RECREATIONAL FACILITIES IN THE CONTEXT OF DESTINATION MANAGEMENT

Instalações Recreativas no Contexto da Gestão de Destinos

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ABSTRACT

Destination management must make the right decisions to execute successful tourism activities in a tourist destination. However, it is difficult for destination managers to make the right decisions in tourist destinations because they have a complex structure: there are too many stakeholders with interests that may conflict; results – related to decisions – often can only be seen in the long run; the risk perception is high, etc. Therefore, this study aims to create an information input on tourists' expectations for the decision-making mechanism in destination management. To that end, a two-stage research period was designed. The first is a qualitative process that identifies and categorizes tourists' expectations regarding recreation facilities. The second one is based on the Kano Model and analyzes the weighting and ranking of these expectations. The research findings show the tourists' priorities concerning recreation facilities in the destination for the decision-making mechanism in destination management. It was seen that nightlife has an important priority regarding recreational expectations.

KEYWORDS

Tourism; Tourist Expectation; Destination Management; Recreation Facilities.

RESUMO

A gestão de destino deve tomar as decisões corretas para executar com sucesso as atividades turísticas em um destino turístico. Entretanto, os gestores de destino lidam com dificuldades para tomarem decisões assertivas relacionadas aos destinos turísticos porque eles possuem uma estrutura complexa: neles existem muitos stakeholders com interesses que podem conflitar; resultados – relacionados às decisões – muitas vezes só podem ser vistos a longo prazo; a percepção de risco é alta, etc. Portanto, este estudo visa criar um contributo de informações sobre as expectativas dos turistas em relação ao mecanismo de tomada de decisões na gestão de destino. Para isso, a pesquisa foi projetada em duas etapas. A primeira é um processo qualitativo que identifica e categoriza as expectativas dos turistas com relação aos equipamentos de lazer. A segunda é baseada no Modelo de Kano e analisa a ponderação e a classificação dessas expectativas. Os resultados da pesquisa revelam as prioridades dos turistas em relação aos equipamentos de lazer no destino para o mecanismo de tomada de decisão em gestão de destino. Foi observado que a vida noturna tem uma prioridade importante no que diz respeito às expectativas de lazer.

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Turismo; Expectativa do Turista; Gestão de Destino; Equipamentos de Lazer.

INTRODUCTION

In today's world, where the number of people participating in tourism is increasing every year, the tourism sector is very important especially for underdeveloped and developing countries. Millions of people travel for tourism purposes every year, creating a large economic industry. It is a very important sector not only in terms of visitors, but also in terms of employment. The importance and share of the service sector is increasing day by day in the world, and the importance of the tourism industry in this service sector is becoming more and more evident. Although the Covid-19 virus, which emerged at the end of 2019 and became a global pandemic, has significantly reduced the rate of travel activities of tourists (Doğan, Onat, Karakuş, & Pimentel, 2021) as such risk perceptions directly affect tourism demand (Manci, 2022), it is known that tourism is still a very important economic activity in the world.

The tourism sector, which provides employment opportunities to millions of people around the world, is becoming more important especially for developing countries. Tourism revenues can become very important for countries that have not fully realized their economic development. It is because issues such as lack of knowledge, capital and qualified workforce that can produce industrial products with a high added value can cause developing and underdeveloped countries to become very disadvantaged in global market conditions. At this point, tourism revenues contribute to the foreign trade balance of the countries, just like an export income. For this reason, the realization of successful tourism activities may become even more important for underdeveloped and developing countries (Temizkan & Ergün, 2018).

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While the tourism sector is so important, it becomes inevitable to be in search of a more successful whole of these activities. At this point, the question arises as to how successfully the destinations, which are tourism products with an integrated structure, are managed (Karakuş, 2019). The more successfully the destinations are managed, the more successful the tourism activities will be in general. It is because the concept we call a destination is a tourist product and the better it meets the needs and expectations of the consumer, the higher the sense of satisfaction is likely to be. However, the destination, which has an integrated structure, contains many components, and all components must have a nature that will contribute to the total tourism product. At this point, recreational opportunities, which are one of the most important components in tourist destinations, constitute the main subject of this study.

