

**DEVELOPING AND MARKETING THE TOURISM POTENTIAL WITHIN THE
EJISU-JUABEN MUNICIPALITY OF THE ASHANTI REGION OF GHANA**

(A CASE OF SELECTED SITES)

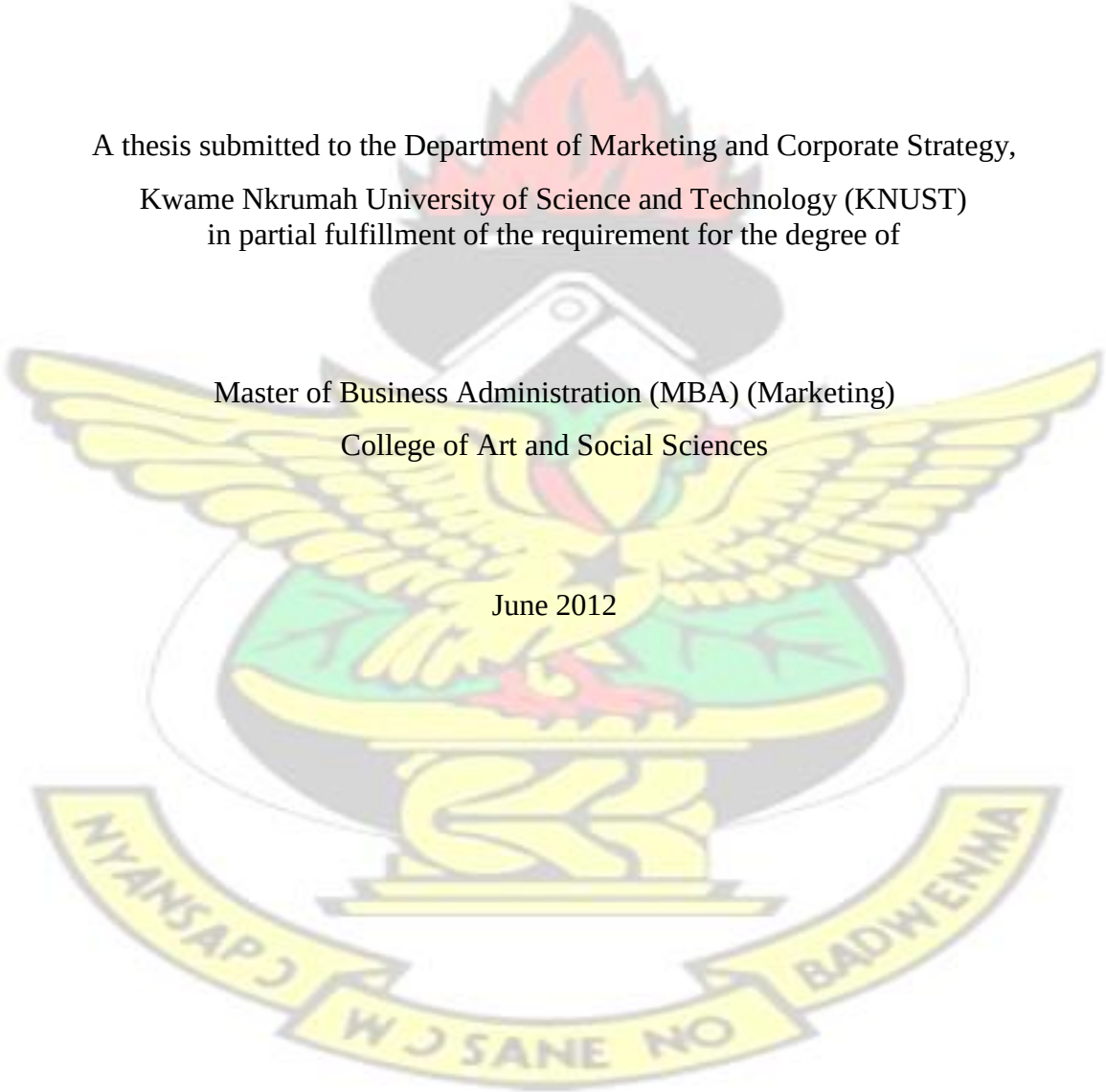
Submitted by

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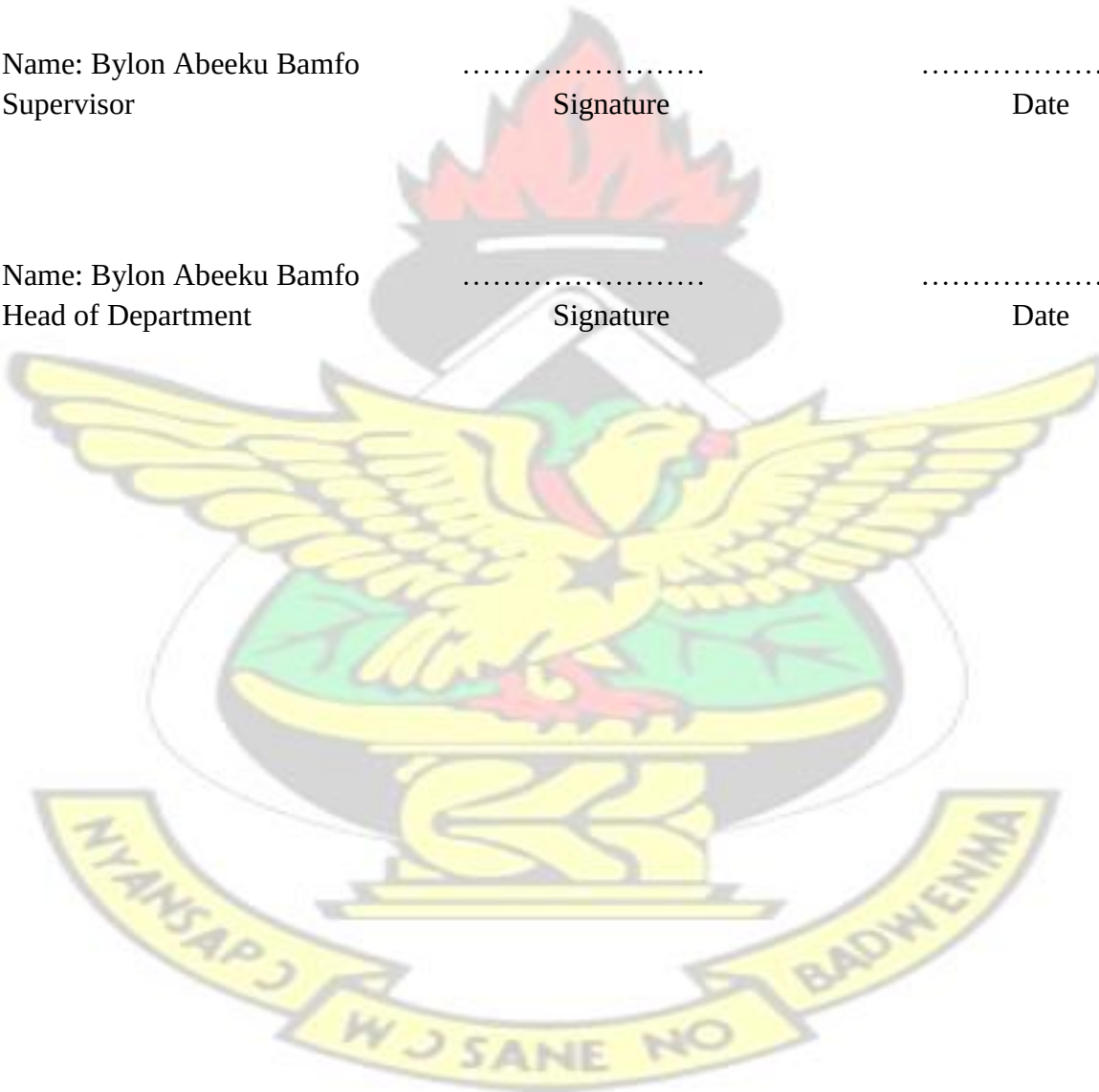
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DECLARATION

With the exception of other works which has been duly acknowledged in the text, I hereby declare that this is an original work submitted towards the award of a master of business administration degree (Marketing option) and that this work has never been submitted in part or whole for the award of any other degree in the University.

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ABSTRACT.

Tourism experts have said that Ghana stands a great advantage of being the best tourism destination in Africa because of its unique slave forts and history. But inadequate infrastructure and lack of aggressive marketing of tourism potentials have been an impediment to the optimisation of the sector. The main research objective was to identify the tourism potentials of Ejisu-Juaben Municipality, to assess the development strategies being used by the selected sites and also evaluate the marketing strategies being used by the selected sites to attract tourists to their destinations. Semi-structured interview, survey

(questionnaire), and personal observation were the main data collection instruments. Some of the findings included that the Municipality has got a lot of tourism potentials ranging from natural tourism to heritage. However, most of the tourism sites have not been well developed. Secondly, none of the selected sites has a master plan. Lastly, most of the respondents indicated their organisations do not collaborate with key stakeholders. It can be concluded that even though the municipality can boast of various tourism potentials, not much have been done to develop it. It was recommended that, the Municipality should adopt a comprehensive and well organised tourism development and marketing strategy. Secondly, People with requisite tourism management capabilities should be employed to manage Bonwire, Adako Jachie, and Bobiri tourist destinations. Lastly, management of the selected sites should adopt integrated marketing

communication techniques to promote their destinations.



DEDICATION

This piece is dedicated first and foremost to God, my supportive wife and my first son.

