Tourism Management
Analysis, Behaviour and Strategy

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23  Tourist Shopping Villages: Exploring Success and Failure

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Synopsis

This chapter explores the phenomenon of tourist shopping villages (TSVs) and the dimensions that contribute to their success by combining a traditional literature review with an expert knowledge mapping exercise. While shopping is seldom mentioned as a primary reason for travel, the activity is perhaps the most universal for tourists, and of great economic importance to local merchants. Creating comfortable and exciting shopping districts can entice tourists to visit and to extend their stay in the region. Many places around the world have developed into well-known tourist shopping destinations, whether by default or through deliberate planning. While tourist shopping can take many forms, this chapter is concerned with small tourist villages that base their appeal on retailing. TSVs are a growing phenomenon in many destinations and can be an important tool for regional development. The chapter draws on the work of Jansen-Verbeke (2000) and Getz (1994, 2000, 2006) to develop an initial framework for the systematic analysis of tourist shopping villages. The chapter includes an evaluation of 29 villages in Australia, New Zealand and Canada to explore factors relating to their perceived success. Onsite visits, rich photographic resources and the associated promotional materials offer a close inspection of the physical conditions of the settings, the activities available and the shopping styles and diversity. From this perspective, the perceived success of a tourist shopping village is strongly influenced by a well-developed heritage theme combined with the presentation of the village as larger in scale, tourist focused and tightly integrated. A successful village also is supported by regional distinctiveness in merchandise as well as regional food and wine. Accessibility and seasonality appear to have a minor influence on the success of shopping villages.

Keywords: tourist, shopping, village, success, expert knowledge mapping.
This chapter explores and identifies the dimensions that relate with success in regional tourist shopping villages and maps out the nature of this particular tourist phenomenon. In particular this study uses an expert knowledge elicitation protocol and mapping exercise to develop a conceptual framework explaining success in TSVs and through the framework guide the development of a research agenda in this area. While expert knowledge elicitation is a major component of developing knowledge management systems and procedures within business practice and the topic of a substantial amount of academic literature, this method has not been used very much to inform the development of academic research agendas (Huang et al., 2006). Yet according to Mak et al. (1996), accessing expert knowledge has the potential to make significant contributions to theory development. More specifically, they argue that ‘collectively they [experts] offer sufficient cues leading to the building of a comprehensive theory … asking experts to analyse and solve many different cases will increase the robustness of the knowledge-based model’ (Mak et al., 1996).

**Analysing Expert Knowledge to Establish a Research Agenda**

Knowledge management is currently a key topic of discussion in many areas of business and government and an emerging one in tourism (Cooper, 2006). In tourism, as in many other areas, the main focus of the knowledge management discussions are on applying research rather than developing research. Yet the problems faced developing new areas of academic research, especially in complex, multidisciplinary, emergent fields such as tourism, are similar to those faced in management practice. Developing a research agenda and conceptual framework for a topic that has been given little research attention is, arguably, similar to developing management and operational protocols. Both tasks need to find and to convert the tacit knowledge embedded in the experiences of experts into explicit knowledge that can be transferred to others (Abernathy et al., 2005; Scapolo and Miles, 2006). Recent examples of using expert knowledge elicitation procedures to develop research frameworks and agendas are found in other disciplinary areas such as technology (Grinstein and Goldman, 2006), organizational psychology (Derous et al., 2003), medicine (Nabitz et al., 2005) and social welfare (Rettig and Keichtentritt, 1999).

The present study applies these new approaches to develop a conceptual framework which could guide further research into the success of tourist shopping villages. In particular the researchers were assisted by the procedures established by Huang et al. (2006) and Derous et al. (2003) in human resource management, as well as by Grinstein and Goldman’s (2006) study of technology firms. In all three examples, the research combines two sources of expert knowledge – the more traditional academic source of the existing literature and then some form of tacit knowledge elicitation from a small group of experts. The traditional literature reviews help to generate a set of constructs or characteristics that might be important to understand the topic of interest. As Grinstein and Goldman (2006) note, typically this process generates a substantial list of attributes with little evidence about their relative importance or the relationships between them. Sometimes literature reviews are then used as the input into a Delphi technique in which experts provide further insight into the nature of the topic of interest. However, Delphi’s value for eliciting tacit knowledge has been challenged (see Rowe and Wright, 1999; Rowe et al., 2005). As an alternative, Huang et al. (2006) argue for the use of statistical procedures to generate expert perceptual maps. These procedures typically are based around some form of multidimensional scaling analysis.

The present study uses a procedure combining a traditional literature review with an expert knowledge mapping exercise. This literature review’s aim is to identify issues and constructs that might be valuable in understanding TSV success. These constructs are the foundations for an expert knowledge appraisal. In particular a set of TSV cases and the factors related to their perceived success were explored. Specifically, the study sought expert knowledge domains in order to:

- identify and describe exemplars of success
- suggest key dimensions associated with shopping village success and
seek a classification of different shopping village types.