Although there are many reasons that may cause an individual to participate in tourism activities, the recreational facilities available in a tourist destination have an important role (Chang, Chou, & Wu, 2017). Within the scope of this current study, the expectations of individuals regarding the recreational facilities in the destination while choosing a destination will be discussed. In order to realize a successful destination management, knowing the tourist expectations for the recreational facilities in the destination, and designing the destination in this way as a tourist product will contribute to the formation of the necessary policies and strategies. With this point of view, in the current research, the recreational facility expectations of tourists for a destination have been evaluated by the Kano Model. In line with the information obtained, it is aimed to create useful inputs to the mechanism of decision makers.

CONCEPTUAL FRAMEWORK

The <recreation> is a much broader concept than the concept of tourism. It is a fact that in today's world, with the rapid development of technology, there is a rapid transition from muscle power to mental labor. Although expectations for rest in tourism activities were intense in the past, the increase in jobs that require more mental performance now contributes to the preference of tourism types and destinations that include recreational activities (Tsiotsou & Vasioti, 2008). In other words, an important source of motivation that pushes people to tourism activities is recreational activities. Motivation is defined as the psychological/biological needs and desires that activate, direct and integrate the behaviors, attitudes and activities of individuals (Uysal & Hagan, 1993). Motivation, which is accepted as a pulling and pushing force in people's behaviors and attitudes, is a phenomenon that has an important place in explaining the behavior of tourists (Iso-Ahola, 1983).

It is seen that motivation studies conducted by researchers generally question the reasons for individuals' behavior and how they are shaped. The main task of the theories developed on the phenomenon in question is to reveal the behavioral tendencies of the individual. When the studies on the consumer habits of tourists are examined, it is seen that the concepts of social, cultural, close and distant environment, learning and motivation are also important. It is because the concept of motivation is thought to be the driving and attractive force between the behavior of tourists and consumer habits (Fodness, 1994; Schroeder, 1996). Tourism is an 'escape-based' activity (Iso-Ahola, 1983). When the concept of escape is considered on the basis of tourism, it refers to escaping from the monotony of daily life and participating in a recreational activity, as

well as from the stress, negativities and boredom of daily life to the freedom of recreational activities (Cohen, 2016; Onat, 2021). Individuals who feel this freedom repeat to experience the feeling of escape (Cohen, 2010). This shows how important the concept of escape is actually for tourism.

Another driving force that causes the individual to tend towards the experience of escape is the active participation in certain activities in the destination. The priority in the driving force is to escape from the routine of daily life. Contrary to passive participation in the organized activity at the destination, the feeling of being active in person is considered as a driving force, allowing the person to move away from their status and identity and enter other identities and statuses (Oh, Fiore, & Jeoung, 2007). When the motivations of tourists who choose tourism, which is a recreational activity, are investigated in order to make their leisure time meaningful and to evaluate freely, the experience of escape (Cao, 2013; Hsu, Wang, & Huang, 2014; Larsen, Øgaard, & Brun, 2011; Maoz, 2007; Pearce & Foster, 2007) stands out. Researchers have revealed in the research that it gives escape, ego satisfaction, culture/knowledge, gaining skills, desire to socialize, luxury consumption habits and tendency, and a sense of relaxation (Larsen et al., 2011).

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In order to better understand the motivation for recreational travel, it is necessary to evaluate the factors that push and pull individuals to recreational travel according to the needs of individuals. Push factors consist of internal and intangible elements that arise from the individual's desire to travel. They are psychological factors that arise to satisfy the individual's desire to travel without being dependent on destinations. Pull factors are related to destinations. Pull factors are shaped by their perceptions of the place to go or the activity to be attended. Theories have been developed by researchers to explain these factors. Push and pull factors were introduced by Dann (1977) and later developed by Crompton (1979), and have been used in many studies (Antara & Prameswari, 2018; Baloglu & Uysal, 1996; Khuong & Ha, 2014; Kim, Lee, & Klenosky, 2003; Li & Qi, 2019; Oh et al., 1995; Said & Maryono, 2018; Subadra, 2019).

Although researchers have done many studies on travel behavior, very few researchers have studied the psychology of recreational travel. In order to understand the reasons underlying the concept of recreational travel, it is necessary to define the concept first (Iso-Ahola, 1983). Recreational travel consists of travel to tourism destinations, restaurants, bars, and participation

in various activities and events in a social context. In recreational travels, the two essential elements of recreation, non-profit and travel, that are carried out without external coercion are completely shaped in line with the wishes and needs of individuals (Chon, 1990; De Bloom, Ritter, Kühnel, Reinders, & Geurts, 2014; Emel, 2015; Ingle, Jefferies, Kerr, et al., 2010; Iso-Ahola, 1983; Karaküçük, 2008; Meeras, 2010; Wolfe, 1966).