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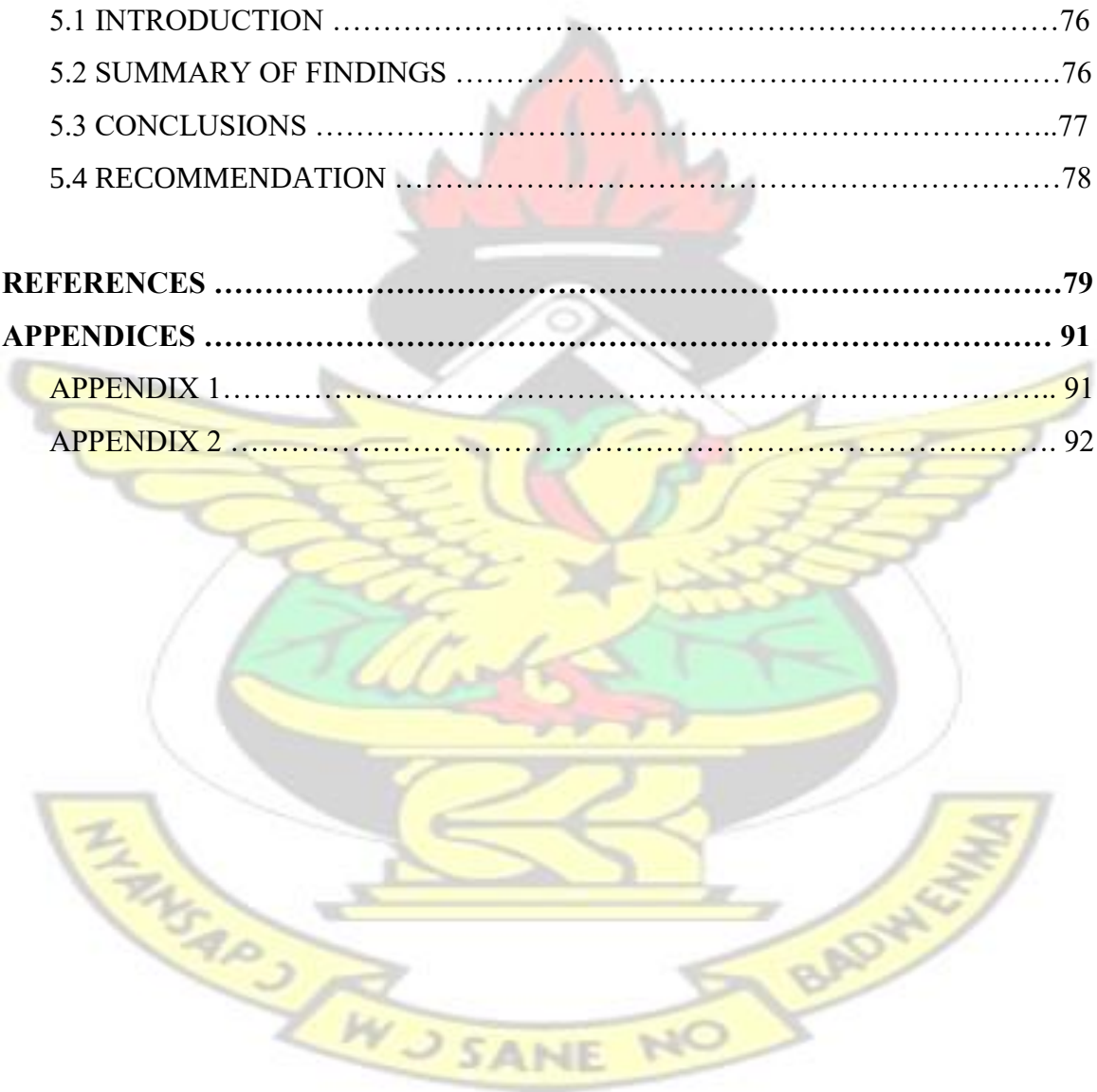
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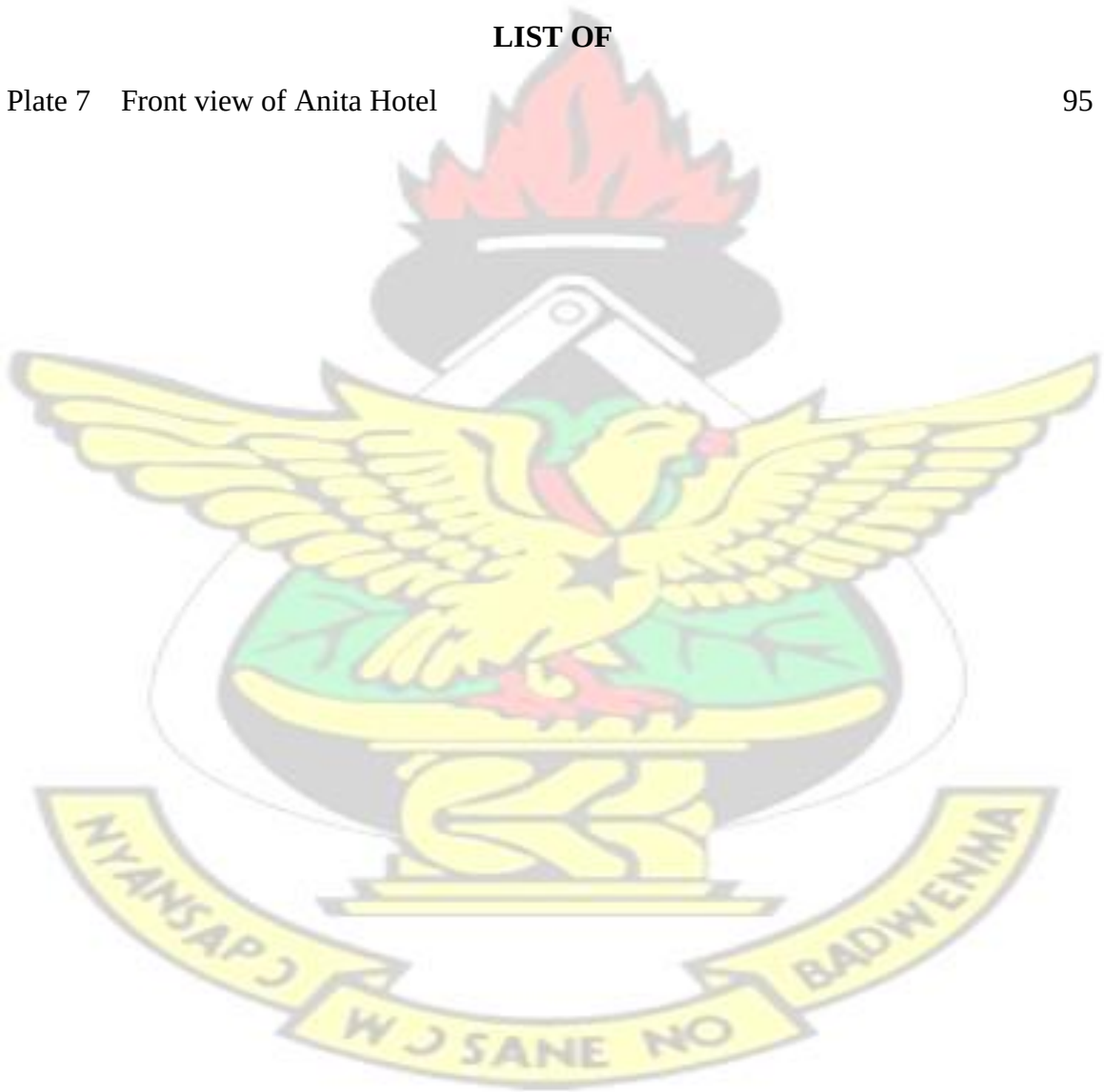
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CHAPTER ONE

GENERAL INTRODUCTION

1.1 Introduction

According to the world tourism statistics and rankings, the year 2011 recorded international tourist arrivals of 980 million, representing a worldwide growth of 4% as compared to 2010. The year 2009 recorded international tourist arrivals of 880 million, representing a worldwide decline of 4% over 2008. Out of the latter statistics, only ten

(10) countries received to the tune of 398.2 million, representing 45.25% of total arrivals. International tourism receipts in 2009 and 2010 totaled \$886 billion and \$919 billion respectively. Out of the former figure, \$407.4 billion constituting 46% was attributed to just ten (10) countries (World Tourism Organisation, 2009 Report). In spite of the worldwide decline in both tourists' arrivals and tourism receipts in 2009, the African region showed growth in 2009 which is believed to be a result of the worldwide publicity created by the World Cup hosted by South Africa (Ashon, 2010).

With Africa's total arrivals of 46 million in 2009, it could only represent 5% of the world total, having none of its countries featured in the top ten leagues. Ghana recorded a total of 802,778 arrivals and receipts of \$1,615.2 million in 2009, achieving a growth of 15% (Ashon, 2010). However, Ghana's representation of the world's total arrivals in 2009 was only 0.09% with no placement among the top ten (10) rankings of Africa. Considering the significant gains being chopped by other countries in the tourism industry, Ghana has no reason not to develop her immense tourism potential in order to turn the industry into the highest foreign exchange earner in the Ghanaian economy (Ghana News Agency,

2009). Ghana is rich in all forms of tourist attractions on the regional level and for Ashanti region, the Ejisu Juaben Municipality is one area with immense potential in tourism. It becomes therefore imperative to adopt and develop strategic marketing techniques that are pragmatic and efficient and capable of making Ejisu Juaben Municipality an attractive tourist destination in Ghana.

1.2 Background of the Study

The planning and re-planning of strategies in the quest to develop a viable tourism industry for Ghana seems to have become a never to be concluded ritual (Debrah, 2003).

The latest additions are the Ghana Tourism Cluster Project (GTC) and the Ghana Tourism Capacity Development Initiative (GTCDI).

It all started in the early 1980s with the Medium Term Tourism Development Plan of

1983-1995. This plan sought to promote leisure and business travels to Ghana and within Ghana. Then came the National Tourism Policy (NTP) in 1987 which focused on promoting three different types of tourism: in-bound international tourism, regional tourism and domestic tourism. The NTP was replaced by another development plan, termed the Integrated Tourism Development Plan (ITDP) which is supposed to span the period 1996-2010. The ITDP aims to make tourism Ghana's leading income earner by the year 2020. Though the ITDP is still in place, the Ghana Tourism Capacity Development Initiative (GTCDI) is also underway as yet another development strategy. The main difference, however, between the GTCDI and all the others is that the Ghana Tourism Capacity Development Initiative is being implemented by the Georgia State University (GSU) from the United States of America (Debrah, 2003).

All these efforts and initiatives have, in recent times, resulted in very significant improvements in the sector while evidencing Government commitment to ensuring that the industry becomes the number one foreign exchange earner in Ghana, moving two stages up from its current third position (<http://www.ghc-ca.com/frm-e-traveltourism.html>, 2010). However, it can be said that the boost is not a total reflection of the effective utilization of the many diverse cultural, historical and natural resources abounding in many towns, districts and villages of the country (Holden, 2010). It behooves Government, therefore, to fashion out policies that will encourage capital and private entrepreneurial initiative towards the development and marketing of the tourism resources in the country (Clotey, 2001).