Tourist Shopping Literature

According to Turner and Reisinger (2001), although shopping seldom receives mention as a primary reason for travel, shopping is perhaps the most universal of tourist activities, and of great economic importance to local merchants. Tourists form a separate retailing segment from the general population and place importance on different products and product attributes. Due to economic, social and psychological benefits, the creation of comfortable yet exciting shopping districts to induce customer desire to visit and to extend their stay has become an important concern for authorities at tourist destinations (Yuksel, 2004). According to Timothy (2005), dozens of places around the world exist as well-known tourist shopping destinations, either purposely planned to be such or by default, simply because they offered products and services that people found desirable. Shopping venues and contexts identified include: souvenir shops, department stores, malls, outlet centres, airports, railway stations and harbours, duty-free shops, museums and heritage sites, wineries and distilleries, special events and theme parks, craft villages, tourist shopping villages, street vendors and craft markets. Getz (1994) identifies several atmospheric cues that signal villages as being tourist shopping oriented. These include vivid colours, specific signage, rustic and hand-crafted materials, historic buildings and distinctive regional styles, use of window and street displays, themed outdoor music, food and landscaping (e.g. street decorations, paving stones and attractive pathways). Additionally, proximity to attractions, to major touring routes and to major visitor source markets serve to define the advantageous locations for tourist shopping villages.

The exterior environmental cues and physical components in a shopping location help tourists to form a holistic picture of the destination (Yuksel, 2007). Accordingly, the shopping environment deserves attention, as elements such as the building architecture, the surrounding scenery, storefronts, activities, density and the noise level are some of the first cues normally seen by a tourist. Yuksel’s findings indicate that greater approach behaviours are associated with activating (e.g. lively, bright, motivating and interesting) environments. Furthermore, tourists who believe that the shopping district can provide them with a fun, pleasurable and enjoyable shopping experience likely rate their experience as more valuable. Also, these tourists are more likely to return in the future.

Jansen-Verbeke (2000) identifies environmental elements that enhance the shopping area’s ability to function as a tourist attraction. Relevant functional characteristics of the environment include:

- the range of shops, catering, leisure and other facilities and tourist attractions
- the spatial clustering of facilities
- parking space and access
- street retailing
- pedestrian priority in open spaces.

Qualities of the environment include:

- the image of the place, leisure setting, street musicians and artists
- accessibility during leisure times
- aesthetic value, image of maintenance and safety and architectural design of the buildings, streets, shops, windows, signboards and lighting
- social affective value with respect to the liveliness of the open space
- animation, entertainment, amusement and surprise.

Finally, hospitableness includes social, visual and physical aspects of the environment as well as elements such as orientation, information, symbolism and identification.

Examining three Canadian case studies, Getz (2000) identifies several planning issues for tourist shopping villages which incorporate many of the above elements. He observes that tourism shopping influences the types and evolution of retailing in a community. Specialty shops, catering and entertainment businesses evolve to meet the different demands of the visiting shopper and can either displace traditional, resident-oriented businesses or expand the range of opportunities. Mitchell and Coghill (2000) provide evidence of the former based on their research on heritage shopping villages.
They study St Jacobs, a traditional rural service centre which provides a range of goods and services to a nearby population of Old Order Mennonites. This group in turn serves as a main drawcard for tourist development of the village. Mitchell and Coghill document the effects that commodification has had on the Mennonite population. As the structure of the business community evolved with increased tourist activity, many of the stores which formerly provided for the Mennonites’ everyday needs closed, forcing the local population to seek out less-contrived landscapes for their shopping needs. Similarly, Snepenger et al. (2003) also examine the interplay of residents and locals as shopping districts evolve. They propose a common advanced form of consolidation in the life cycle of downtown tourism retail spaces. Once advanced consolidation is reached, they suggest stagnation may follow. During the stagnation stage, stores are filled with mementos, non-essentials and niceties, no longer serving the everyday needs of locals. Finally, most of the host population resent the tourists and reject the shopping area that is no longer genuinely theirs.

Getz (2000) identifies heritage issues as another tourist shopping village concern. He notes that adaptive reuse for retail function has preserved many historic buildings. In many cases deliberate architectural and historical theming is an entrepreneurial tool used to develop tourist attractiveness. However, risk exists for what are perceived to be inauthentic re-creations or inappropriate new designs. In Niagara-on-the-Lake, a Canadian village with impressive Victorian and Georgian architecture, early positive implications of site development as a heritage shopping village were identified in the 1970s by residents. Such positive affirmations of the care of heritage included restoration of local buildings and the construction of harmonious new facilities. The continued development of the village, however, and increased investment in the mid to late 1990s witnessed the arrival of a wealthy entrepreneur and resulted in the construction of a faux-colonial mini plaza (Mitchell et al., 2001).

The importance of individuals and dominant corporations in developing tourist shopping villages is worthy of further attention. In particular, entrepreneurship’s role needs to be investigated and to find ways to stimulate and assist local development. The absence of accommodation in small villages is identified as an obstacle to realizing local economic benefits. Small inns and bed-and-breakfast establishments are identified as natural complements to the country shopping experience. These businesses can be developed without much visual or social impact. Large scale rural resorts or grandiose new structures may be profitable initially but ultimately less-sustainable options for the long term well-being and image of the village.

In terms of environmental planning, parking and traffic flow pose serious issues in tourist shopping villages and can lead to negative resident attitudes, especially where visitor volume exceeds the physical capacity of small villages. Parking and traffic congestion are two issues often identified (Mitchell, 1998; Mitchell and Coghill, 2000; Mitchell et al., 2001). Parking congestion is one of the most common resident complaints. The importance of streetscaping and pedestrian comfort zones also is emphasized. Finally, just as small villages have inherent physical limits to growth or re-development, social capacity also must be considered. Villagers are likely to be more aware of, and concerned about, changes in general and tourism developments in particular. Figure 23.1 illustrates some of these concepts.