Since the concept of recreation is so important within the scope of tourism activities, a holistic perspective should be taken into account at the destination level. At this stage, many stakeholders have roles. However, it is very difficult to make the right decisions in destinations with many stakeholders (Karakuş, 2019). For this reason, determining and evaluating the expectations of tourists for recreational facilities at the destination level is seen as an important tool that can support the decision-making action.

METHOD

To address our research questions, the research process in the current paper consists of different stages. In the first part of the research, qualitative research was conducted to learn the expectations of tourists for recreational facilities for a destination. In this context, face-to-face, telephone or online interviews were conducted by two PhD candidates and two researchers. Each investigator is an expert in tourism and leisure and has knowledge of interviews. The information obtained from a total of 108 people selected using the random sampling method was subjected to content analysis, and the general expectations of a tourist for recreational facilities in a destination were listed by categorizing them (Table 1).

Table 1. Expected recreational facilities of a destination

1	Theme Parks
2	Night Life
3	Cultural Activities
4	Gastronomy Facilities
5	Educational Facilities
6	Events
7	Sports Facilities
8	Shopping Facilities
9	Natural Outdoor Activities
10	Artistic Facilities
11	Extreme Activities
12	Sightseeing Opportunities

Source: Authors' elaboration

For the second stage of the research, the Kano Model [KM] method was used to examine the expectations of individuals for recreational opportunities in tourism destinations.

Kano Model - Regarding KM, it is necessary to look at some of the questions asked by businesses in order to achieve their goals. For example, how does a business identify consumers' needs and wants? Which need of the consumer is met by a product and how? These questions are important because a product can address more than one consumer's needs and desires. Another question is how the features of the product affect the satisfaction of the consumers. Each product can have many features. Businesses strive to produce products containing these features in order to ensure consumer satisfaction. In order to do this, they invest and incur extra costs. So, does each extra cost incurred really contribute to the satisfaction of the consumer at the desired level? KM, a powerful technique to address these questions, was developed by Professor Noriaki Kano working at the University of Tokyo Rica and his colleagues. The theory of the KM; For some customer requirements, customer satisfaction is proportional to the extent to which the product or service is fully functional. The benefits of the KM, from past to present, can be summarized as follows under two headings: (a) It enables to set critical priorities for the quality characteristics of a customer-defined product or service [those most important to successful function or fulfillment of purpose]; (b) It helps to identify implicit customer needs as well as those that are explicit. It is formulated to define a model that can categorize and prioritize customer needs, to provide the manufacturer with guidelines for the product development lifecycle, and to ensure growing customer satisfaction for a new batch of a product from the same manufacturer.

KM was developed by Noriaki Kano to classify customers' wishes and needs (Shahin, 2004). It is based on a tool based on the maximization of the level of benefit that consumers plan to achieve through purchase. In doing so, it is also necessary to minimize the sum of costs and losses. In this way, it is aimed to achieve perfection. Formulated perfection is as follows:

$$Perfection = \frac{\sum benefit}{\sum cost + \sum loss}$$

Through the classification of product properties in line with the customers' perceptions, the KM provides decision-makers with the opportunity of prioritizing at the designing stage. In Figure 1, the classification in the KM is shown (Meng, Wei, & W. Meng, 2016).

