

Jang, Da-hye; Cho, Woo Jeong

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IPA on the 4Ps of Marketing Mix for Developing Marine Leisure Tourism in South Korea

Da hye Jang, Woo Jeong Cho

Korea Maritime and Ocean University, Busan, Republic of Korea

A B S T R A C T

Most countries with shorelines want to promote marine leisure tourism, as the tourism sector is evaluated as producing a wide range of socioeconomic impacts. Both central and regional governments in South Korea have shown major interest and made significant investments to activate marine leisure tourism as a future growth engine. Accordingly, this study aims to analyze the importance and performance or satisfaction of the 4Ps of marketing for marine leisure tourism and then suggest activation strategies for the further development of marine leisure tourism from a consumer demand perspective. The study conducted a survey of 387 visitors to an international boat show co-hosted by both levels of government. The questionnaire consisted of 4 marketing mix factors and 16 items each on the importance and performance scales. The factors and items were developed from previous research and then validated through content validity by experts and construct validity through exploratory factor analysis and use of Cronbach's α . The collected data were analyzed through descriptive statistics, t-tests and importance-performance analysis (IPA), using SPSS 18.0. The following findings were derived. First, all the mean scores from the importance scale were significantly higher than those from the performance scale. Second, 'Program Safety' had the highest mean score among the 16 items on the importance scale, followed by 'Convenience of Facilities,' 'Accessibility,' 'Program Expertise' and 'Equipment Purchase & Rental Cost.' Third, 'Program Expertise' had the highest mean score among the 16 items on the performance scale, followed by 'Program Safety,' 'Convenience of Facilities,' 'Connectedness to Tourist Sites' and 'Social Media Promotion.' Finally, IPA shows that the first quadrant includes 'Program Safety,' 'Convenience of Facilities,' 'Program Expertise' and 'Program Variety,' while the second quadrant includes 'Accessibility,' 'Equipment Purchase & Rental Cost' and 'Program Usage Cost.' The third quadrant covers 'Convenience Facilities Cost,' 'Program Differentiation' and 'Food & Beverage Cost,' while the fourth quadrant contains 'Public Media Promotion,' 'Amenities Facilities Offer,' 'Social Media Promotion,' 'Promotion Event,' 'Connectedness to Tourist Attractions' and 'PR Material and Brochure.' In conclusion, the aforementioned findings indicate that both governments and businesses need to concentrate on factors and items that are positioned in the second quadrant, which indicates higher importance levels and lower performance levels, as the stakeholders have limited soft and hard resources available for promoting marine leisure tourism.

Keywords: Marine tourism, Marine leisure, Marine leisure tourism, Marketing mix (4Ps), Importance-Performance Analysis (IPA).

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† Woo Jeong Cho

727 Taejong-ro, Yeongdo-gu, Busan, Republic of Korea. 49112

Tel. +82-51-410-4713 E-mail: mikecho@kmou.ac.kr

I . Introduction

Many countries are aware of the importance of the spread effect of marine leisure tourism and its potential to create economic value. According to the Organisation for Economic Co-operation and Development (OECD, 2014), the share of marine leisure tourism in the industrial value added of the marine economy was the second largest in 2013 and is expected to make the largest contribution by 2030.

Countries with shorelines create added economic value through marine leisure tourism activities. In the United Kingdom, marine leisure tourism represents a market worth more than \$13 billion (National Coastal Tourism Academy [NCTA], 2016), while in the United States, the sector generates economic value estimated at \$36 billion. Among various marine leisure tourism activities, economic value is mainly created through yachting and marine leisure tourism events (Cho, 2011).

Specifically, representative countries that generate economic value through yachting are the UK and the United States. The world-renowned UK yacht industry is valued at \$400 million, employing over 30,000 people (International Council of Marine Industry Associations [ICOMIA], 2015).

Holding marine leisure tourism events brings economic value into a country's economy. The Volvo Ocean Race, one of the world's three major yacht competitions, contributed \$91 million to the Valencia region and created 1,270 jobs. It also contributed \$128 million in Spain in 2017–2018 and created 1,700 jobs (Volvo Ocean Race, 2018). The Fort Lauderdale International Boat Show, the world's largest boat show, was visited by about 100,000 people participating in the event, with an economic impact of \$5.3 billion in South Florida and more than \$8.5 billion in the state in 2015 (Nineham, 2015; Satchell, 2015).