The Ejisu Juaben Municipality, even though endowed with resources in tourism, has not yet been developed and marketed as a tourist destination. Much needs to be done in terms of promotional activities, infrastructural development, tourist sites, culture packaging and the implementation of appropriate strategies to make the municipality marketable.

1.3 Problem Statement

The Ghanaian economy is basically a primary-resource one, depending heavily upon the export of raw and semi-processed cocoa, minerals and timber for foreign exchange (<http://www.wvafrica.org/index>, 2010). The vulnerability of these industries to the deteriorating world market prices for primary commodities makes the need for diversification of the Ghanaian economy imperative (Adu-Fabiri 1994). Successive

governments have exhibited commitment to boosting tourism and making it a major player in the economy since 1959 by which time the sector was officially recognised as an important sector of the Ghanaian economy (Second Development Plan 1959-1964, Ghana). Other development plans that have captured the development of tourism included the 7-Year Development Plan 1963-1970; Recommendations of the Obuam Committee, 1972; National Medium Term Development Plan 1972-1976; and the

Tourism Master Plan of 1974. The rest are the five year development plan 1975-1980; Tourism policy proposals, 1987; Tourism market study, 1987; preliminary recommendations for a Ghana Tourism Development Plan, 1990; as well as the Medium term national tourism development plan for Ghana, 1992-94. With all these efforts, Ghana's tourism is still not performing to expectation (Adu-Febiri, 1994).

Considering the nations tourism resource which are classified into natural (over 300 miles of coastline endowed with coconut trees and sandy beaches; consistent sunshine for over 300 days in a year; ridges and mountains; waterfalls; lakes and rivers; and geological wealth), cultural (traditional festivals; shrines; puberty rites; funeral varieties; traditional arts and crafts and the proverbial authentic Ghanaian hospitality) and historical (European forts and slave castles along the entire Ghanaian coast; relics of ancient settlements and archaeological sites), there are undeniably enough to package and market to ensure significant tourist arrivals which will cause the sector to become the number one foreign exchange earner in Ghana (Adu-Febiri, 1994).

Both local and international tourism experts have said that Ghana stood a great advantage of being the best tourism destination in Africa because of its unique slave forts and history, but inadequate infrastructure and lack of aggressive marketing of tourism potentials were impediments to the optimisation of the sector (Ghana News Agency, 2009).

It is therefore important that the nation concentrate on developing and marketing these potentials at the district levels in order to effectively position them to bring in corresponding foreign exchange.

1.4 Research Objectives

Based on the problem statement, the objectives of the study are:

- To identify the tourism potentials of Ejisu-Juaben Municipality.
- To assess the development strategies being used by the selected sites in the EjisuJuaben Municipality.

- To evaluate the marketing strategies being used to attract tourists to the selected tourist destinations in the Ejisu-Juaben Municipality.

1.5 Research Questions

Based on the objectives, the study sought to answer the following questions:

- What constitute the tourism potentials of Ejisu-Juaben Municipality?
- What are the development strategies being used by the selected sites in the Ejisu-Juaben Municipality?
- What are the marketing strategies being used to attract tourists to the selected tourist destinations in the Ejisu-Juaben Municipality?

1.6 Significance of the Study

The study seeks to provide a broader perspective and a deeper insight into the problems of tourism development in Ghana which will in turn aid governments, opinion leaders and investors in coming out with effective development plans and strategies which to a large extent work to correct the position of the tourism industry in Ghana.

The study will create some awareness on the significant role of tourism in the Ghanaian economy, hence resulting in the attitudinal change within the Ghanaian society and international confidence in the Ghanaian Tourism Industry. The effect of this will be an increase in tourist arrivals which will have an upward adjustment in the country's foreign exchange earnings while improving its balance of payment position.

The study will also create some initiative power in the dwellers of Ejisu Juaben and those in similar endowed districts to fully tap their tourism potentials.

The stakeholders of the tourism industry will come to appreciate the challenge and the need to gird up their loins in building a strong and efficient industry through the creation of a very effective regulatory and supervisory authority to ensure the maintenance of higher standards.

Finally, the report will assist individuals who want to conduct similar studies.

1.7 Scope of the Study

The study is a holistic multiple embedded case study. It is limited to international tourism with a focus on the tourism potentials of Ejisu Juaben Municipality that can be developed and marketed in order to earn the nation its quota of foreign exchange. Since the municipality has numerous tourism sites with each under different management, this research is limited to only four of such sites. It must also be noted that the researcher was interested in what managers of Ejisu Juaben Municipal Assembly and that of the selected sites are doing to market their places. Thus, the researcher was not interested in the perception of the tourists about the various destinations. This can be the subject of another research.

1.8 Limitations of the Study

The major constraints of the study were time and money. The study was also faced with the unavailability of secondary data pertaining to the district and therefore the need to make frequent visits and conduct long hours of interview for primary data.

1.9 Structure of the Study

The study comprises five chapters; Chapter one constitute introduction; dealing with subunits from General introduction to organisation of the study. Chapter two gives a literature review on international tourism with emphasis on tourism potential identification, developing tourism potential of a place and marketing strategies for tourist attraction. Chapter three introduces the research methodology and organisational profile dealing with sub-units from introduction to methodology to organisational profiles. Chapter four deals with data presentation, data analysis and discussions of results. Chapter five focuses on summary of findings, conclusion reached, and appropriate recommendations made.

CHAPTER TWO

LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

2.1 Introduction.

This chapter introduces the reader to some theoretical viewpoint of the study. The chapter begins by defining tourism, types of tourism, and nature of tourism. It continues with how to identify tourism potentials of a place, strategies for developing tourism potentials of a place, and marketing strategies used to attract tourists. The chapter ends with the author's own developed conceptual framework of the study.

2.2 Tourism Defined.

Tourism is an important field of discussion which covers many interrelated areas. As a result, important elements based on which tourism is built required special attention to define tourism itself (Hossain, 2006). It was observed from the World Conference on Travel and Tourism in Rome in 1963 that tourism has both the positive and negative impacts on economy, socio-cultural, political and environmental. In the olden days tourism didn't exist. But it was started to be known from the very beginning of human civilization. But most popularly and widely, tourism is an invention of the 19th century- a period of history which sometimes seems to have stretched out to unnatural length (ibid).

Academicians and practitioners feel that defining tourism is not an easy task. Even there are some differences of the outlook among them. For example, some prefer to consider tourism as an industry, others especially scholars take a different approach. In addition, terms like tourist, visitor and excursionist are used to describe people involved in tourism covering the various purposes of travel: leisure, business and short stays (Hossain, 2006). According to Middleton (1994), tourism comprises the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year of leisure, business and other purpose. Another popular definition was quoted by Goeldner, et al (2000) as: "Tourism is the sum of the phenomena and relationships arising from the interaction of tourists, business suppliers, host governments and host communities in the process of attracting and hosting these tourists and other visitors." The authors also stated that tourism is a composite of activities, services and industries that deliver a travel experience: transportation, accommodations, eating and drinking establishments, shops, entertainment, activity facilities and other hospitality services available for individuals or groups that are traveling away from home. This definition describes the full scope and covers the various groups participating and affecting the tourism. Chris (1991) mentioned the definition of tourism provided by the British Tourist Authority as: a stay of one or more

nights away from home for holidays, visitors to friends or relatives, business conferences or any other purpose except such things as boarding education or semi-permanent employment.

Tourism is a socio-economic phenomenon comprised of the activities and experiences of tourists and visitors away from their home environment, serviced by the travel and tourism industry and host destinations. The sum total of this activity, experience and services can be seen as the tourism product. Understanding the interrelationships between several parts of the system enables all tourism stakeholders to improve planning and management effectiveness and enhance the likelihood of success (UN, 2003).

For many nations especially for the developing countries, tourism brings economic benefits by generating employment opportunities in tourism related different sub-sectors, earning foreign currency, while United Nations for example consider it as a strong way of contributing to peace and understanding (Hossain, 2006).

2.3 Types of Tourism.

According to Hossain (2006), tourism can be classified as follows: Adventure Tourism,

Agritourism, Ecotourism, Heritage Tourism, Sex Tourism, Space Tourism, Cultural Tourism, Alternative Tourism, Geotourism, and Benefit Tourism.

2.3.1 Adventure Tourism

Adventure Tourism is a type of niche tourism involving exploration or travel to remote areas, where the traveller should expect the unexpected. C. M. Hall defined adventure tourism as a broad spectrum of outdoor tourist activities, often commercialized and involving an interaction with the natural environment away from the participant's home range and containing elements of risks in which the outcome is influenced by the participant, setting, and management of the tourists' experience (Sung, 2000). Sung considered the above definition as an incomplete one based on own research findings and gave a new definition of adventure tourism as a trip or travel with the specific purpose of activity participation to explore a new experience, often involving perceived risk or controlled danger associated with personal challenges, in a natural environment or exotic outdoor setting (Sung, et al., 1997).

It is rapidly growing in popularity as tourists seek unusual holidays, different from the typical beach vacation and typically involves traveling into remote, inaccessible and possibly hostile areas. It may include the performance of acts that require significant effort and grit and may also involve some degree of risk. Marketers need to formulate the proper strategies to cater for their target segments effectively.

2.3.2 Agritourism

A style of vacation in which hospitality is offered on farms which may include the opportunity to assist with farming tasks during the visit where the tourists have the opportunity to pick up fruits and vegetables, ride horses, taste honey, learn about wine, shop in gift shops and farms stands for local and regional produce or hand-crafted gifts, and much more. Each farm generally offers a unique and memorable experience suitable for the entire family. Some scholars defined the term as any tourism or recreation enterprise on a working farm or form of rural tourism whereby paying guests can share in farming life either as staying guests or day visitors on working farms (Akpinar, et al, 2004). They also recognised it as a new income source for agricultural societies. People are more interested in how their food is produced and want to meet the producers and talk with them about what goes into food production and children who visit the farms often have not seen a live duck, or goat, and have not picked an apple right off the tree.