Getz’s (2006) scheme for understanding events can be modified to incorporate the key elements identified in the literature with respect to creating satisfying tourist shopping experiences. Getz’s framework suggests that a tourist event combines four critical elements: the setting; theming (a unifying idea which provides meaning) and programming (scheduled or scripted activities for participants); service delivery and consumables. If this framework is applied to understanding regional tourist shopping villages, the main factors to be considered are:

- environmental setting (e.g. existing attractions, site planning, accessibility, traffic flow, crowd management and atmosphere)
- theming (e.g. heritage) and programming (festivals, events)
- service delivery (e.g. infrastructure, facilities)
- consumables (the range, variety and regional uniqueness of products).

In conclusion, shopping is an important activity and economic contributor to the tourism
Fig. 23.1. Examples of features of tourist shopping villages.
experience and the shopping behaviours and preferences of travellers have been researched extensively (e.g. Heung and Qu, 1998; Heung and Cheng, 2000; Law and Au, 2000; Turner and Reisinger, 2001; Wong and Law, 2003; Carmichael and Smith, 2004; Geuens et al., 2004; Lehto et al., 2004; Littrell et al., 2004; Yeung et al., 2004; Yoon-Jung et al., 2004; Yuksel, 2004; Rosenbaum and Spears, 2005; Yu and Littrell, 2005; Hseih and Chang, 2006; Swanson and Horridge, 2006; Hu and Yu, 2007). In addition, shopping as a leisure/hedonistic experience (Babin et al., 1994; Jones, 1999) is receiving increasing attention. However, little research focuses on the shopping experience outside urban/suburban malls and shopping centres, and downtown shopping precincts. Yuksel’s (2007) examination of shopping habitats emphasizes the importance of the macro-environment in creating attractive and inviting shopping locations. By attending to the factors identified by Jansen-Verbeke (2000) and Getz (1994, 2000, 2006), a framework for a systematic analysis of tourist shopping villages begins to emerge. These insights form the first of the two-part approach used in this study to assess the contributors to tourist shopping village success.

The Sample of Tourist Shopping Villages

Getz (1994) emphasizes the importance of cross-cultural comparisons of tourist shopping villages which could reveal quite different approaches to locational decisions, design, marketing and product or service specialization. The sample of 29 villages analysed in this chapter included villages in Australia, New Zealand and Canada. Villages were identified from travel brochures, web sites and the academic tourism literature. The sample includes well-established tourist destinations such as Niagara-on-the-Lake (Canada), Arrowtown (New Zealand) and Hahndorf (Australia). In addition, several smaller emerging villages were also included. Figure 23.2 provides a map of village locations.

The Australian villages include 20 villages scattered across four states. A cluster of 12 villages in the Australian sample is located in close proximity to the major city of Melbourne. To the west of Melbourne is Daylesford, which in conjunction with the adjacent town of Hepburn Springs is known as the ‘Spa Centre of Australia’ with 50% of the country’s active mineral water outlets. Daylesford is a well-developed regional centre offering a variety of tourist shopping and dining experiences. To the northwest are the historic goldmining villages of Maldon and Castlemaine, with their remarkably well-preserved historic streetscapes of stone buildings, flagstone paving, old-fashioned shop fronts and quaint cottages with attractive gardens. To the north of Melbourne are the historic rural centres of Kyneton and Woodend. Kyneton has one of the state’s strongest collections of historic bluestone buildings. To the east are the villages of Sassafras, Olinda, Healesville, Marysville, Yarra Glen and Gembrook.
Sassafras and Olinda are twin mountain villages with arts and craft shopping opportunities. Yarra Glen is located in the heart of the fertile Yarra Valley, which is noted for its fine food and wine. Healesville is a regional centre, while Marysville and Gembrook are smaller villages based around timber and bushwalking. The Puffing Billy tourist train also terminates in Gembrook. Leura is the major tourist shopping village in close proximity to Sydney in New South Wales. The village is located in the Blue Mountains area and the region is well known for arts, crafts and antiques shopping. Close by is the smaller town of Blackheath, which also has an arts-and-crafts theme. Montville is located in the hinterland about 60 min north of Brisbane in Queensland. This village has a large arts, crafts and antiques centre with a developing food and wine theme. The village has an extensively streetscaped main street lined by an eclectic mix of European-style buildings. Also the small rural centre of Eumundi is in this vicinity; Eumundi is well known for markets selling handicrafts and flora. To the south-west of Brisbane is the mountain village of Mt. Tamborine, which boasts a number of art galleries, antique shops and dining venues. In the north of the state, located close to the city of Cairns is Kuranda. Often, Kuranda is promoted as the village in the rainforest. With a large ‘alternative lifestyle’ population, this village is best known today for markets selling handicrafts and produce. To the south-east of Melbourne is the German-themed Hahndorf is the major tourist attraction in the Adelaide Hills. This village is well known for fresh food and produce. The smaller rural centre of Strathalbyn is located nearby and is well known for its heritage streetscape.

The Canadian sample includes the three towns of Bayfield, Niagara-on-the-Lake and St Jacobs, all located in southern Ontario. Bayfield is a historic village located on Lake Huron. This village offers wide tree-lined streets lined with tourist shops, boutiques and galleries filled with quality books, home and garden decor, art and apparel. Niagara-on-the-Lake is a major tourist town located a short drive from Niagara Falls, where the Niagara River meets Lake Ontario. The village features attractively landscaped streets framed by tourist shops and dining venues as well as a number of historic attractions. Niagara-on-the-Lake is home to many wineries, inns, bed-and-breakfasts and spas. St Jacobs originally became well known as a result of its local Old Order Mennonite community who sell produce, furniture, arts and crafts in the village. The village has grown into a major tourist shopping village which now features over 100 shops and dining venues. Whistler (British Columbia) is Canada’s most famous alpine ski resort and features many high-street fashion outlets and entertainment venues.