In response to the positive reception and atmosphere surrounding marine leisure tourism, the Korean government has boosted this industry with various measures. Above all, the government supports an infrastructure plan, starting with the 'Basic Marine

Port Basic Plan' and formulating the '2nd Marine Tourism Promotion Basic Plan' to establish the culture and base of marine leisure tourism.

In addition, the regional governments considered developing a long-term strategic vision for marine leisure tourism that builds on the government's plan. For instance, the Busan regional government intends to expand its marine leisure infrastructure and build a marine leisure support system within the 'Basic Plan of Maritime Leisure Activation' (2016). Incheon regional government also intends to build and expand its marine leisure base by establishing a marine leisure education center for training professionals within the 'Plan for Nurturing the Marine Leisure Industry' (2016). Each regional government has made a plan to promote marine leisure tourism, such as Gyeonggi Province's 'Strategy Research of Cultivating the Ocean Leisure Industry' and Gangwon Province's 'Gangwon Province Master Plan.'

However, unlike the policy efforts of the central and regional governments, the industry's development strategy has focused mainly on suppliers, rather than being based on consumers. There is therefore a need to draw up a consumer-based marketing plan to increase the demand for marine leisure tourism.

This study analyzes the importance and performance of marine leisure tourism marketing factors and tries to derive a practical marketing plan by looking into the general characteristics of leisure tourism consumers.

II . Literature Review

Hritz and Franzidis (2016) investigated the economic impact of the growing popularity of surfing with 706 questionnaire samples, using analysis of variance. The results of the study indicated that the economic impacts were different depending on the length of time that people had been surfing and that subjects were highly likely to rejoin surf activities after participating in them for three or more years.

Gon, Osti and Pechlaner (2016) conducted a study

about residents' attitudes towards nautical tourism development using leisure boat tourism. By assessing the economic, social and environmental impacts of leisure boat tourism through a literature review and interviews with regional residents, it helped to establish policy. Local residents regarded boating as a long tradition and leisure boats were considered a catalyst for attracting international tourists.

Among previous studies using IPA on the development of marine leisure tourism, Jun (2014) examined the intangible benefits of participants' activities in terms of IPA, while Kwon and Mun (2015) identified the importance-performance profiles of the factors of product, price, convenience, information and quality. The study was conducted with product items comprising program expertise, program diversity and program safety and price items including amenity cost, equipment rental cost, accommodation cost and food cost.

In previous research using the same approach, examining the 4Ps marketing mix for activating marine leisure tourism, Yu and Ha (2007) examined the effect of service quality of marine leisure sports on repurchase and participants' performance through factors capturing the 4Ps. Additional items in this study were the leader's sincerity and kindness, excellent leadership, cleanliness and hygiene, quietness and comfort and the routes between facilities.

In addition, Jeon (2012) identified the effects of the marketing mix of marine sports on customer loyalty through the 4Ps. The items used in this study include program division, competition participation, various events, social events and the participation opportunities of other subjects.

Oh and Bae (2011) examined the impact of marketing mix factors on service quality with 5Ps (product, price, place, promotion and client). This study contains education quality, leader's reputation and motivation activities as items and deals with the new factor of customer service. Lim (2014) analyzed the importance of selected marine sport attributes using 5 factors and 18 items covering some new items (package cost, membership, older equipment change, toilet and parking lot).

Kang (2014) evaluated the service quality of marine

leisure facilities using IPA with the factors of product, price, facilities and human resources.

In previous research, the approach has been to extract the main factors affecting other aspects of the marketing mix. However, a common limitation is that these studies assess only the current level. This study examines the importance-performance profiles of factors derived from previous research to capture the current level. In addition, the study differs from previous research in that it intends to provide a practical marketing strategy for the development of marine leisure tourism by analyzing the importance-performance matrix.

III. Research Method

A. Subjects of the Study

This study was initiated to analyze the marketing factors underlying marine leisure tourism and a survey was conducted with visitors to the Busan International Boat Show hosted from April 26 to 29, 2018. Subjects were given an explanation as to the purpose and necessity of the study and questionnaires were then distributed to those who voluntarily declared their intention to participate in the survey.

Convenient sampling was thus used to select survey participants; a total of 411 questionnaires were distributed and 387 valid questionnaires were finally collected for data analysis. The general characteristics of the respondents of the study are presented in Table 1.