2.3.3 Ecotourism

Ecotourism essentially means ecological tourism; where ecological has both environmental and social connotations. The International Ecotourism Society defines ecotourism as responsible travel to natural areas that conserves the environment and improves the well-being of local people. Ecotourism refers to tourism that is based on the natural environment but that seeks to minimise the harmful impacts and better still, seeks to promote conservation. It focuses on local cultures, wilderness adventures, volunteering, personal growth and learning new ways to live on our vulnerable planet. Responsible ecotourism includes programs that minimize the adverse effects of traditional tourism on the natural environment, and enhance the cultural integrity of local people. Therefore, in addition to evaluating environmental and cultural factors, initiatives by hospitality providers to promote recycling, energy efficiency, water re-use, and the creation of economic opportunities for local communities are an integral part of

ecotourism.

The concept of ecotourism is widely misunderstood and, in practice, is often simply used as a marketing tool to promote tourism that is related to nature. Critics claim that ecotourism as practiced and abused often consists in placing a hotel in a splendid

landscape, to the detriment of the ecotourism. According to them, ecotourism must above all sensitize with the beauty and the fragility of nature.

2.3.4 Heritage Tourism

The most hottest or recent trend in today's tourism industry is heritage tourism or visiting historical sites of an area. Nowadays, people want to enrich their lives through travelling not to escape rather than visiting a park or a mountain range. They want to experience unique places, traditions and history and learn about their cultural roots. Heritage tourism involves visiting historical or industrial sites that may include old canals, railways, battleground etc with the purpose of gaining an appreciation of the past. In addition to that education, fun, marriage, employment, etc can also be the purpose of heritage tourism. It can also be attributed to historical events that have been dramatized to make them more entertaining. Heritage tourism is distinct from visiting a family member in a faraway place because the connection to the original homeland is removed.

2.3.5 Sex Tourism

Sex tourism is tourism, partially or fully for the purpose of having sex or it can be defined as a purely physical meet in which the associate is no more than an animated object. A good definition, based on the kind of advertisements that appear in special magazines and through word of mouth, is a man who is going through a mid-life crisis, who has been disenchanted with his enjoyment of life due to feminism and women's liberation rhetoric; a man who is tired of taking a politically correct position on his sexual preferences because of social pressure (Rao, 1999). The author also described that a sex tourist can be a worker, a professional or a manager, but all of them have one thing in common: they want to feel like real men and then noted that it is interesting that sex tourism is often promoted in the same way as gastronomy, which has become an

important attribute of a tourist destination.

Sex tourism is legal in any country in the world where prostitution is also legal. A sex tourist is usually defined as an adult who travels in order to have legal consensual sexual relations with another adult often for the exchange of money or presents. Most sex tourists are male, but sex tourists can be of either gender. Sex tourism is by a majority considered the gloomy side of the global phenomenon of tourism.

2.3.6 Space Tourism

A recent concept in tourism is space tourism where individuals travel for the purpose of personal pleasure and is only affordable to exceptionally wealthy individuals and corporations. Among the primary attractions of space tourism is the uniqueness of the experience, the awesome and thrilling feelings of looking at the earth from the space.

The professional and business interest in space tourism commenced in Japan and continued to increase and the market studies made there, and subsequently in the USA and elsewhere, during the past very few years suggest that, when fully developed, space travel and tourism could become a new space-related business with annual revenues of as much as \$ 10 billion per year and already 10-12 million people visit our Air and Space Museum, the Kennedy launch site, space camps, etc – a terrestrial space tourism business probably some \$1 billion per year in size (Rogers, 1998). Space is very much a reality in our lives; even we are not always aware of it and it is likely to grow in importance in the future, with far-reaching national and international implications.

2.3.7 Cultural Tourism

The cultural tourism has been around for a long time and is the oldest of the new tourism phenomena. Cultural/culture tourism is the subset of tourism concerned with a country or region's culture, especially its arts and includes tourism in urban areas, particularly historic or large cities and their cultural facilities such as museums and theatres. Ingram, Hadyn, (2003) suggested from the book review on "The Partnership between Tourism and Cultural Heritage Management" by McKercher, Bob and Cros, du Hilary that cultural tourism represents tourism which is derived (from special interests),

motivational (aspirational) and operational (participation in visiting cultural destinations) and cultural destinations can be very diverse, including historical, artistic, scientific, lifestyle, heritage and social offerings. The reviewer also described that since 1970s, cultural tourism has begun to be recognized as a tourism product category with potential, rather than a niche and specialized activity and cited that the original authors venture to suggest that between 35 and 70 percent of international travelers are now considered cultural tourists, and this has started a tourism bandwagon on to which many destinations would like to climb. It can also, less often, include tourism to rural areas; for outdoor festivals, the houses of famous writers and artists, sculpture parks and landscapes made famous in literature and is generally agreed that cultural tourists spend substantially more than standard tourists do.

2.3.8 Alternative Tourism

Travellers rarely request "alternative tourism" by that specific name; instead, they ask for what they are seeking - adventure, education, sports, religion, gay and lesbian events,

experiences with communities, etc (Mader, undated). He also added that the problem with alternative tourism is that it defines itself by what it is not and travellers rarely describe themselves or their interests as alternative. And the services or destinations they choose are those that motivate and engage, not the other choice. What is an alternative to some is a priority for others.

Some researchers have tried to define alternative tourism as a tourism that gives emphasis to the contact and understanding between the hosts and the tourist, as well as the environment (Smith and Eadington, 1992 as cited in Newsome, Moore and Dowling, 2002). The authors also cited that tourism which is consistent with the natural, social and community values and that allows a positive relationship among locals and tourists.

2.3.9 Geotourism

Geotourism is defined as tourism that sustains or enhances the geographical character of a place – its environment, culture, aesthetics, heritage, and the well-being of its residents. As such, Geotourism supports these principles (Mader, undated). Worldwatch Institute reports that ecotourism, Geotourism, and pro-poor tourism are among the increasingly popular niches in the travel industry that aim to address consumers' ethical concerns (Quoted by Wagner, 2005). Wagner also mentioned that a growing trend in travel is the desire of many tourists for non-typical tourist experiences, such as “ethical” adventures and defined the term “Geotourism” as the travel that sustains or enhances the geographical character of a place, including its environment, heritage, aesthetics, and

culture.

2.3.10 Benefit Tourism

The British government has been troubled in recent years by what it calls *benefit tourism*, in which individuals travel to Britain from other countries, usually from elsewhere in the European Union, to obtain free medical attention or to take advantage of the British welfare system to obtain what was until recently called unemployment benefit (it is now officially the job-seekers allowance, but let's not delve into the political implications of this change of terminology (Quinion, undated). He also mentioned that more benign term is *health tourism*, in which people travel to obtain medical attention not available in their own countries, or which is obtainable more cheaply, or accompanied by greater privacy which is a thriving business, with some hospitals having links with hotels so that patients can have good attention and facilities during convalescence.

2.4 The Nature of Tourism.

According to the United Nations (UN) (2003), the tourism system can be described in terms of supply and demand. Often tourists from core generating markets are identified as the demand side. According to the World Travel and Tourism council (2011), the demand-side perspective is based on overall spending in the economy on Travel &

Tourism activity, whether by households, businesses, overseas visitors or government.

These include: Visitor exports (spending in the domestic economy by foreign visitors). It can also be split into personal and business spending; Domestic expenditure (Travel and Tourism spending in the domestic economy by domestic residents). Again, it can be split into personal and business spending; Government spending on Travel and Tourism, split into individual and collective spending; Capital investment associated with Travel and Tourism. Internal tourism consumption is defined as the sum of visitors' spending and domestic expenditure, plus government individual Travel and Tourism spending. It is this spending (less purchases by tourism providers) that is reflected in Travel and Tourism's direct contribution to GDP, with other demand elements being reflected in a wider measure of the total contribution of Travel & Tourism (ibid).

The supply side includes all facilities, programmes, attractions and land uses designed and managed for the visitors. These supply side factors may be under the control of private enterprise, non-profit organizations and/or governments. New and innovative forms of partnerships are also evolving to ensure the sustainable development and management of tourism-related resources (UN, 2003). The supply of recreation and tourism is a complex combination of natural amenities, recreational sites, access, and private sector business activity which is influenced by an array of factors that act to provide opportunities that satisfy leisure-based travel demands (Marcouiller and Prey, 2005).

Tourism planning should strive for a balance between demands (market) and supply (development). This requires an understanding not only of market characteristics and trends but also the planning process to meet these market needs. Furthermore, the context of the supply and demand sides needs to be carefully monitored and managed, example ecological, political, social, cultural and other factors in the external and internal environments of the visitor demand, and destination supply components must be carefully considered (UN, 2003).

New and innovative forms of partnerships are also evolving to ensure the sustainable development and management of tourism-related resources. The supply and demand side can be seen to be linked by flows of resources such as capital, labour, goods and tourist

expenditures into the destination, and flows of marketing, promotion, tourist artifacts and experiences from the destination back into the tourist generating regions. In addition, some tourist expenditures may leak back into the visitor-generating areas through repatriation of profits to foreign tourism investors and payment for imported goods and services provided to tourists at the destination. Transportation provides an important linkage both to and from the destination (ibid).

For planning purposes, the major components that comprise the supply side are: various modes of transportation and other tourism-related infrastructure, tourist information, marketing and promotion provided the community or communities within the visitor destination area, and the political and institutional frameworks for enabling tourism (UN, 2003).

The dynamic nature of tourism systems makes it critical to scan the external and internal environments of the destination on a regular basis and to be prepared to make changes necessary to ensure a healthy and viable tourism industry. The tourism system is dynamic and complex due to many factors and sectors linked to the provision of the tourist experience and the generation of tourism revenues and markets. A large number of stakeholders are involved in this system (Egyankosh.ac, 2011).

2.5 Identifying Potential for Tourism.

According to Bized.com (2006), Tourism development can be the target of a specific country or destination within that country. It added that one can identify tourism potential in several ways:

Sanctuaries.noaa, (2001), agrees and added that to identify particular sites that had a strong potential for tourism, it must be based on having a variety of unique attractions, and then investigated whether accommodations and accessibility existed in those areas. The site considered these three factors - attractions, accommodations, and accessibility to be three key factors for sustainable tourism. It can then be concluded that, one can identify tourism potential in the following ways:

Location of the destination or country. This refers to access to the country or destination, the topography of the destination, and its climate (Bized.com 2010).