Several villages were sampled on the South Island of New Zealand. Close to the tourist centre of Queenstown are the villages of Arrowtown and Cromwell. Arrowtown is a historic mountain-side goldmining town which today features many arts and craft souvenir shops and good quality dining opportunities. Cromwell is a rural town known for fresh fruit and vegetables, cheese and wineries. On the scenic west coast of the island is Hokitika, which is the centre of New Zealand’s jade industry. Closer to Christchurch toward the north are Geraldine and Akaroa. Geraldine is a regional centre in the early stages of developing tourist shopping opportunities. Geraldine is capitalizing on the village’s position as a rest stop. Akaroa is closer to the major city of Christchurch and exudes an interesting French nautical flavour. The village is characterized by colonial architecture, craft stores and cafés and offers an opportunity to see the world’s smallest dolphin species.

The sample includes several villages that would not strictly meet Getz’s (2000) definition of a tourist shopping village (e.g. Whistler in Canada and Geraldine and Cromwell in New Zealand). The inclusion of these ‘dummy’ villages serves as useful litmus tests against which to check the robustness of variables developed to explain the success of tourist villages. If the dummy villages are not easily distinguishable, the variables used to determine the success of shopping villages arguably are inadequate. Conversely, if these villages were outside the definition then they would appear as outliers in further analysis.

Generating the Data

The present study’s procedure follows Grinstein and Goldman (2006) and critically assesses and
incorporates ideas from Huang et al. (2006). Grinstein and Goldman (2006) use a panel of five experts to judge 26 cases on 24 measures derived from their literature review. The present TSV study also used a panel of five experts who rated the sample of 29 villages. An overview of the research process is provided in Fig. 23.3.

The panel consisted of five tourism academics with a mix of disciplinary expertise, including tourist behaviour, regional development, tourism marketing and strategic management. The most senior researcher in the group had over 30 years’ experience in tourism research. An initial task in the research process was to review the academic literature dealing with tourist shopping to generate salient characteristics which might contribute toward high-quality shopping experiences. The academic literature

Fig. 23.3. Flow chart of the research process.
was supplemented with an initial review of the promotional materials, and particularly the web sites of tourist shopping villages. These two sources of information also were useful in providing some clues about which villages to include in the study.

Once the initial success variables were identified by the expert panel, the sample villages were visited by one or more of the five experts. During these site visits the researchers took photographs of the villages illustrating aspects of the variables identified at the start of the research process. Researchers also collected marketing materials available at the villages for later consideration. Also, individual observations and impressions were recorded. At the same time, one of the panel members collected online information about each village. This process resulted in a substantial dossier for each of the 29 villages.

After completing the site visits, the five panel members reconvened and reviewed the initial success variables. Some changes and additions were made to these variables, resulting in a one-page instrument consisting of 32 characteristics used to rate the 29 villages. This process resulted in a maximum of 4640 data points for the multivariate analyses conducted later. Table 23.1 provides a summary of the characteristics considered for each village. Each village was rated by every panel member after reviewing a visual presentation of photographs, a commentary provided by individuals who visited the site and the promotional material collected for the dossier. On average, 20 photographs were taken of each village but the range is from four photos for one of the smaller villages to over 100 photos for a well-developed village. The panel spent an average of 10–20 min reviewing each village. A familiarity variable

### Table 23.1. Characteristics used to evaluate tourist shopping villages.

<table>
<thead>
<tr>
<th>Rating Scales</th>
<th>Interaction with Transport Networks</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1 = Low…7 = High)</td>
<td>On a touring route</td>
</tr>
<tr>
<td>Perceived overall success</td>
<td>On a transport corridor</td>
</tr>
<tr>
<td>Shopping diversity</td>
<td>Single destination</td>
</tr>
<tr>
<td>Architectural cohesiveness</td>
<td><strong>Anchor Features</strong></td>
</tr>
<tr>
<td>Regional uniqueness of shops/merchandise</td>
<td>Foundation anchor feature</td>
</tr>
<tr>
<td>Food and wine</td>
<td>Existing anchor feature</td>
</tr>
<tr>
<td>Accommodation</td>
<td>Lost anchor feature</td>
</tr>
<tr>
<td>Frequency and extent of markets</td>
<td>Multiple anchor features</td>
</tr>
<tr>
<td>Frequency and extent of festivals</td>
<td><strong>Life Cycle Stage</strong></td>
</tr>
<tr>
<td>Level of integration with village</td>
<td>Introduction</td>
</tr>
<tr>
<td>Density</td>
<td>Failed attempt</td>
</tr>
<tr>
<td>Accessibility (time, effort, money, transport networks)</td>
<td>Growth</td>
</tr>
<tr>
<td>Streetscaping</td>
<td>Maturity</td>
</tr>
<tr>
<td>Gradient</td>
<td>Decline</td>
</tr>
<tr>
<td>Marketing professionalism</td>
<td>Rejuvenation</td>
</tr>
<tr>
<td>Perceived scale of development</td>
<td>Stagnation</td>
</tr>
<tr>
<td>Tourist exclusivity</td>
<td><strong>Themes</strong></td>
</tr>
<tr>
<td>Visitor logistics (toilets, car parks, seats, info centres)</td>
<td>Presence of theme and strength of theme</td>
</tr>
<tr>
<td>Effect of seasonality</td>
<td>(1 = weak…7 = strong)</td>
</tr>
<tr>
<td>Extent of heritage conservation</td>
<td>Distinctive food/local produce</td>
</tr>
<tr>
<td>Aesthetic surrounds (i.e. landscape)</td>
<td>Heritage/history</td>
</tr>
<tr>
<td>Familiarity with village</td>
<td>Creative and performing arts</td>
</tr>
<tr>
<td><strong>Spatial Form</strong></td>
<td>Crafts</td>
</tr>
<tr>
<td>Cluster</td>
<td>Environmental</td>
</tr>
<tr>
<td>Linear A (artificial)</td>
<td>Antiques</td>
</tr>
<tr>
<td>Linear B (natural)</td>
<td>Ethnic/cultural</td>
</tr>
<tr>
<td>Grid</td>
<td>Health/sports/outdoor recreation</td>
</tr>
<tr>
<td>Mixed</td>
<td></td>
</tr>
</tbody>
</table>