B. Instruments

The study used a questionnaire as a survey tool, which was composed of 4 factors with 16 items each capturing both importance and performance. The questionnaire on the importance and performance of marine leisure tourism factors was developed from the prior research dealing with marketing factors influencing marine leisure and tourism customers,

Table 1. Characteristics of Respondents

Division		Frequency	Percent
Gender	Male	237	61.2
	Female	150	38.8
Age	20 or less	19	4.9
	20	225	58.1
	30	63	16.3
	40	49	12.7
	50 or more	31	8
Residency	Busan	240	62
	Seoul	13	3.4
	Kyeonggi ·Incheon	18	4.7
	Daejeon· Chungcheong	9	2.3
	Gwangju· Jeonla	14	3.6
	Daegu ·Gyeongbuk	47	12.1
	Ulsan·Gyeongnam	46	11.9
Education	No college degree	54	14
	Associate's	64	16.5
	Bachelor's	241	62.3
	Master's and or doctoral	28	7.2
Income	1 million won or less	185	47.8
	100	54	14
	200	58	15
	300	33	8.5
	400	30	7.8
	5 million won or more	27	7
Occupation	Management / Office	29	7.5
	Professional / Technical	56	14.5
	Self-Employed	28	7.2
	Public Official / Government	9	2.3
	Service / Sales	20	5.2
	Production Worker	10	2.6
	Housewife	6	1.6
	Student	180	46.5
	Education / Research Service	20	5.2
	Unemployed	13	3.4
	Other	16	4.1

especially the marketing 4Ps. The 4 factors and 16 items of the questionnaire were primarily developed from a literature review of the existing research, such as Goo and Seok (2010), Hwang and Kim (2007), Kim

and Yang (2015), Moon and Cho (2011) and Yu and Ha (2007). A draft version of the factors and items was validated by marine leisure research experts, who checked the appropriateness and representativeness

Table 2. Exploratory Factor Analysis and Cronbach's α for 4Ps on Importance

Factor	Item	Factor Loading			
		1	2	3	4
Promotion	Public Media Promotion	.817	.080	.108	.173
	Promotion Event	.812	.082	.107	.123
	PR Material and Brochure	.802	.103	.104	.139
	Social Media Promotion	.748	.117	.201	.194
Price	Convenience Facilities Cost	.117	.837	.089	.132
	Food & Beverage Cost	.102	.830	.005	-.037
	Equipment Purchase & Rental Cost	.075	.703	.127	.287
	Program Usage Cost	.079	.693	.232	.155
Product	Program Expertise	.160	.083	.796	.121
	Program Variety	.162	.162	.781	.126
	Program Differentiation	.157	.110	.699	-.022
	Program Safety	-.046	.060	.631	.378
Place	Accessibility	.111	.129	.220	.800
	Convenience of Facilities	.098	.172	.286	.774
	Offer of Amenities	.332	.168	.066	.620
	Connectedness to Tourist Attractions	.367	.070	-.079	.557
Eigenvalue		2.910	2.528	2.423	2.335
Variance		18.185	15.797	15.141	14.595
Cumulative		18.185	33.982	49.124	63.718
Reliability		.761	.803	.759	.856
(KMO=.926, $\chi^2=3242.320$, $df=210$, $p<.001$)					

of the questionnaire. Each item across the 4 factors was measured using a 5-point Likert scale.

Construct validity and reliability were tested using exploratory factor analysis and Cronbach's α . The sets of both importance and performance questionnaires were tested to confirm the construct validity of each set. Cronbach's α was then tested to verify the reliability of each factor (Tables 2 and 3).

C. Data Treatment

This study collected a total of 387 valid questionnaires and these data were analyzed using SPSS 18.0. The descriptive statistics such as frequency and mean were obtained first and then t-tests were conducted to analyze the differences between importance and performance levels on each item from the four marketing

mix factors. Finally, the importance-performance analysis (IPA) was conducted to determine how and where each of the items was positioned in the importance-performance matrix, which was developed by Martilla and James (1977). Generally, IPA indicates four marketing strategies or directions, including 'keep up the good work' for the first quadrant, 'concentrate here' for the second quadrant, 'low priority' for the third quadrant and 'possible overkill' for the fourth quadrant. In other words, IPA suggests that an item's location in the matrix is directly associated with how marketers and organizers should respond to the result.