Figure 1. Kano Model Graphic
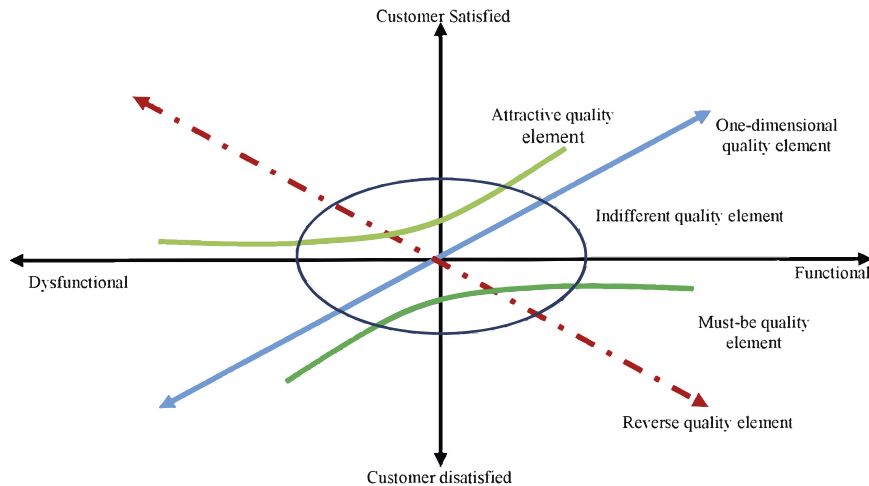
Source: Meng et al. (2016, p. 1-12).

In Figure 1, the horizontal axis shows how successfully the quality-related features of products or services satisfy the customers' needs. When moving from left to right on this axis, it is seen that the features of products and services satisfy customers' needs more. On the other hand, the vertical axis on the graphic indicates the customers' satisfaction levels regarding the quality-related features of goods or services. It is seen that the higher it is moved along with the vertical axis, the more the customers' satisfaction levels increase, whereas the customers' dissatisfaction levels increase to the extent it is moved downwards on the axis. Based on the KM graphic [Fig.1], it is possible to classify the customers' wishes and needs on goods and services. According to this classification, it will logically examine the subject under six titles based on the level of significance. These titles can be put into order as follows (Iqbal, Saleem, & Ahmad, 2015; Matzler & Hinterhuber, 1998; Tan & Shen, 2000; KayTan and Pawitra, 2001)

Must-be attributes: These needs are the main criteria of goods or services and therefore they are of vital importance for businesses. Goods' or services' failure to satisfy these needs might result in customers' not showing any purchasing behavior. If these needs could not be found on

the good or the service in question, customers would feel deeply unsatisfied. However, customers' satisfaction levels will not be remarkably affected, although they believe their needs will be met by the goods and services they would like to buy. In other words, these needs only prevent customers' dissatisfaction because they are already expected to be provided by the goods or services. Therefore, this type of needs is generally learned from customer complaints. For instance, the presence of a bed in a hotel room is related to the basic needs of customers. The absence of the bed is a reason for dissatisfaction, whereas its presence does not affect the satisfaction level because the bed must already be present in an accommodation facility.

One-dimension attributes: Customer satisfaction level is directly proportional to the extent these needs are met. When the needs are largely met, customer satisfaction increases, or vice versa. In general, these needs are clearly demanded by customers. In other words, they refer to the answer regarding what customers would expect to find a product or a service. It can be regarded as the basic performance that customers expect from a product or a service. For instance, what a customer would expect from a car that would have had good KM indicators [fuel or gasoline use]. A better KM indicator brings along customer satisfaction, whereas a worse indicator results in customer dissatisfaction.

Attractive attributes: These are beyond the needs customers would expect from a product or a service. Therefore, they have the largest impact on customer satisfaction. These needs are not frankly mentioned and expected by customers. Meeting these needs brings along higher customer satisfaction whereas the contrary case does not cause any dissatisfaction. For instance, a car using 2 liters of gasoline per 100 km could create high customer satisfaction; however, a similar amount of gasoline used by other cars would not cause a remarkable dissatisfaction. These attributes provide the product with distinctiveness and competitive advantage. Besides the main categories mentioned above, there are three additional categories called 'indifferent, reverse, and questionable attributes'. These can be considered as characteristics since they are not actual customer needs (Tontini, 2007).

Indifferent attributes: They refer to the needs satisfied by the use of goods or services, but not affecting the customer satisfaction level neither positively nor negatively. In other words, the satisfaction of these needs does not make a difference for customers. The customers feel neither satisfaction nor dissatisfaction. For instance, the absence of a cigarette lighter in a car is not a vital quality feature.

Reverse attributes: They refer to the attribute's customers would like and would not like to see at the same time. For instances, under normal circumstances, a house with a southern frontage would be preferred in the winter to warm the house more easily whereas the same house might not be preferred in the summer.