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was included in the instrument in order to control for the fact that some panel members had more experience with particular villages than others. Table 23.2 provides a summary of the mean familiarity scores the experts gave for each village (1 = low; 7 = high). As can be seen, familiarity scores varied greatly across the villages, but 20 out of the 29 villages had a mean score greater than three indicating higher levels of familiarity. All villages were visited by at least one panel member within the 12-month study time period, with 14 villages being visited by at least two of the five panel members.

Table 23.2. Expert familiarity with the TSVs.

<table>
<thead>
<tr>
<th>Tourist shopping village</th>
<th>Mean familiarity score (standard deviation)</th>
<th>No. of panel members who visited</th>
</tr>
</thead>
<tbody>
<tr>
<td>Akaroa, New Zealand</td>
<td>4.2 (3.0)</td>
<td>2</td>
</tr>
<tr>
<td>Arrowtown, New Zealand</td>
<td>5.4 (2.3)</td>
<td>3</td>
</tr>
<tr>
<td>Bayfield, Canada</td>
<td>2.6 (2.3)</td>
<td>1</td>
</tr>
<tr>
<td>Blackheath, Australia</td>
<td>5.2 (2.5)</td>
<td>3</td>
</tr>
<tr>
<td>Castlemaine, Australia</td>
<td>2.4 (1.5)</td>
<td>1</td>
</tr>
<tr>
<td>Cromwell, New Zealand</td>
<td>4.6 (2.5)</td>
<td>3</td>
</tr>
<tr>
<td>Daylesford, Australia</td>
<td>3.6 (2.6)</td>
<td>2</td>
</tr>
<tr>
<td>Eumundi, Australia</td>
<td>3.4 (2.5)</td>
<td>1</td>
</tr>
<tr>
<td>Gembrook, Australia</td>
<td>2.0 (1.4)</td>
<td>1</td>
</tr>
<tr>
<td>Geraldine, New Zealand</td>
<td>4.8 (2.5)</td>
<td>3</td>
</tr>
<tr>
<td>Hahndorf, Australia</td>
<td>4.2 (3.0)</td>
<td>2</td>
</tr>
<tr>
<td>Healesville, Australia</td>
<td>2.6 (1.3)</td>
<td>1</td>
</tr>
<tr>
<td>Hepburn Springs, Australia</td>
<td>3.6 (2.6)</td>
<td>2</td>
</tr>
<tr>
<td>Hahndorf, New Zealand</td>
<td>4.2 (3.0)</td>
<td>2</td>
</tr>
<tr>
<td>Kuranda, Australia</td>
<td>6.2 (0.8)</td>
<td>4</td>
</tr>
<tr>
<td>Kyneton, Australia</td>
<td>3.0 (1.9)</td>
<td>1</td>
</tr>
<tr>
<td>Leura, Australia</td>
<td>4.6 (2.3)</td>
<td>3</td>
</tr>
<tr>
<td>Maldon, Australia</td>
<td>3.2 (1.3)</td>
<td>1</td>
</tr>
<tr>
<td>Marysville, Australia</td>
<td>2.2 (1.6)</td>
<td>1</td>
</tr>
<tr>
<td>Montville, Australia</td>
<td>5.0 (1.6)</td>
<td>1</td>
</tr>
<tr>
<td>Mt Tamborine, Australia</td>
<td>3.2 (2.7)</td>
<td>1</td>
</tr>
<tr>
<td>Niagara-on-the-Lake, Canada</td>
<td>2.8 (2.5)</td>
<td>1</td>
</tr>
<tr>
<td>Olinda, Australia</td>
<td>3.2 (2.5)</td>
<td>2</td>
</tr>
<tr>
<td>Sassafras, Australia</td>
<td>3.2 (2.2)</td>
<td>2</td>
</tr>
<tr>
<td>St Jacobs, Canada</td>
<td>3.0 (2.8)</td>
<td>1</td>
</tr>
<tr>
<td>Strathalbyn, Australia</td>
<td>4.0 (2.8)</td>
<td>2</td>
</tr>
<tr>
<td>Whistler, Canada</td>
<td>4.0 (2.0)</td>
<td>1</td>
</tr>
<tr>
<td>Woodend, Australia</td>
<td>1.8 (1.3)</td>
<td>1</td>
</tr>
<tr>
<td>Yarraglen, Australia</td>
<td>2.2 (1.6)</td>
<td>1</td>
</tr>
</tbody>
</table>