Table 3. Exploratory Factor Analysis and Cronbach's α of 4Ps on Performance

Factor	Item	Factor Loading			
		1	2	3	4
Promotion	Public Media Promotion	.818	.159	.192	.235
	Promotion Event	.794	.201	.251	.129
	PR Material and Brochure	.774	.148	.246	.253
	Social Media Promotion	.715	.183	.172	.257
Price	Convenience Facilities Cost	.169	.826	.204	.132
	Food & Beverage Cost	.273	.784	.152	.185
	Equipment Purchase & Rental Cost	.157	.779	.199	.265
	Program Usage Cost	.098	.678	.199	.380
Product	Program Expertise	.257	.145	.781	.191
	Program Variety	.178	.109	.775	.229
	Program Differentiation	.201	.293	.774	.144
	Program Safety	.262	.278	.631	.291
Place	Accessibility	.230	.259	.161	.732
	Convenience of Facilities	.280	.193	.170	.725
	Offer of Amenities	.155	.234	.324	.686
	Connectedness to Tourist Attractions	.318	.267	.265	.622
Eigenvalue		3.012	2.911	2.725	2.582
Variance		18.826	18.197	17.031	16.140
Cumulative		18.826	37.023	54.053	70.193
Reliability		.842	.867	.825	.876
(KMO=.926, $\chi^2=3242.320$, $df=210$, $p<.001$)					

IV. Findings

A. Differences between importance and performance levels

Descriptive statistics shows that the mean scores on all importance items were higher than those on all performance items. 'Program Safety' ($M = 4.22$) had the highest mean score among 16 items on the importance scale, followed in order by 'Convenience of Facilities' ($M = 4.17$), 'Accessibility' ($M = 4.09$), 'Program Expertise' ($M = 3.97$) and 'Equipment Purchase & Rental Cost' ($M = 3.94$). However, 'Program Expertise' ($M = 3.46$) had the highest mean score among the 16 items of the performance scale, followed in order by 'Program Safety' ($M = 3.45$), 'Convenience of Facilities' ($M = 3.45$), 'Connectedness to Tourist Sites' ($M = 3.42$) and 'Social Media

Promotion' ($M = 3.42$).

Multiple sets of t-tests show that all of the mean scores on the importance scale were significantly higher than those from the performance scale for the marketing 4Ps (Table 4).

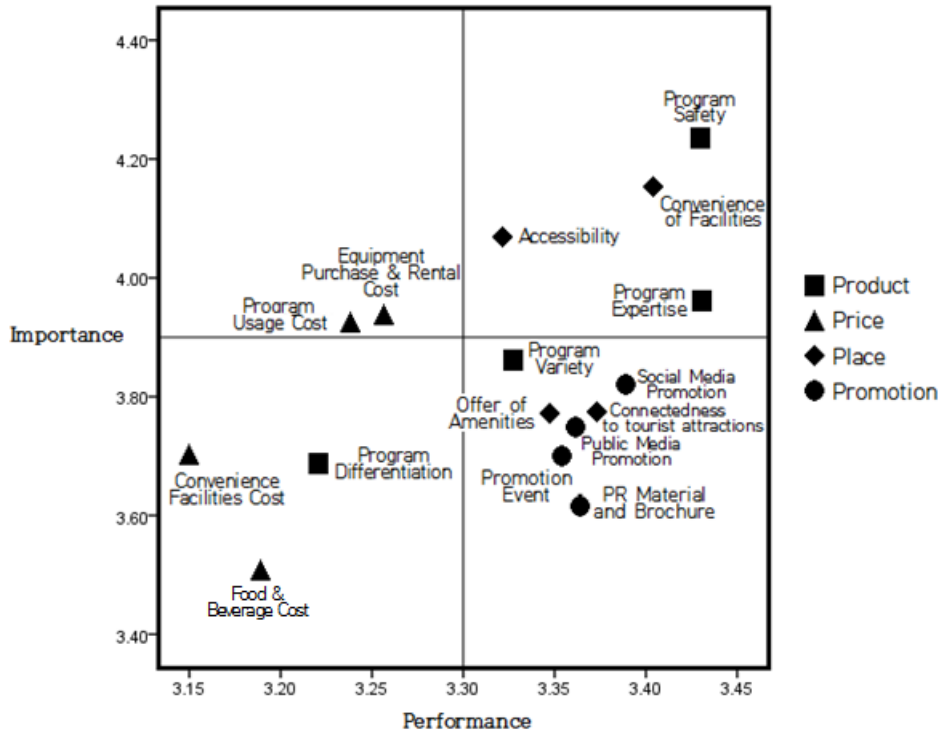
B. IPA on Marketing 4Ps

Importance-performance analysis shows that the first quadrant includes 'Program Safety,' 'Convenience of Facilities,' 'Program Expertise' and 'Program Variety,' while the second quadrant includes 'Accessibility,' 'Equipment Purchase & Rental Cost' and 'Program Usage Cost.' The third quadrant covers 'Convenience Facilities Cost,' 'Program Differentiation' and 'Food & Beverage Cost,' while the fourth quadrant contains