Accommodation availability. This refers to the sufficient supply of hotels, apartments, inns, or country houses available to tourists (Bized.com 2010). In assessing accommodation availability, the team must particularly focus on the concept of “value for money” - whether the hotel’s accommodations and quality matched the price charged. Difficulties in

improving hotel accommodations such as: insufficient infrastructure (most hotels have to provide their own water, energy, and waste disposal); excessive tax burden; poor communications, which hinders the hotels' abilities to take reservations over the telephone or internet, and causes difficulty in emergencies; and lack of trained staff must be identified and tackled Sanctuaries.noaa, (2001),

Special features. Destinations may have special characteristics that appeal to tourists; they could be excellent for certain sports or activities, or they could have significant cultural and historical importance (Bized.com 2010).

Attractions. According to Bized.com (2010), Tourist attractions can be divided into two main groups namely, natural attractions, and built attractions. Sanctuaries.noaa (2001) added cultural attractions. Natural attractions include land features such as forest reserves; coastal environments; and wealth of wildlife. Built attractions include ancient monuments, medieval architecture or modern construction. Cultural attractions include ruins, local music performance, artisanal fishing and agriculture, and traditional handicraft and weaving production. Cultural tourism program can be developed to promote local, village-based tourism. It is important to note, however, that the development of traditional performing arts and culture into tourist attractions may have some impacts on the local culture itself (ibid).

2.6 Strategy for developing tourism potential of a place.

Wang et al (2008) has adopted an approach for developing "Red Tourism" in Chinese tourist city of Dalian. This approach can be used in developing other tourist sites, since they are all tourist destinations. The model is as follows:

2.6.1 Make a master plan.

The Municipal government must make the general strategic aim of the near future and then put it in practice stage by stage. The task of the first stage may be to build or improve infrastructures and maintenance of ruins, collect more historical objects, anecdotes and stories. At the second stage, all parties concerned should implement the plan to initiate an all-round development of tourism, making it a significant part of the municipality's tourism industry.

2.6.2 Make joint efforts from stakeholders

The Municipal government holds the responsibility to bring stakeholders' initiative to full play. They are also responsible for rebuilding infrastructures, protecting ecological environment and providing sound conditions for the sustainable development of tourism. Meanwhile, successful operation of tourism involve tourism operators, tourism spots management, participation of local residents, and tourists themselves, whose common endeavors will enable tourism to develop smoothly. Government will play the leading role in integrating efforts from various parts to propel tourism to develop in line with the master plan.

2.6.3 Provide tourism product mix

Design 'red+ green+ blue' products, where 'red' refers to "red tourism (actual tourist site to promote)" with 'green' and 'blue' representing the prevailing tourism products in market. 'Green' refers to green mountains and rivers like Bingyu Ice Valley, green squares and natural countryside sceneries. 'Blue' refers to the sea. It is necessary to bind those products together to enhance their general attraction and make better use of separate markets. As a famous tourist city of north China, Dalian is shielded by mountains and surrounded by seas, decorated by plenty of squares and lawns.

Numerous tourists are deeply impressed by its superior natural environment and western style metropolitan design with many squares and buildings in Roman and Gothic Styles. Dalian's rich tourism resources, mainly consisting of Lvshun national scenic area, Golden Pebble Beach State Tourist Resort, Ice Valley, Pole Aquarium of Tiger Beach and Sun Asia Ocean World, are of great attraction for potential tourists. However, a sole dependence on natural sceneries is becoming less competitive in tourism market. It is imperative to complement natural attractions with new products rich in cultural and historical implications. Thus, the combination of red tourism with traditional sightseeing, and the blend of natural sceneries and historical as well as cultural resources, will greatly contribute to the improvement of comprehensive strength, economic benefits, and the sustainable development of Dalian tourism industry.

2.6.4 Strengthen regional cooperation

In order to avoid the repetitive construction and vicious competition with neighboring cities, it is necessary to seek regional cooperation to form a master frame for the whole region. A long term strategy is also essential for all the cooperators to follow in the long run. Tourism industry is a highly open and inclusive industry that has close connection with other industries such as communication, environment, trade and construction etc. moreover, tourists always travel across regions to finish a trip.

Therefore, tourism industry usually depends on endeavors across industries and regions for smooth operation. Complementation and cooperation across departments and regions are the first choice for developing local tourism. Dalian, the No.1 tourists destination in northeastern China, has great status in Chinese domestic markets, and as one of top destinations of Japanese and Korean tourists to China, it also plays a key role in Chinese inbound market. While enjoying the superiority of vast market, Dalian lacks competitive advantage in its red tourism development with abundant red tourism resources lying in the vicinity of but beyond management of Dalian. Under this circumstance, Dalian needs to seek help from neighboring regions which have good foundation and reputation of red tourism products, and as a reward, allowing those cities to take advantage of its large market and power in Chinese inbound markets. Regional cooperation can not only happen between cities within Liaoning province where Dalian is situated, but extend to neighboring provinces encircling Bohai Sea including Hebei, Shandong provinces and Beijing. Itineraries across regions could be designed with themes like ‘Commemoration of Anti-Japanese Aggression’ to incorporate red tourism spots in neighboring cities of Shenyang, Jinzhou and Fushun. Mixed products combining red tourism with other traveling activities are also advised to extend beyond Liaoning province. Beijing, capital of China and known for its insurmountable attraction for overseas tourists, could be a big impetus for Dalian if it successfully links its itineraries with Beijing. Hebei province and Shandong province, both famous for their rich heritage, revolutionary remains and gorgeous seascape, could greatly enhance the overall glamour of Dalian if red tourism spots in those regions are elaborately designed and linked together.

2.6.5 Improve Services

Distinguished from most natural sceneries, scenic spots of red tourism are more meaningful in cultural and spiritual implications. Red tourism relies on competent workforce, e.g. tourist’s guide, to convey and interpret its profound meanings. Hence the training of working personnel, including management and servicemen must be emphasized. The interpretation of tour guides plays a significant role in spreading patriotism education and instilling patriotic spirit. Thereby, it is urgent to build a highquality and high-level team of tour guides. Political science, of national and international affairs and situations, should be added to training program. In addition, the training of tour guides’ language and skills is of great importance as well. Their infectious interpretation will naturally bring tourists back to the war period and consequently make them be aware of the significance of peace.

2.7 Marketing strategies used to attract tourists to a tourist site.

Many authors have come out with various strategies for marketing tourism destinations

(e.g. Owusu, 2010; Font and Carey, 2005; and Holland, et.al, 2003). According to Wang (2008), tourism can be marketed in the following ways: market positioning, designing the tourism product, and promotion.

2.7.1 Positioning

According to Owusu (2010), the marketing practices of service organisations include the use of segmentation, targeting, and positioning model. Kotler and Armstrong (2008) agrees and stated that every organisation must decide who it wants to serve, and it does this through the use of segmentation, targeting, and positioning (STP) model.

Market segmentation can be defined as the process of dividing a market into distinct subsets of consumers with common needs or characteristics and selecting one or more segments to target with a distinct marketing mix (Schiffman and Kanuk, 2009). Once an organisation has identified its market-segment opportunities, it has to decide how many and which ones to target (Kotler & Keller, 2006). However, Schiffman and Kanuk (2009) indicated that, to be an effective target, market segment should be identifiable, sufficient (in terms of size), stable or growing, and accessible (reachable) in terms of both media and cost. According to Kotler and Keller (2006), three other considerations must be taken into account in evaluating and selecting segments namely: segment-by-segment invasion plans; updating segmentation schemes; and ethical choice of market targets (cited in Owusu, 2010).

Market position is the process by which marketers create an image or identity in the perception of their consumers. The key word there is that it's a process, and it plays a very important role in improving the attractiveness of a tourism destination (Chad, 2009). One of the most effective tools in travel and tourism marketing is positioning. It distinguishes your destination from other similar destinations so travelers can choose the one that is most attractive to them (ibid).

Positioning refers to the development of a distinct image for the product or service in the mind of the consumer, an image that will differentiate the offering from competing ones and squarely communicate to the target audience that the particular product or service will fulfil their needs better than competing brands (Schiffman & Kanuk, 2009). They believe that, successful positioning centres around two key principles: first, communicate the benefits that the product will provide rather than the product's features; secondly, develop and communicate a unique selling proposition – a distinct benefit or point of difference for the product or services (ibid). The market position of a tourist enterprise is a result of its overall perception and expertness of all relative tourist characteristics in the structure of selected segments. It is related with tourists' needs, requests and behaviour.

Therefore, it is necessary to identify key dimensions of tourists and to perceive their perceptions and preferences related with the choice of a "package tours" in the market. Concrete supply is always consisted of the specific combination of assortments, prices,

services, communication and tourist area (Cerevic & Batic, 2008). The key of the effective tourist enterprise positioning is in the selection of the market segments whose specific needs are not completely fulfilled. That is considered as a basis for designing particular "package tours" of a tourist enterprise (ibid). Tourism can be positioned as a significant part of the economy. The general plan of developing tourism mainly concentrates on the improvement of infrastructures and collections of historical and cultural objects and making Tourism an essential part of the economy to extend and improve the industrial structure of the municipality. The host community/municipality could be positioned as half of the history textbook of Modern History of host country. The primary market can consists of residents and people from neighboring areas. The secondary market should be extended to people in other areas (Wang, et.al, 2008).

According to Chad (2009), ones a segment(s) has being identified, you must find out what is important to them. What do they do when they're on vacation? What do they look for in a vacation destination? You can ask yourself these questions and attempt to answer them based on your own observations, but really the best method is to ask. Surveys, focus groups and interviews of your target market will yield data that you will never have guessed on your own.

Next, you need to figure out how the target audience perceives your destination. Basically, what benefits do they see in your destination? Again, the best way to get this information is to ask, especially the people who aren't already visiting you. Perhaps you will find out why a target group hasn't been interested, and you can build a positioning statement that counters that perception, thus opening up a whole new consumer group

(ibid).

2.7.2 Positioning Process

According to Chad (2009), the process of positioning has three steps namely Market positioning, psychological positioning, and positioning approaches. However, Harsha (2011) asserted that the positioning process consists of the various steps needed to develop an effective positioning strategy. This process must be continuous to keep up with changes in the environment including the changing needs of the customer and the competitors' tactics. He believe that the positioning process consist of about nine steps. He mentioned them as market positioning, psychological positioning, objective positioning, subjective positioning, positioning approaches, positioning by price value, positioning with respect to use or application, positioning with respect to a product class, and positioning vis-à-vis the competition. However, a critical look at Harsha (2011), and Chad (2009) shows that, Chad classify the rest of the process apart from market positioning, psychological positioning, and positioning approach as part of the positioning approach. Since the market positioning has already being discussed, psychological and positioning approaches will be discussed.