Questionable attributes: In this type of needs, a question was either asked in an unclear way, or understood by customers in an incorrect way, or answered in an illogical way. When the literature is examined, we see that KM is used for certain purposes in the service sector. Bilgili, Yağmur and Yazarkan (2012) used the KM to rank consumer expectations in their study to increase activity efficiency. Korkmaz (2013) applied the KM to measure customer expectations for airline companies. Value (2012), on the other hand, used the KM to analyze and classify customer needs in service quality measurement while using the quality function deployment method. Mikulić & Prebežac (2011) aimed to use the KM in the classification of quality-oriented features. The KM can be used as a basic method in research (Karakuş & Çoban, 2018), and it can be used by integrating it into different methods such as quality function deployment (Baki et al., 2009; Bayraktaroğlu & Özgen, 2008; K.-C. Chang & Chen, 2011; Karakuş, 2017; Kay C. Tan & Pawitra, 2001).

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KM application - An evaluation was made by KM in the second stage for the list of recreational facilities obtained in the first stage of the research. First of all, a survey form was prepared for the relevant recreational facilities and turned into an online survey. It was randomly distributed online in the second and third quarters of 2021. Individuals who had previously traveled to a tourism destination were included in the study. It was concluded that a total of 429 responses were included in the scope of the research, and the analysis phase was started.

RESULTS

The data obtained from the participants of the research were analyzed according to the evaluation criteria in the table below (Table 2).

Table 2. The Kano model evaluation table

		Insufficiency				
		Satisfied	It should be that way	I am indifferent	I can live with it	Dissatisfied
Sufficiency	Satisfied	Q	A	A	A	He
	It should be that way	R	I	I	I	M
	I am indifferent	R	I	I	I	M
	I can live with it	R	I	I	I	M
	Dissatisfied	R	R	R	R	Q

Source: Chang & Chen, 2011

Table 3. Categorized version of the Statements in line with the KM

Facilities	M	He	A	I	R	Q	Total
Theme parks	86	119	96	128	0	0	**429**
Theme parks	13	105	217	94	0	0	**429**
Night life	38	0	42	269	74	6	**429**
Cultural activities	32	13	45	312	27	0	**429**
Gastronomy facilities	96	14	41	268	10	0	**429**
Educational facilities	71	0	104	242	12	0	**429**
Events	35	82	106	206	0	0	**429**
Sports facilities	13	11	38	343	15	9	**429**
Shopping facilities	75	55	114	185	0	0	**429**
Natural outdoor activities	55	9	15	341	9	0	**429**
Artistic facilities	31	38	22	301	37	0	**429**
Extreme activities	30	0	41	310	39	9	**429**

Source: Authors' elaboration

The tourist satisfaction coefficient [TSC] shows whether customers' satisfaction increases with meeting requirements or whether meeting requirements prevents customer dissatisfaction (Shahin & Shahiverdi, 2015). The following formulas are used to calculate the TSC (Matzler & Hinterhuber, 1998):

$$\text{Tourist satisfaction coefficient (positive)} = \frac{A+O}{A+O+I+M}$$

$$\text{Tourist satisfaction coefficient (Negative)} = \frac{O+M}{(-1)(A+O+I+M)}$$

The difference of the TSC values obtained constitutes the final weights. Table 4 below shows the final weights of tourists' expectations of recreational facilities for a destination.

Table 4. TSC values, weightings and rankings of recreational facilities

Facilities	TSC+	TSC-	Final Weightings	Final Ranking
Theme parks	0,501166	-0,47786	0,02331	8
Night life	0,750583	-0,27506	0,475524	1
cultural activities	0,120344	-0,10888	0,011461	9
Gastronomy facilities	0,144279	-0,11194	0,032338	6
Educational facilities	0,131265	-0,26253	-0,13126	12
Events	0,2494	-0,17026	0,079137	4
Sports facilities	0,438228	-0,27273	0,165501	2
Shopping facilities	0,120988	-0,05926	0,061728	5
Natural outdoor activities	0,393939	-0,30303	0,090909	3
Artistic facilities	0,057143	-0,15238	-0,09524	11
Extreme activities	0,153061	-0,17602	-0,02296	10
Theme parks	0,107612	-0,07874	0,028871	7

Source: Authors' elaboration

When Table 4 is examined, it is possible to see the weights and the order of importance of the expectations of tourists regarding the recreation facilities in a destination. When examining this table, the factor that should be considered is that those with low order of importance are not unimportant ones, and that the others are relatively more prioritized. In other words, all of these expectations are facilities that should be accommodated, if possible, in a destination. When the tourist expectations are examined, it is seen that it is very important to have nightlife-related facilities at the destination level. As can be seen, it has created a significant difference in size compared to another expectation type that is closest to it.