Perceived Overall Success

Rating the sample of villages based on perceived overall success was the first step in the analysis. For this study, perceived overall success relates to the expert’s view of the visitor experience and the level of commercial activity within the tourist villages. Limitations to this definition of success are discussed in more detail in the concluding section of the chapter. Table 23.3 provides the mean ratings for the villages. According to Table 23.3, five villages are potential exemplars of success. These five villages came from three different countries.
and they have been identified in the academic literature as typical examples of tourist shopping villages (Getz, 2000; Thyne and Lawson, 2001; Frost, 2006), or acknowledged as leading shopping attractions in regional promotional material. Despite sharing similar ratings for overall success, each village is very different in terms of geography, style of shopping and additional tourist attractions. This set of exemplars provides an opportunity to explore the possibility of both common dimensions for success as well as dimensions that are specific to particular types of shopping village. Further examination of the table shows a large cluster of villages with moderate ratings of success, and six villages with mean ratings suggesting that they are not successful. This group includes villages that arguably are just emerging as shopping villages. For example, Geraldine and Hepburn Springs’ shopping and other tourist facilities are limited and relatively new developments. The group also includes some villages that have been attempting to develop their profile for some time such as Maldon.

### Factor Analysing the Attributes

Exploring the nature of the associations between the attributes using a factor analysis is the second step done in the analysis. The factor analysis also was conducted to reduce the number of attributes and to permit an easier interpretation of later analyses. A principal components factor analysis was conducted on the 19 main rating scales excluding ratings of theme strength (because these were only completed where the theme applied) and perceived overall success (as this was the key dependent variable in the research programme). This analysis used an Oblimin Rotation to yield orthogonal or independent factors for use in the multiple regression. The results described six factors explaining a total of 65% of the variance. The key results of the factor analysis are provided in Table 23.4. The six factors were labelled scale of planning for tourists, integration of tourism into the village, access, regional uniqueness, seasonality and service infrastructure.

### Conducting Multiple Regression to Predict Overall Success

The six factors identified in the previous section have been incorporated into a multiple regression to predict the rating of perceived overall success. In addition to these factors, the existence of themes, the ratings of theme strength, whether or not the village had an existing, lost or multiple tourist anchor features, and whether or not the village was a single destination, on a tourism route or on a transport corridor, also were entered into a simple linear
multiple regression. Overall the model chosen yields an adjusted $R^2$ of 0.67 and the ANOVA indicated a significant result ($F = 19.1$, $p < 0.001$) suggesting the regression model offers a good explanation of perceived overall success. Table 23.5 provides the details for those predictor variables that were significantly related to the regression model ($p < 0.05$).

### Table 23.4. Key results of factor analysis of the rating scales.

<table>
<thead>
<tr>
<th>Factors</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extent of visitor logistics</td>
<td>0.830</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tourist exclusivity</td>
<td>0.822</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scale of development</td>
<td>0.807</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Streetscaping</td>
<td>0.716</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Extent of heritage conservation</td>
<td></td>
<td>0.835</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Architectural cohesiveness</td>
<td></td>
<td>0.749</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Level of integration with the rest of village</td>
<td></td>
<td>0.578</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dispersed versus concentrated</td>
<td></td>
<td></td>
<td>0.563</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accessibility</td>
<td></td>
<td></td>
<td>0.762</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aesthetic quality of surrounds</td>
<td></td>
<td></td>
<td>−0.700</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Flat versus steep</td>
<td></td>
<td></td>
<td>−0.544</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regional uniqueness of shops/merchandise</td>
<td></td>
<td></td>
<td></td>
<td>0.907</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Effect of seasonality</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>−0.696</td>
<td></td>
</tr>
<tr>
<td>Extent of markets</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.611</td>
<td></td>
</tr>
<tr>
<td>Extent of accommodation provisions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>−0.804</td>
</tr>
<tr>
<td>Extent of festivals</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>−0.728</td>
</tr>
<tr>
<td>Focus on food and wine</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.719</td>
</tr>
<tr>
<td>Marketing professionalism</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>−0.670</td>
</tr>
<tr>
<td>Shopping diversity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>−0.566</td>
</tr>
<tr>
<td>% of variance explained</td>
<td>26%</td>
<td>11%</td>
<td>8%</td>
<td>7%</td>
<td>7%</td>
<td>6%</td>
</tr>
</tbody>
</table>

Numbers indicate factor loadings.

### Table 23.5. Results of regression analysis.

<table>
<thead>
<tr>
<th>Predictor variables</th>
<th>Standardized beta coefficients</th>
<th>t</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scale of planning for tourists</td>
<td>0.668</td>
<td>12.0</td>
</tr>
<tr>
<td>Strength of craft theme</td>
<td>0.164</td>
<td>3.3</td>
</tr>
<tr>
<td>Lost anchor feature</td>
<td>−0.137</td>
<td>−2.7</td>
</tr>
<tr>
<td>Seasonality</td>
<td>−0.128</td>
<td>−2.7</td>
</tr>
<tr>
<td>Service infrastructure</td>
<td>−0.120</td>
<td>−2.2</td>
</tr>
<tr>
<td>Strength of food theme</td>
<td>0.118</td>
<td>2.1</td>
</tr>
<tr>
<td>Regional uniqueness of shops</td>
<td>0.115</td>
<td>2.2</td>
</tr>
<tr>
<td>Located on a transport corridor</td>
<td>−0.100</td>
<td>−2.0</td>
</tr>
</tbody>
</table>
The multidimensional scaling analysis

To map the expert knowledge, the analysis includes a multidimensional scaling analysis with the Alscal program in SPSSX. The mean ratings given to the 29 shopping villages by the panel of five experts on the 20 rating scales were used as the core data to determine the similarity matrix. The analysis examined three solutions ranging from two to four dimensions. Young's s-stress formula was used to determine the best solution. In the present case the best solution was that based on four dimensions with a final Kruskal's stress value of 0.097, which is considered to be fair (Cai, 2002). The four-dimensional solution also had a very high R-square ($r = 0.92$), well above the minimal acceptance level ($r = 0.6$) indicating a very good solution (Fodness and Murray, 1998).