Psychological Positioning: According to Chad (2009), Now that you've identified what your target audience wants from a destination, and what they already perceive about your destination, you can begin to apply psychology to the crafting of your new position. You

will use communication to convert customer needs into images of your destination. Essentially, you want to say to them: "We have what you want. Come and get it."

You can communicate a unique physical attribute of your destination, if you have one. Something like Niagara Falls or the Eiffel Tower is a unique physical attribute. No one else has it. You can also communicate unique subjective attributes. This is where the power of emotion comes in. What unique and powerful emotional response can you deliver that meets the needs of your target audience?

Positioning Approaches: Based on your particular situation, you can use any one of the below approaches or a hybrid approach that combines two or more of them.

Price or Quality: This is usually not about lowest price, but rather about value. You offer great value or the highest quality.

Use or Attributes: This approach is based on the reasons tourists have for visiting your destination.

Users or Class of Users: This approach features the people who visit. Ergo: senior citizens, wealthy, middle class, families, couples.

Product Class: This is where your destination is associated with an extraordinary or unique experience.

Head On: You meet your competitors head on, trying to take their market position away from them. This is very difficult to do, and unless you are far superior to the leader, not recommended.

Relating yourself to Market Leader: The classic example of this is Avis Car Rentals. Unable to beat Hertz for the first position for years, they finally became profitable by positioning themselves as the second choice, using a position statement of “We try

harder.”

Cultural Symbols: Washington DC might be an example of this in destination positioning, or perhaps the Western Wall in Jerusalem.

2.7.3 Design of tourist products.

Schiffman and Kanuk (2009) stated that, the product or services are features, designs, brands, and packaging offered, along with post-purchase benefits such as warranties and return policies. Since tourism products are mainly intangible and the potential traveller has no or only limited knowledge about them, image is believed to represent the destination and subsequently has the power to influence destination choice (Sonnleitner, 2011).

Clow et al. (2006) explained that there is an imbalance in communicating the services associated with visiting a destination since services are intangible. This therefore urges the producers to have some aspect of physical asset that can portray quality. Travelling leaves memories for a life time and it's thus complicated to be promoted because of its intangibility. Decision making related to services are challenging to marketing as a whole. Pre-purchase choices about services (travelling in this case) are more risky since it is not possible to touch or feel. Therefore tourist destination brand image is a major influencing factor in a traveller's destination choice (Bolan & Williams 2008).

If we recognize a tourist destination as a platform from which many different experiential products can be delivered, the tactics associated with managing physical and nonphysical product lines may be appropriately applied (Daniel, 2006). One of the key elements of the development of a marketing strategy for any type of product is the development of the product strategy (ibid). This may also be true for tourist destinations.

It is widely acknowledged that the choice of product line offerings or product mix and their subsequent management has widespread influence on the marketing performance of organizations (Dwyer & Tanner 1999; Cravens 1997). A common practice is the creation of groups of related products in product lines (Dwyer & Tanner 1999). This practice is common to producers of both physical and nonphysical products offered to consumers as well as business customers. Thus, one of the major determinants of a firm's long-term success is the care with which its management is able to build and maintain the firm's product mix in accordance with the overall marketing strategy and the needs, wants, and desires of its buyers. This may also be true for the development of tourist destinations, which capitalize on the local natural and cultural assets to create experiential products designed to appeal to important target-market travellers. One of the major responsibilities of business managers is the alignment of their product mix with the needs, wants, and desires of the portfolio of target customer segments (Daniel, 2006).

Tourism products should be designed to provide tourists with experiences of sightseeing and shopping in a romantic city, touring scenic spots and recalling the history (Wang, et.al, 2008). It is very important to add red tourism spots into existing mature itineraries, making red tourism spots indispensable parts of highlighting traveling routes. Designing routes in light of different themes is strongly recommended. Meanwhile, cooperation and coordination with neighboring regions and trying to link itineraries across regions will tremendously expand market. It is also advisable that travel agencies should reform the combinations of tourist products, pinpointing tourism sites and design different itineraries in terms of tourists of different age, to meet their diversified needs, such as organizing a special trip to visit various natural sites. Souvenirs should be designed with great care to infuse culture into local handicrafts and artworks to deeply develop commercial value

(ibid).

2.7.4 Components of the specific tourist product

According to Middleton and Clarke (2001) the tourist product means customer value, which is the perceived benefits provided to meet the customer's needs and wants, quality of service received, and the value for money (Middleton & Clarke, 2001). The tourist product is fundamentally a complex human experience (Gunn, 1988), which is an output of a production process, where the tourist utilises the facilities and services to generate the final output, experience (Smith, 1994). Value is added in each stage of the production process and the consumer is an integral part of the process (Smith 1994). The experience is a customer outcome, which, in the eyes of the customer, is associated with added value and quality. This outcome is created and interpreted during the customer process, which have been developed and organised by the service company.

(Edvardsson & Olsson, 1999).

The three levels of a tourist product are the core product, the formal (or tangible) product and the augmented product (Middleton & Clarke 2001; Kotler, Bowen & Makens 1999; Levitt 1981; and Grönroos 1990).

The core product, the idea, the key message, is the essential service or benefit designed to satisfy the identified needs of target customer segments.

The formal product means the specific offer for sale stating what a customer will receive for the money. This tangible product is a marketing interpretation that turns the core into a specific offer. It contains the facilitating products, the services and goods that must be present for the guest to use the core product as well as some extra supporting products. The brochure description of the formal product forms the basis for the sale. The terms product design or physical evidence are identified as one way to differentiate the formal product. (Middleton & Clarke 2001; Kotler et al., 1999)

The augmented product comprises all the forms of added value producers build into their formal product offers to make them more attractive. It comprises the difference between the contractual essentials of the formal product and the totality of all the benefits experienced in relation to the delivery of the product. The brand or the image of the product is always part of augmentation. (Middleton & Clarke, 2001) The augmented product may contain supporting products which are extra offered to add value to the core product and help to differentiate it from the competition. Kotler et.al. (1999) suggest that accessibility, atmosphere, customer interaction with the service organisation and customer participation are components of the augmented product.

2.7.5 The model of a generic tourism product.

The model of a generic tourism product presented by Smith (1994) poses a product concept that consists of the elements of the tourism product and the process by which those elements are assembled. The relative importance of each element varies, depending on the specific type of product, but all tourist products incorporate all five. The model explicitly acknowledges the role of human experience in the tourist product. The generic product may take a wide variety of real forms, but each form of same generic product will provide the same function, which in the case of tourism is the facilitation of travel and activity of individuals away from their usual environment (Smith 1994).

According to Smith (1994) the core of any tourism product is the physical plant, which refers to the place and the conditions of the physical environment, such as weather, water, infrastructure etc. The physical plant requires the input of the services to make it useful for tourists. By the services Smith refers to the performance of specific tasks required to meet the needs of tourists (e.g. front desk operations at a hotel, food and beverages provisions etc). The third component of the tourist product is hospitality, which is “the something extra”, the fulfilled expectation of the tourist. The fourth component is the tourist’s freedom of choice, which refers to the necessity that the traveller has some acceptable range of option in order for experience to be satisfactory. The fifth and the outermost element of the tourist product is the customer involvement, which refers to the fact that the customer participation is a relevant part of a service process. The basis for successful participation by consumers in producing tourist products is the combination of an acceptable physical plant, good service, hospitality and freedom of choice. Involvement is not only a physical participation, but a sense of engagement, of focusing on the activity.

The progression of elements from the core to the shell is correlated with declining direct management control, increasing consumer involvement, increasing intangibility and decreasing potential for empirical measurement. Smith’s model seems to accept the argument indicated by Middleton (1989) that the tourist product is based on some kind of an activity at a destination. The activities are tied to the physical plant, the place, as well as the services available. The importance of the services (e.g. nature based activities) and the place element (physical plant) for the customer vary depending on the primary and secondary needs of the customer. The primary needs (core needs) are those which act as a reason why the customer experiences a certain need, for instance, one might have a need to meet someone in another country for a business reason. This need can be satisfied by several means of travel opportunities.

When a customer has decided to travel for some primary need, the secondary needs (underlying needs) arise: how to travel, what criteria are used to evaluate the options, etc.(Edvardsson & Olsson 1999, Middleton & Clarke 2001) Core needs are those which give rise to the demand for travelling and the underlying needs are implicit in the demand of a particular way of travelling. Smith’s terminology and perspective is derived from a

production orientated approach, which emphasizes outputs and phases rather than consumer benefits and outcomes. Lumsdon (1997) offers an alternative view and argues that the benefits to the customer are delivered only if the service provider and the customer are central to the model. Instead of a tourist product he uses a term tourist offering. According to him in tourism the core benefits and service interaction dominate and therefore they constitute a tourism offering, which can be defined as a combination of services which deliver primarily intangible, sensual and psychological benefits but also include some tangible elements. He argues that the concepts of core product and augmented product presented by Kotler are one and the same in tourism, because of the underlying principle of inseparability, i.e. consumption and provision occurring at the same time and place. The core bundle of benefits accrues from the degree of satisfactory interaction (Lumsdon, 1997).

2.7.6 Promotion

According to Turkson (1997), promotion is that part of marketing mix which is basically concerned with informing and persuading consumers to buy products. Promotion, he continued involves all those activities which deal with creating awareness among existing and potential consumers of the existence of certain products and persuading them to buy (cited by Owusu, 2010). Promotion/communication is that part of marketing mix which is basically concerned with informing and persuading consumers to buy products. That is promotion involves all those activities which deal with creating awareness among existing and potential consumers of the existing and potential consumers of the existence of certain products and persuading them to buy (Owusu, 2011). Asante-Antwi (2011) agrees and states that the promotional mix is the combination of individual promotional tools selected by the marketer in order to promote a particular product to a particular target audience.

