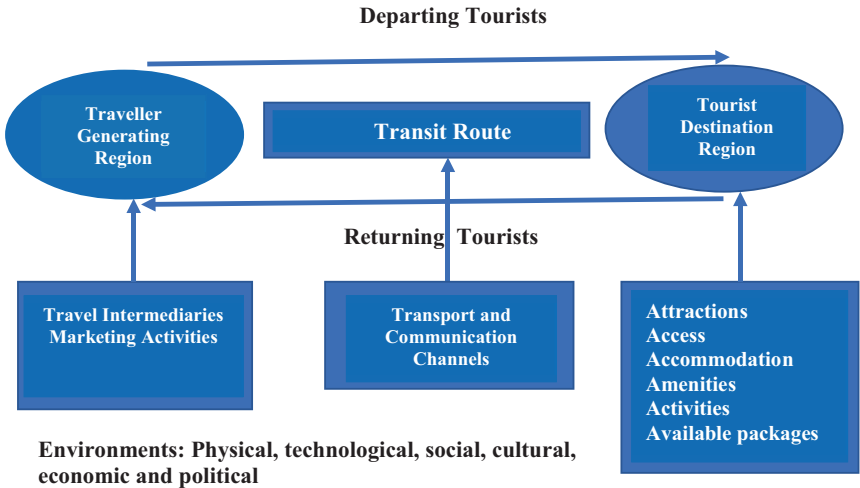


Fig. 1.1 The tourism system. (Source: Adapted from Leiper (1995))

management of the destination and the provision of quality service, which is vital for improving the images of destinations and motivating tourists to visit. The tourist destination functions as a “pull” factor and provides the space and resources for tourism activities at the destination. It provides tourists with a variety of attractions, activities and memorable travel experiences.

Elliott (1987) argued that the destination is multifaceted, including service, size, location, ownership, market and, most importantly, the actor-network relationship. Offering this multifaceted set of products and services is, therefore, a prerequisite for creating attractive destinations (Cracolici & Nijkamp, 2008). Ritchie and Zins (1978) identified eight dimensions of destination attractiveness, namely nature and beauty; culture and social characteristics; sport, recreation and education facilities; shopping and commercial facilities; infrastructure; the cost of living; attitudes towards tourists; and accessibility of the destination. Other factors that have been found to contribute towards the attractiveness of a destination include attractions and activities (Ritchie & Crouch, 2003), accessibility of a destination (Kim, 1998), the host community (Kim et al., 2012) and entertainment (Pullman & Gross, 2004).

However, for most emerging economies, their natural resource endowments have served as the main sources of attraction to tourists. Tang and Rochananond (1990) examined the attractiveness of Thailand as a tourist destination and found that natural beauty and climate, culture and social characteristics, cost of living and attitudes towards tourists were the more favourable attributes. Dickman (1997) coined the abbreviation 5As to describe the *destination mix*, namely attractions, access, accommodation, amenities and activities. However, a sixth element—available packages—has been added to the mix to make it 6As (Buhalis, 2000). *Attractions* are the locations, people, activities and things that draw visitors to a destination. Attractions could be in the form of natural and cultural landmarks, historical sites, monuments, zoos and game reserves, aquaria, museums and art galleries, gardens, architectural buildings, theme parks, sports facilities, festivals and activities, animals and people (Benckendorff, 2014). *Access* is the transport infrastructure and technology that enable people to reach their destination. *Accommodation* includes all forms of lodging or place of stay that caters for the needs of tourists regularly and at any time (Silaban et al., 2019). These include hostels, hotels, inns, boarding houses, rest houses and lodging houses. *Amenities* are the support facilities or infrastructure that can fulfil the needs and desires of tourists (Dewi et al., 2017). Singh et al. (2015) noted that there are four types of amenities, namely tourist infrastructure (accommodation facilities, facilities for arrivals servicing, tourist information and trails), paratourist infrastructure (transportation facilities—roads and transport points), local facilities (communal and public transport, trade and service facilities) and gastronomy and accompanying facilities (sport, leisure, entertainment). *Activities* can be described as tourism products that can build a portfolio or image for the country (Sharafuddin, 2015). *Available packages* refer to the availability of services bundled by intermediaries that promote the tourist destination. The United Nations World Tourism Organization (UNWTO, 2007) has indicated that the tourist destination is shaped by attractions, public and private amenities, accessibility, human resource, image and character, and price. The tourist destination concept has evolved tremendously since the 1990s with concepts like destination management, destination competitiveness, destination image and destination marketing.