Table 4. Differences between Importance and Performance Scale on Marketing 4Ps

Division	Item	Importance	Order	Performance	Order	t
Product	Program Safety	4.220±.849	1	3.450±.824	2	13.929***
	Program Variety	3.866±.816	7	3.362±.850	10	8.919***
	Program Expertise	3.969±.890	4	3.460±.888	1	8.846***
	Program Differentiation	3.698±.866	14	3.279±.907	12	7.205***
Price	Program Usage Cost	3.930±.859	6	3.279±.976	12	9.980***
	Food & Beverage Cost	3.506±.920	16	3.225±.957	15	4.295***
	Convenience Facilities Cost	3.711±.893	11	3.189±.959	16	8.034***
	Equipment Purchase & Rental Cost	3.935±.895	5	3.282±1.008	12	10.184***
Place	Convenience of Facilities	4.168±.861	2	3.452±.916	2	12.241***
	Accessibility	4.085±.902	3	3.339±.961	11	11.363***
	Connectedness to Tourist Attractions	3.708±.936	11	3.421±.942	4	4.731***
	Offer of Amenities	3.786±.854	9	3.370±.942	9	7.324***
Promotion	Social Media Promotion	3.801±.872	8	3.416±.870	5	7.196***
	PR Material and Brochure	3.625±.920	15	3.408±.433	6	3.814***
	Public Media Promotion	3.765±.916	10	3.380±.880	8	6.838***
	Promotion Event	3.711±.907	11	3.390±.944	7	5.440***

***p<.001

**Figure 1.** IPA Matrix of Marketing Mix of Marine Leisure Tourism for Consumers

‘Public Media Promotion,’ ‘Amenities Facilities Offer,’ ‘Social Media Promotion,’ ‘Promotion Event,’ ‘Connectedness to Tourist Attractions’ and ‘PR Material and Brochure.’

V. Discussion

The strategies for developing marine leisure tourism derived from the IPA of the marketing mix from the consumer perspective are as follows.

First, marine leisure tourism marketers need to differentiate programs based on age groups, in order to solve for ‘Program Difference’ being located in the third quadrant. The way is to provide those in their 20s and 30s with programs using marine leisure equipment for each step and activity. This is because the younger the subjects are, the more interest they show in the equipment and the technology of marine leisure tourism itself (Jeon, 2012).

The offer of a variety of marine leisure activities prevents users seeing participation as a onetime activity. In addition, it is possible to provide a wide range of opportunities for users to experience various activities by bundling and selling diverse products.

Research from the Korea Maritime Institute (KMI, 2018) shows that middle-aged users prefer static scenery. Static scenery programs are a good strategy for middle-aged customers with marine leisure equipment. It is necessary to develop products that utilize various motorized leisure equipment in addition to yachts, because being at sea with appropriate marine leisure equipment is effective for psychological stability.

In this study, ‘Program Difference’ lies in the third quadrant. This result was also found by Noh and Kim (2014). Differentiated tourism products are important to attract tourists to this area of activity, because each generation prefers diverse products (Yeo & Kim, 2014). Market segmentation is necessary to meet the varying needs of consumers (Choi, 2010; Jeon, 2012).

The second strategy is that of price. The price burden of consumers could be reduced through memberships or mileage systems, as well as discounts for events such as birthdays and anniversaries; this will then lead to the continuous participation of consumers.

Price is found to be a hindrance factor in the activation of domestic marine leisure tourism (KMI, 2018) and various activities (Choi, 2013; Ekawati & Yasa, 2018; Haryanto & Budiman, 2016; Jeon, 2012; Kang and Kim, 2012 and Leathem, 2018) showed that the importance of price was high, but that satisfaction was low.

It is necessary to introduce a discount policy for consumers in their 20s and 30s who show high participation rates in marine leisure tourism activities. According to the studies of Ham and Jeon (2015), Jang and Cho (2017), Jeon and Choi (2018), Park, Han and Kim (2018), and Yeo and Kim (2014), the participation rates for those in their 20s and 30s were the highest in marine leisure tourism. The appropriate expenditure for 20s and 30s group to enjoy marine leisure tourism activities for once is \$10 to \$50 (Cho & Choi, 2016).