There are five major promotional tools. These are advertising, sales promotion, public relations, personal selling, and direct marketing (BPP Professional Education, 2005). In developing an effective and persuasive integrated marketing communication and promotion programs, marketers must do the following; identifying the target audience, determining the communication objectives, designing the message, message content, message structure, message format, choosing the media, selecting the message source, and collecting feedback (Pickton & Broderick, 2005). The Internet is already an essential tool for promoting tourism (Tugui et.al, 2009).

Destination choice decision is a function of information available from different sources

(Gartner, 1993). According to Murphy et al (2007) in recent studies, travellers that love risk and want adventure did not seek a lot of information. But those who feared risk not only gathered information but also considered particular vacations and lodging facilities. Information search depends on destination desires and the different stages involved in the

travelling itself. This would probably lead to variations at each stage of the journey that is the to and fro planning of the journey (Murphy et al, 2007).

Word of mouth (WOM) has also been a very important source of information which has a special influence on older people. This idea was deduced by Fall and Knutson (2001) who conducted studies on adults who were 55 years and above travelling for leisure in the state of Michigan, USA indicated that 2/3 of the sample used Word of mouth as their source of information. Word of mouth (WOM) was mostly gotten from family and friends and older people preferred to visual expressions of images, thus TV advertisement played more impact on their travel decision than radio adverts. The internet was rated second to word of mouth as a source of information. They still suggested that those who use the internet to gather information about destination visitation and the buying of its associated services were normally acquainted to the internet, educated and earned a higher level of income (Fall & Knutson 2001). Previous studies undoubtedly showed that various information collection about destination visitations are related to visitor's actions and choices, but word of mouth seemed to be the basic source of information for many visitors gotten especially from friends and family (Murphy et al, 2007).

There are factors too that linked climate as attracting visitors to a destination which

Hamilton et al. (2005) tries to analyze. Exploring studies conducted by Pike in 2002 on 142 questionnaires on perceptions of destinations images, they found out that there was a narrow link between destination decision making process and the weather condition of the place although he found an association with landscape. Hu and Ritchie (1993) also carried out similar studies and declared that natural features and the climate were of unique importance in displaying a destination and could pull people.

Therefore sun bathe and a nice weather were fitted in as attributes considered by visitors in choosing a destination to visit. There is increasing evidence which supports climates as having a neurological and psychological influence on vacation (Hamilton et al., 2005). All ideas do not only point to reasons why visitor would choose a destination but also why they could avoid a destination. Bansal and Eiselt (2004) suggest that choice decisions can be affected by health, security, time then also by expenses and distance. The risk involved in the journey itself resulting from limited ideas and distorts visitor's decisions makes them doubt the quality of service that would be available (Wong & Yeh, 2009).

Regarding the fact that some opportunities occur only at particular times, visitors can miss better travel opportunities if they do not buy in time but delay because of mixed feelings

about these services due to its intangibility or because they require a service that will meet their needs (Wong and Yeh 2009). When risk is concerned in decision making, decisions often turn to be slowly made or avoided. This retardation in decision making is referred to as hesitation, and that individual fear should be seen as a potential factor that can play on visitor's choice of destinations to visit (Wong & Yeh, 2009). Thus when visitors perceive risk, they can delay in their decisions (Dhebar, 1996).

We realize therefore that the decision to visit a particular destination by visitors is an aggregate of many factors. It touches several areas of any individual's life, his/her beliefs and to some extent his friends and family as we have seen in word of mouth source of information. There was also another interesting point referred to as "Word of Mouse". I found this quite interesting because it shows how globalization especially the use of the internet to portray the image of a place has had a strong effect on destination choices (Kristine de Valck. et al, 2009). The features chosen for display and adjective utilized to describe these destinations, or its related services really count. This has influenced many people to go to destinations which they never intended to visit, although some have been disappointed after the visit to the destination saying it is not what they saw on the internet. Upon using the internet visitors see only what has been published and build up an idea or create an image only from these pictures and the adjectives used to describe them. There "word of mouse" too has also had people testifying online or on destinations websites how their experience in that area was wonderful. (Kristine de Valck et al, 2009).

Visitor's consumption process can be divided into three parts; the pre, during and post visitation (Ryan 2002). These parts are very essential for any visitor's decision making process. The pre-visitation involves the image viewed by the visitors about the destination. A positive image accordingly would likely be promoting visitation, and a negative image would normally do otherwise. During the visitation there is of course service delivery which is an intangible process, it is therefore important to display some tangible assets to portray quality in the services. This is because pictures are essential in conveying the image of destination, thus would influence visitor's criteria, values, attributes and perception about a place (Smith & Mackay, 2001).

Post-visitation is linked with visitor's satisfaction. Visitors analyze their experiences after their visits to a destination; the aftermath is what is important. It is this effect that makes an impact on choosing a destination for a second time or recommending this destination as a positive word of mouth to either a friend or a family member (Fall & Knutson, 2001).

Promotion can be done with unique features of red tourism and the collaboration with other forms of tourism taken into consideration (Wang, 2008). Firstly, make meticulous preparation, actively attend various cooperation conventions of red tourism in the country to promote Red Tourism products and extend the popularity. Secondly, integratively, take

advantage of media, such as newspaper, television, and radio to enhance the promotion strength. Thirdly, promote via internet helping the tourist timely acquiring information about tourism sites. As regards the market of college students, the government and travel enterprises may set up a special column of red tourism on university websites and other popular websites. Fourthly, hold tourism festivals, e.g. Cultural Festival combine patriotism education and the cultivation of national civilized city together to spread the image of tourism. As regards college students, tourism bodies could cooperate with tourism education schools. For instance, by providing free internship base for students of tourism management school to let them promote tourism at the university.

On the other hand, travel enterprises may cooperate with university student bodies to organize activities to publicize red tourism products, e.g. sponsoring a photography competition, which is an effective and economical way to enhance the popularity of travel enterprises and scenic spots. As to secondary school students and pupils, tourism enterprises could make the best use of holidays such as Labor Day, Children's Day and National Day to organize free trips to red tourism spots pinpointing theme activities of patriotism education, remembering national humiliation and studying for the reinvigoration of the place etc. At the same time, patriotism education bases should enter schools to give lectures of and display pictures of the place's Modern History to

propagate patriotic spirit (ibid).

2.8 Conceptual framework

Following the literature review done above, there seems to be a convergence on the themes under study, i.e. tourism potential identification, developing the tourism place, and marketing the tourism place.

The first step in developing and marketing a place as tourist destination is for the place to have the tourism potential. The following criteria can be used in identifying tourism potential of a place; location of the destination or country, accommodation availability, special features, and attractions (Bized, 2010: and Sanctuaries.noaa, 2001).

The second step is developing the tourism place. This study adopts the ingredients of Wang, et.al (2008) in developing a tourism place. These ingredients are developing a master plan, collaborating with stakeholders, providing tourism product mix, strengthening regional cooperation, and improving services. It must be noted that the development of the tourism place can lead to further identification of tourism potentials.

The last stage is the marketing of the tourism place. Once the tourism place has being developed, the place has to be marketed to attract the needed customers. There are various strategies of marketing the tourism place. However, for the purpose of this thesis, it adopts the strategies of Wang, et.al (2008). This strategy has three main ingredients namely; Positioning (this can be done through the use of the classical segmentation, targeting, and positioning strategies (STP)); designing the tourism products (the tourism products must be looked at from the three product levels namely the core product, the formal product/actual product, and the augmented product); and promotion (there are various promotional tools that can be used here (advertising, personal selling, brochures, sales promotion, among others).

The marketing of the place can form part of the continuous development of the tourism place and can also lead to further identification of tourism opportunities and potentials that can be developed and marketed.

(Source: Author's own conceptualization, February 2012).



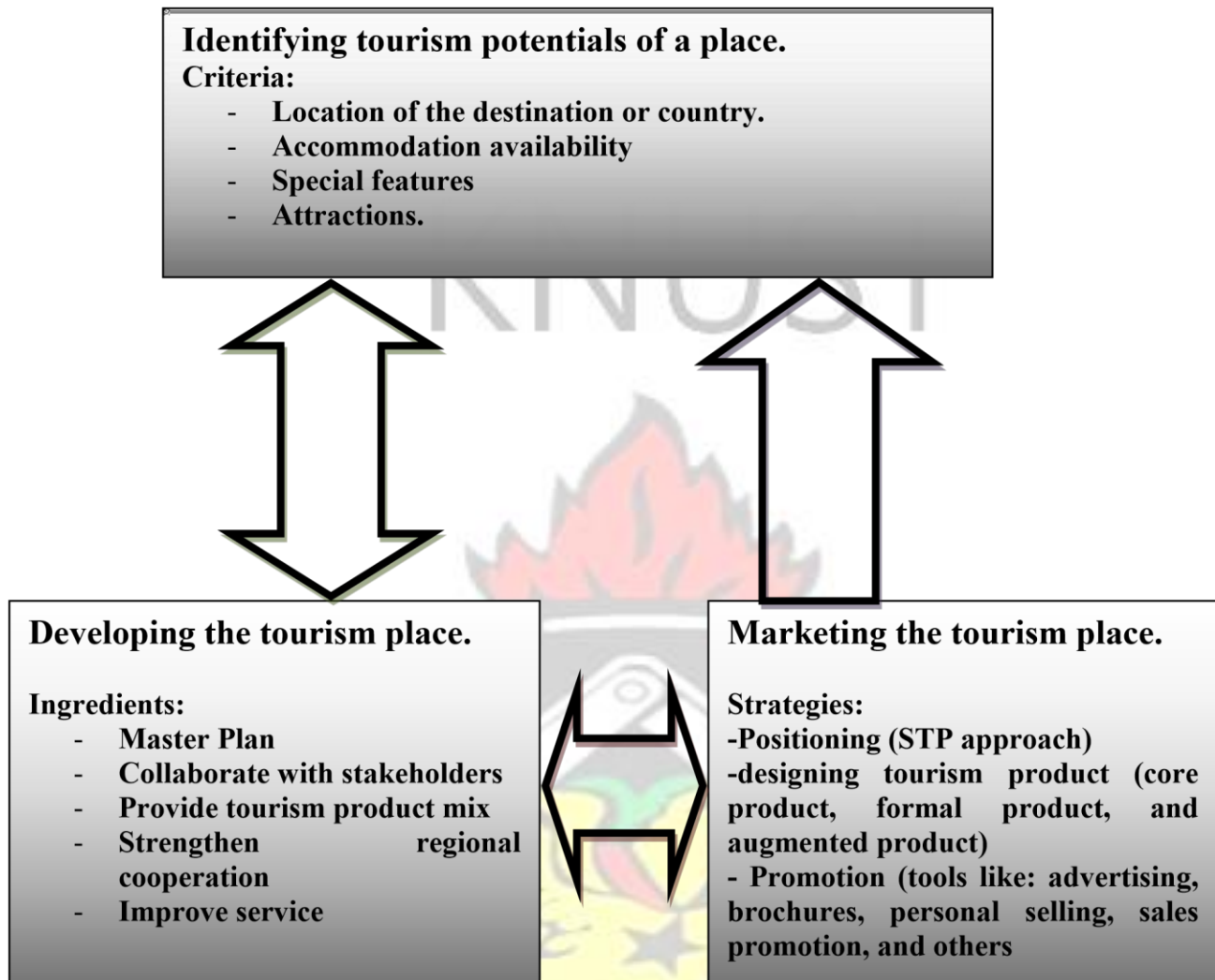


Figure 2.1. Conceptual framework for tourism identification, developing, and marketing.