## Destination Marketing

There is now a recognition that what tourist destinations offer is not just a combination of various goods and services in a geographical unit, but rather the experience of visiting a specific destination (Fyall et al., 2019). Destination marketing is a type of marketing that seeks to promote a destination (town, city, region, country) with the view to increase the number of visitors (Lomanenko, 2018). Destination marketing can be defined as a proactive, visitor-centred approach to the economic and cultural development of a destination that balances and integrates the interests of visitors, service providers and the community (Wang, 2011). It is also defined as a management process through which the national tourist organisations and/or tourism enterprises identify their selected actual and potential tourists; communicate with them to ascertain and influence their wishes, needs, motivations, likes and dislikes, at the local, regional, national and international levels; and develop and adapt their tourist products with the view to achieving optimal tourist satisfaction, thereby fulfilling their objectives (3G Learning, 2015). It is about engaging with key players to drive awareness of the destination, thereby driving interest, increasing tourist arrivals at the destination. Destination marketing is a managerial process, demand-driven research, advertising and communication activity wherein the focus is on enticing potential external consumers.

Destination marketing is now acknowledged as a pillar of the future growth and sustainability of tourism destinations in an increasingly globalised and competitive market for tourists (UNWTO, 2011). Destination marketing as a management tool is a form of market-oriented strategic planning and hence as a strategic approach to place development rather than a promotional tool (Blumberg, 2007). Destination marketing covers all the activities from conception of ideas to realisation of profits. The scope of destination marketing can relate to the functions of marketing as well as the roles and responsibilities of the destination marketing organisations (DMOs) that revolve around customer satisfaction (Roshani, 2020) and as the main vehicle to compete and attract visitors to their distinctive place or visitor space (Pike & Page, 2014).

## Destination Marketing Mix

Marketing activities play an essential role in determining the competitive position of a tourist destination; thus, various marketing mix elements need to be optimised. Marketing mix is a strategy of an organisation to do the tasks in offering its product and influence the demand (Bakhshi, 2007; Kumar & Sharma, 2009). Some experts (see, e.g. Kotler et al., 2008; Lilien, 1994) have recommended the use of marketing mix models for decision-making. This is also true for emerging tourist destinations. The classical marketing mix model consists of 4Ps, namely product, price, place and promotion (McCarthy, 1975). However, this has been criticised for not including uncontrollable external environmental factors. Thus, the marketing mix has been extended into 7Ps, adding people, process and physical evidence to the mix.

However, tourism destinations' distinctive characteristics have compelled some experts to propose other elements of the marketing mix, such as Morrison's (2009) 3Ps (partnership, packaging and programming). Similarly, Bao (2018) argues that partners, passion and the presentation should be added to the list to complete the traditional 7Ps. Nevertheless, tourism destination marketers need to find the right combination of marketing mix elements to offer suitable products to meet the right target markets and attract tourists. A case in point is the marketing mix strategy of Indonesia, which won the best destination marketing award in 2016 from Travel Weekly Asia. The marketing mix strategy of Indonesia involved the application of a promotion strategy by the Ministry of Tourism, which resulted in Indonesia winning. The strategy applied by the institution to promote Indonesia as an attractive tourism destination was Branding-Advertising-Selling (BAS), which was intensively conducted to significantly project the "Wonderful Indonesia" image between 2015 and 2016. This strategy increased Indonesia's position on the travel and tourism competitiveness index from not available (NA) to 47 out of 144 countries during the period. Indonesia's marketing strategy also focused on Bali, Jakarta and Batam-Bintan, applying the 3As, namely attractions, accessibility and amenity. The success of this strategy was followed by the design of an intensive promotional strategy to market ten