The third approach is the place or location strategy. A way to improve ‘Accessibility’ to marine leisure tourism is to provide a program in conjunction with local buses and rental cars as means of transportation. Although ‘Accessibility’ is an important evaluation item for marine leisure attractions, this factor is located in the second quadrant, where it indicates relatively high importance, but low satisfaction compared with other items.

Each regional government in Korea has a tour bus for tourists and local residents. There are ways to develop routes for city tour buses to connect with leisure products, in addition to making vehicle rentals available for young people who do not have a car.

According to the basic plan of the Marina Harbor in the Ministry of Land, Transport and Maritime Affairs (2010), one criterion for marine leisure resort selection is that resorts must be easily accessible to the metropolitan area, with diverse and convenient means of access.

Choi, Han and Lee (2013) show that accessibility is located in the first quadrant with both high importance and performance. Moreover, the location of marine leisure attractions has a significant effect on participation (Jeon, 2012; Kang & Kim, 2012; and Moon, 2010;).

The findings from the current study showed that survey participants were less satisfied with 'Public Media Promotion' and 'Promotion Event' than with other promotional items. As such, promoting marine leisure tourism events and programs through mass media including television is the best or easiest approach for its further development. However, it is not necessarily feasible for marketers to utilize such a promotion strategy, because positioning advertising into a drama or variety reality show is the one of the most expensive promotion tools.

The result for 'Promotion Factor' shows that consumers find this more satisfactory than other items, but that 'Public Media Promotion' and 'Promotion Event' are less satisfactory than the other items. If marine leisure tourism products are exposed to the public through drama and variety shows to enhance the performance of 'Public Media Promotion,' this can stimulate the demand for these activities among potential consumers and create the perception that the sea is a playground.

Building a landmark is also a good strategy for solving promotional factors. Social media such as Instagram and Facebook can increase the number of visits to tourist attractions (You, 2010). According to Lee and Nah (2014), creating landmarks can make a variety of contributions to sightseeing sites, such as increasing the number of visitors and improving the image of the city.

VI. Conclusion

This study aimed to analyze the importance and performance or satisfaction of the 4Ps of marketing for marine leisure tourism and then to suggest activation strategies for further developing this sector

from the consumers' demand perspective. A survey was conducted with responses from 387 visitors to an international boat show co-hosted by both levels of government. The questionnaire consisted of 4 marketing mix items and 16 items on each of the importance and performance scales.

First, the result of analyzing the importance and performance of marine leisure tourism is that all mean scores for the four factors (product, price, place, promotion) on the importance scale were significantly higher than those on the performance scale.

Second, 'Program Safety' had the highest mean score among 16 items on the importance scale, followed by 'Convenience of Facilities,' 'Accessibility,' 'Program Expertise' and 'Equipment Purchase & Rental Cost.' Third, 'Program Expertise' had the highest mean score among 16 items from the performance scale, followed by 'Program Safety,' 'Convenience of Facilities,' 'Connectedness to Tourist Sites' and 'Social Media Promotion.' Finally, importance-performance analysis shows that the first quadrant includes 'Program Safety,' 'Convenience of Facilities,' 'Program Expertise' and 'Program Variety,' while the second quadrant includes 'Accessibility,' 'Equipment Purchase & Rental Cost' and 'Program Usage Cost.'

In conclusion, IPA shows that the first quadrant includes 'Program Safety,' 'Convenience of Facilities,' 'Program Expertise' and 'Program Variety,' while the second quadrant includes 'Accessibility,' 'Equipment Purchase & Rental Cost' and 'Program Usage Cost.' The third quadrant covers 'Convenience Facilities Cost,' 'Program Differentiation' and 'Food Beverage Cost,' while the fourth quadrant contains 'Public Media Promotion,' 'Amenities Facilities Offer,' 'Social Media Promotion,' 'Promotion Event,' 'Connectedness to Tourist Attractions' and 'PR Material and Brochure.'

The main limitation of the research is that the survey is limited only to visitors to the Busan International Boat Show. Considering the fact that the subjects of the study are mainly from one region, it is necessary to extend the survey to consumers who visited various marine leisure attractions in South Korea. Moreover, future research should include a wide range of age groups to better link various user

perceptions to marketing factors for marine leisure tourism development.

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