Huang et al. (2006) suggest a number of steps in the interpretation of the expert perceptual map. These steps include the following actions: (i) associating and distinguishing, in which relationships between objects are mapped and this space is explored by looking at underlying attributes; (ii) clustering and comparing, which is focused on examining the groups of objects that are close together in the space; and (iii) ranking, which involves finding and examining the extremes.

In this scheme the first step was to conduct the MDS and then to interpret the dimensions identified in the best solution. In the present case the best solution used four dimensions to locate the shopping villages in the perceptual space. Figure 23.4 provides a summary of the expert perceptual maps produced by the MDS. This figure provides six, two-dimensional maps. Each map explores one aspect of the interaction between the four dimensions.

To interpret these four dimensions, the shopping villages' scores on the MDS dimensions were compared to their scores on the factors derived for the factor analysis and the other ratings of the villages. Two further factor analyses were conducted to examine which variables most strongly correlated with the dimensions. The first factor analysis procedure examined the strength of themes combined as a single index; the second analysis explored the themes' strength ratings separately. Both analyses produced a similar and clear underlying structure. These results suggested that the MDS Dimension 1 was most closely associated with the scale of planning for tourists, the level of tourist infrastructure provided, perceived overall success and strength of theme. MDS Dimension 2 was associated most strongly with a combination of accessibility, strength of heritage and or craft theme and level of integration of tourism into the village. In this case strength of heritage theme and level of integration were negatively correlated with this dimension. MDS Dimension 3 combined regional distinctiveness and the strength of food and wine and ethnicity themes. Finally, Dimension 4 was associated with the strength of the environmental and health themes.

Examining the clusters of shopping villages as they appear across the different dimensions is the second approach to the interpretation of the expert perceptual maps. Two important points should be stressed when looking at all the two-dimensional spaces in Fig. 23.4. First, in four out of the six maps the most and least successful villages do not overlap in the space, they exist in separate areas on the maps. Only when Dimension 4 is related to Dimensions 2 and 3 do some of the most successful villages share space with less successful villages. This result suggests that although Dimension 1 is most strongly associated with success, the other Dimensions, especially 2 and 3, also are related in some way to perceived overall success. Second, each MDS map has a central cluster of undifferentiated villages.

For example, Map A in Fig. 23.4 shows successful villages relate with moderate to high levels of theme strength, scale of tourism planning and tourist infrastructure provision and moderate to high levels of accessibility. Although Montville is both high on success and low on accessibility and Cromwell is the reverse, the results suggest that while accessibility can contribute to success, neither feature is necessary nor sufficient for success. Map B shows greater success also is associated with regional distinctiveness. In this case, regional distinctiveness is more likely to be associated with the food and wine and ethnicity themes. Map C shows that a high impact of seasonality is not an impediment to being a successful TSV, and that stronger environmental and health themes do not
Fig. 23.4. MDS perceptual maps of shopping villages.
make significant contributions to success. Map F reveals that the most successful villages are moderate to highly rated on regional distinctiveness and have a stronger heritage theme. In this map, Montville again is an exception because this village does not have a heritage theme at all. In Map F the three successful villages in the top right-hand corner all share the characteristics of strong regional distinctiveness and multiple but strong and complementary themes that are based on food and wine, ethnicity and heritage.

The last two perceptual maps to be considered, D and E, show no clear distinctive space occurs between the most and least successful villages. In Map D, Montville again is clearly separate from the other four successful villages and closely connected to several of the least successful villages. Also Maldon, one of the least successful villages, is very closely linked to some of the most successful villages. In Map E, Arrowtown is the exception, being located in the middle of a cluster made up predominantly of the least successful villages. These patterns are observable with the third approach for exploring the expert perceptual maps involving ranking, or looking for the most and least successful villages and where they are located in the MDS spaces. Additionally, examining outliers or extreme cases adds to these interpretations. In Map D, the challenge is comparing Montville to Blackheath, Hokitika and Mt. Tamborine to determine what distinguishes this successful village from the others in this space. Apparently, these villages share a craft theme, and are not strongly associated with multiple tourist attraction anchors. The key difference between these villages is the experts interpreted all but Montville as either introducing, or in the early stages of developing, tourist shopping. Montville was seen as a mature tourist shopping destination. In Map E, the challenge was to find the features that distinguished Arrovtown from Hepburn Springs, Woodend and Gembrook. These were level in terms of tourism planning and development and strength of theme. These four villages were, however, very similar in terms of not having multiple tourist anchor features.

Examining the MDS spaces for outliers (villages on their own in the extreme edges of the space) produces some additional information. Such villages may be either very strong or very weak exemplars of the principles underlying the functioning of tourist shopping villages. In Fig. 23.4, Whistler, Cromwell and Geraldine are outliers in the majority of the MDS maps. These three villages, especially Whistler and Cromwell, do not fully fit the definition of a TSV used in this study, but they were included to allow for a test of the validity of the village selection procedure. Their consistent outlier status demonstrates the ability of the TSV definition to distinguish this type of tourist experience from others. Niagara-on-the-Lake and Hahndorf also were outliers, especially in the maps without Dimension 4. This result reflects their status as the two most developed and successful villages.