When Table 4 is examined, the weights and the order of importance of tourists' expectations for recreational activities in a destination can be seen. When examining this table, it is important to note that those with low order of importance are not insignificant factors, but relatively others take precedence. In other words, all of these expectations are the faults that should be placed in a destination if possible. When tourist expectations are examined, it is seen that it is important for the destination level to have a place related to nightlife. As can be seen, it has made a difference in significant size compared to another type of expectation that is closest to it.

DISCUSSION AND CONCLUSION

Regardless of the type, if the product offered to the consumer does not carry the characteristics to meet the needs and expectations of the consumer , either the purchase will not take place or the consumer satisfaction will not be achieved (Lee et al., 2011). At this point, it plays a vital role in examining consumer expectations and reflecting them in product design and design (Karakuş & Çoban, 2018). With this perspective, designing it to meet consumer expectations in its destinations, which is a tourist product, is the pioneer of success. The product we call destination has a rather complex structure, there are a lot of decision makers, and often the interests of these decision makers clash, the decisions made are affected by many things, and the consequences can be seen in the very long term, etc. There are elements that make management difficult. Unless destination management is done successfully, consumers will not prefer the destination or will not be satisfied with their experience. Both are ultimately undesirable for an important industry such as tourism.

With this research, it is aimed to produce arguments supporting the decision-making mechanism when making important decisions during the destination management phase. In the research findings, the expectations of the parties for recreation activities in terms of any destination were examined. First of all, a qualitative research process in which tourists' expectations of recreational activities would be determined in general was carried out. In line with the information obtained, important recreational activities were listed and evaluated with KM. Since this method deals separately with the existence [sufficient] or absence of expected degrees, the question of which fault to invest in the decision-making process [that is, which one will take precedence] has been sought.

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Although it is stated that every option on the list is important, it is obvious that not every expectation will be met by the given existing resources of the destinations. The fact that people's needs and therefore their expectations are unlimited requires the effort to meet these unlimited expectations at the optimum level. Therefore, based on the findings of this research, activities can be carried out to make the investments that can provide the most of consumer satisfaction by creating an input in the decision-making mechanism of the destination management networks.

In the research findings, it is seen that the primary expectations of tourists are aimed at nightlife. However, it should be noted that this may vary by destination (Yu & Goulden, 2006). At this

point, it is also possible that recreational expectations are closely linked to the main attractions of the destination. The fact that a destination such as Turkey is a tourism product focused heavily on cottage tourism makes a meaningful result in terms of developing expectations for the entertainment of the visitors (Tutenges, 2012). However, it should be noted that the Turkish destination is quite large and can offer many types of tourism products. In other words, differences in these weightings are likely to occur on the basis of developed sub-destinations in terms of different types of tourism. However, it is known that nightlife activities are important for Cappadocia, which is a heavily culturally touristic sub-destination in Turkey (Gok & Sayin, 2015). Options that are highly important in tourists' expectations of recreational activities for destinations are seen as sports activities and natural outdoor activities. The conclusion we will draw from here is that these options have priority in the recreational facilities to be invested while the decision mechanism is being run as the Destination management. It is a known fact that such opportunities are important for tourism (Eryılmaz et al., 2021).

As with any research, it is a fact that there are some limitations in this research. First of all, the study consists of two stages, and in the first qualitative stage, the number of participants was limited due to time, money and labor limits. Notwithstanding the relatively limited sample, this study provides valuable information about the important inputs of recreational facilities to destination management in Turkey. Evaluating the expectations of tourists through KM can be a useful tool not only for destination management but also for many decision-making processes. This would be a fruitful area for further work. More broadly, research is also needed to determine the expectations of tourist. Further experiments, using a broader range of expectations of tourists, could shed more light on successful tourism activities. The fact that the study was conducted in Turkey constitutes an important limitation for the generalization of the findings. According to the data obtained from the participants of the research, the findings are meaningful for the research region. However, for future studies, it is recommended to be repeated for different destinations or for a more general participant audience.

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