Discussion and Conclusion

The array of techniques and the findings this study generates suggest some fundamental dimensions shaping the success of tourist shopping villages. First, an important caveat concerning the measure of success used in this approach must be addressed. The experts’ views of success define the dependent measure for the multivariate procedures that are at the analytical core of this study. Both experts’ onsite visits and the images and supportive promotional materials available to them drive these views of success. The success measure is therefore only a proxy measure for the commercial viability of the villages and the shops they contain. Further, broader concerns are raised in the tourist shopping literature. Specifically, some authors view tourist shopping villages as the creative destruction of idyllic locations and community impacts (cf. Mitchell et al., 2001) are not assessed in the experts’ views of success. Despite these reservations, the value of the success measures used here should not be underestimated. Onsite visits, rich photographic resources and associated promotional materials were the combined resources available to the experts. The data enabled a close inspection of the physical conditions of the settings, the activities available and the shopping styles and diversity. As experienced shopping village visitors, the experts
were also in a good position to assess the facilities to support visitors’ experiences such as parking, the provision of toilets and information and orientation cues.

A mapping sentence that effectively presents combinations of factors influencing an outcome is one way to integrate and present the findings in this study (Levy, 1976; Heise and Durig, 1999). Developing this kind of summary approach to recording the experiences of visitors to towns and cities is a parallel to techniques represented in the work of Woodside et al. (2007). For the present application, this approach represents an implicit priority setting of the factors which influence tourist shopping village success. The approach is built on all the component parts of the analyses already discussed and is in some ways analogous to a multiple regression statement. Unlike such statements, however, a mapping sentence provides verbal qualifiers and modifiers in summarizing the contributions of the prevailing forces. From the mapping sentence perspective, the tourist shopping village’s success (as measured by the experts’ assessments) is influenced by a well-developed heritage theme combined with the presentation of the village as larger in scale, tourist focused and tightly integrated. Also, successful villages are supported by regional distinctiveness in merchandise as well as regional food and wine with minor additional roles played by accessibility and minimal seasonality. Figure 23.5 recasts this expression as a mapping sentence.

The value of a succinct summary statement about tourist shopping villages built on the experts’ views lies in two distinct directions. One possibility is developing a set of studies exploring visitors’ perspectives of and reactions to such villages. In essence the mapping sentence formula for success should mirror what visitors say when asked to explain why they visited a shopping village, since the stories they are likely to tell about their experience will consist of a set of controlling ideas and dominant themes (cf. McKee, 2003). Tourists’ accounts of their tourist shopping village visits emphasize the heritage character and feel of the village. The stories should reinforce this atmosphere and setting information as well as providing a positive reaction to the provision of convenient and well-developed services with the special character of the merchandise and produce being highlighted. The time of the year and the ability to access the location occasionally may be featured in the accounts. Prudent observers may query what is not featured in the predicted visitor responses from the mapping sentence. Two themes may emerge which are not captured in the larger experts’ views either because they are relatively unimportant or because the experts could not assess this material. The quality of the service the settings provide, including the local personnel tourists encounter and the activities available in the village beyond the fundamental pursuit of shopping, are the additional themes. A whole line of work on visitor reactions to tourist shopping villages can be guided by and in turn possibly modify the framework established in this study.

The mapping sentence also provides another direction for research useful for directing attention to the development of tourist shopping villages. This line of enquiry addresses how to better define, create and support the strong contributors to shopping village success. More specifically, what kinds of sub-themes exist within the heritage theme umbrella which will work well for a specific location? Additionally, what components of presentation and village appearance strongly influence the village’s atmosphere creating the appealing environments and experiences assessed by the

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Fig. 23.5. A summary mapping sentence for tourist shopping village success.
experts and noted in much of the previous literature (Yuksel, 2004; Timothy, 2005)? Since food, wine and by implication at least some dining experiences are strongly associated with the success of the villages, the character and development of these opportunities warrants research and developmental attention. A larger research agenda on tourist shopping villages also suggests a focus on measuring success used in this study – the experts’ assessment governed the findings and outcomes of the study. The scope for other measures of shopping village success include the commercial viability of the operators, the financial returns to the local authority, the provision of services to the community and the acceptability of the tourism presence.

The discussion is cast at the generic and broad level of interpretation. Potentially further dimensions of influence exist in expanding the range of tourist shopping village analysis. A limited number of villages in Canada was included in this study along with a number of New Zealand locations. The further addition of North American villages and European sites might provide other macro-organizing constructs not revealed in the present investigation. Studying these potential differences and similarities represents a fundamental first step in confirming the global applicability of the mapping sentence summary and the results obtained in this research.

A number of details and subtle issues occur when comparing and contrasting the perceived success of the specific tourist shopping villages. An intensive analysis of these local differences deserves further consideration. In reviewing the broad findings of this study, note the existence of commonalities to the perceived success, but the styles and locations of the specific high-performing villages are not uniform. Hahndorf in South Australia is appealing because of its German heritage and contemporary shopping diversity, St Jacobs in Ontario because of its links to the Mennonite community and crafts, Niagara-on-the-Lake (also in Ontario) because of its rich tradition in plays, theatre productions and Edwardian architecture and Montville in Queensland because of its quality infrastructure, tourism focus and integrated presentation. The New Zealand village of Arrowtown develops a contemporary Kiwi products theme in a tranquil old goldmining setting. These specific locations and the success they are perceived to have represent benchmarks for optimism in the development of regional tourism. In the wider view of tourism and its integration with the lives of consumers, retailers and communities, the opportunity to have tourism success stories in dispersed locations is one of the most appealing prospects for individuals and governments alike.

References