CHAPTER THREE

METHODOLOGY AND ORGANISATIONAL PROFILE.

3.1 Introduction

This chapter discusses the methodology used for this study. The chapter is divided into nine sections. The first section deals with introduction to the chapter. This is followed by the research paradigms. The subsequent stages of the methodology were outlined from purpose of the study to test of validity and reliability, with a brief profile of the selected cases.

3.2 Research Paradigms (Research Philosophies)

Research philosophy relates to the development of knowledge and the nature of that knowledge (Saunders, et.al 2007). There are various research philosophies such as: Epistemology - which concerns with what constitutes an acceptable knowledge in a field of study; ontology – concerns with nature of reality; and axiology – a branch of philosophy that studies judgement about value (ibid). For the purpose of this research, two main types of epistemology were outlined. These were positivism (which deals with quantitative research), and phenomenology (which deals with qualitative research).

Positivism is epistemology position that advocates working with an observable social reality. The emphasis is on a highly structured methodology to facilitate replication, and the end product can be law-like generalizations similar to those produced by the physical and natural scientists. Phenomenology on the other hand is an epistemology research philosophy that sees social phenomena as socially constructed, and is particularly concerned with generating meanings and gaining insights into those phenomena

(Saunders, et.al, 2007).

This study was both quantitative (positivism) and qualitative (phenomenology) study because, it adopt a scientific process as highlighted in the conceptual framework of the study. That is an area must first be identified as having tourism potentials, these are then developed to bring the place to an acceptable level that makes it attractive, and then marketing it. However, the way these stages are pursued is more of an art than science. On the other hand the research adopts questionnaire which is a quantitative research tool, and interview and personal observation which is more of a qualitative research tool.

3.3 Purpose of the Study.

There, are three main research purposes. These are exploratory, descriptive, and explanatory studies (Saunders, et.al 2007). An exploratory study is a valuable means of finding out ‘what is happening, to seek new insights; to ask questions and to assess phenomena in a new light’ (Robson, 2002: 59). It is particularly useful if you wish to clarify your understanding of a problem, such as if you are unsure of the precise nature of the problem (Saunders, et.al 2007). There are three principal ways of conducting exploratory research: a search of the literature; interviewing ‘experts’ in the subject; and conducting focus group interviews (ibid). Its great advantage is that it is flexible and adaptable to change (Adams & Schvaneveldt, 1991). However, this does not mean absence of direction to the enquiry. What it does mean is that the focus is initially broad and becomes progressively narrower as the research progress. Descriptive research on the other hand portrays an accurate profile of persons, events or situations (Robson, 2002). This may be an extension of, or a forerunner to a piece of exploratory or explanatory research. Explanatory studies seek to establish causal relationships between variables.

This study was an exploratory research as it sought to find out how managers of selected tourism destinations were using marketing strategies to develop and market their places.

It was also a descriptive research as it sought to profile the tourism potentials of EjisuJuaben Municipality.

3.4. Sampling Procedures

The sampling procedure of the study concerned with identifying the population and sample size, and sampling techniques.

3.4.1. The Population and Sample Size.

The populations of the selected cases were as follows:

- Bonwire Kente Village (150 workers, including weavers and sellers of kente)
- Anita Hotel. (20 workers)
- Bobiri butterfly sanctuary. (10 workers)
- Adako Jachie shrine. (2 workers).

However, the Municipal Cultural and Tourism Officer, the Municipal Coordinating Director, and the Municipal Planning Officer were also selected to answer the interview questions relating to the first research question. Therefore the total population was 185.

This research did not include the visitors or tourist since the researcher was more interested in how managers of the selected cases are developing and marketing their places but not the impact of these strategies on the tourists.

A sample size of 133 (out of the total population of 185) was chosen to participate in the survey (questionnaire). This is supported by Saunders. et al. (2007), who stated that for a population of 200 a sample size of 132 is to be used at 5% margin of error. The quota for the selected cases was arrived at using the stated below formula:

$$\text{Quota (Q)} = \frac{\text{Population size of a selected case}}{\text{Total population of all the selected cases}} * 130$$

Total population of all the selected cases

The results were as stated below:

- a. Bonwire (107)
- b. Anita Hotel (14)
- c. Bobiri Butterfly Sanctuary (7)
- d. Adako Jachie shrine (2)

Respondents from the selected tourist sites answered questions relating to the second and third research questions.

Also the Municipal Cultural Officer was selected to answer the interview because he has an oversight responsibility over tourism in the Municipality and as such is more likely to provide relevant answers relating to the first research question. The Municipal

Coordinating Director was also selected because he is the head of administration and the Chief Spending Officer for the Municipality. In likewise manner, the Municipal Planning

Officer was also selected because he is in charge of development planning of the Municipality. Since tourism is a development and spending issues, the researcher thought it appropriate to collect data from people whose job is to develop and spend on tourism.

3.4.2. Sampling techniques.

Quota sampling technique was used. Quota sampling is based on the premise that your sample representing the population as the variability in the sample for various quota variables is the same as that in the population (Saunders. et al. 2007).

3.5. Data collection method

The research instruments used were questionnaire (see appendix A) and interview. The same set of questions was administered to respondents from the four tourist sites. This is because, all the sites are tourist destinations and the questions were equally applicable to them. For some the respondents, the questionnaires were left for them to be collected on an agreed date. Some of the marketing terminologies needed to be explained to some the respondents. The interview was of a semi-structured nature, which allowed the respondents to speak freely about the subjects handled. During the interview, the responses were openly recorded and was played later to the respondents to authenticate all the answers given and to ensure that nothing was missed. The researcher prepared for the interview by developing an interview guide (see appendix B) with questions based entirely on the theoretical frame of reference (literature review) presented in chapter two of this thesis.

3.6. Data analysis techniques

Data was analysed using both quantitative and qualitative (for the interview) methods. In the quantitative methods, simple percentages and sometimes averages were used. Results of the survey were presented using a mixture of tables, pie charts, and bar graphs. All figures were rounded to whole numbers. This implied that, where the total percentage exceeds 100% because of the round-off, an adjustment was made to one of the figures to make the total 100%. In the qualitative analysis content analysis was used. Here the empirical data collected was compared with theoretical frame of reference to find out if the empirical data validated or invalidated the underlined theories. Responses from respondents of Anita Hotel, Bonwire Kente Village, Bobiri butterfly sanctuary, and Adako-Jachie Shrine were analysed as one unit (together). This is because, they all answered the same set of questions, and analyzing them together would not defeat the objectives of this research work.

3.7. Test of validity and reliability.

Quality data issues that can be identified in relation to the use of semi-structured interviews and questionnaire include; reliability and validity (Saunders. et al 2007). Reliability refers to whether alternative researchers would reveal similar information. Validity refers to the extent to which the researcher gains access to their participants' knowledge and experience, and is able to infer a meaning that the participant intended from the language that was used by this person (ibid). In order to ensure reliability and validity of the questionnaire data, the questionnaire was pilot tested to 10 workers of the assembly. This enables the researcher correct any ambiguous terms. In terms of the interview, respondents were sent the empirical data that have been compiled based on their interview answers, in order to make sure that the analysis was not based on misrepresentations, and for them to supplement the data with any missing information. A sample of the interview guide and

the questionnaire was also giving to the supervisor of this research who went through to ensure its appropriateness. When needed during the interview, respondents were provided with examples, and theories behind the questions were explained. The interviews were held in English, with Twi (the native language) intermittently used. Notes were taken during the interviews making sure the researcher missed nothing nor misrepresented anything.

3.8 Ethical Considerations.

One very important consideration a researcher must not overlook is the issue of ethics in research (Saunders, et.al, 2007). The researcher in accordance with this took steps to make sure that no respondent or any participant in this research work was harmed in any way. First of all, the researcher avoided contacting respondents on the blind side of service providers. The researcher made sure that permission was sought and the aims and objectives of the study made known to the service providers and the respondents. They were also assured of the fact that the study is for the purpose of academics and not for any dubious means. The researcher also made sure that personal information was kept

confidential.

3.9 Brief description of the selected sites.

3.9.1 Bobiri Butterfly Sanctuary

The sanctuary is located 3.5km from Kubease which is 30km from Kumasi and about 25km from Konongo. The forest covers 54.5 sq km of virgin semi-deciduous tropical rain forest. Five nature trails weave through lush foliage and canopied tree ceilings where insect life abounds. Set in the midst of tall and ancient native trees is the 8-room guest house, a charming wooden house and a visitor centre surrounded by beautifully landscaped grounds, including a forest arboretum and flower gardens designed to attract the abundant butterfly population of about 500 species.

3.9.2 Bonwire Kente Village

Twenty kilometres northeast of Kumasi is Bonwire, the home of Kente, where the colourful, world-famous Kente cloth is woven on traditional Ashanti looms. When you arrive at the village the first thing you will hear are the musical sounds of the looms, complemented by the lusty singing of the craftsmen. Thread spinners, hundreds of colourful shuttles and sturdy looms clutter the homes and spill out onto verandas and open spaces of the village.

3.9.3 Adako-Jachie Shrine.

The Adako-Jachie shrine also known as Kwasi Kuma Shrine is one of the Asante traditional buildings located about 16 km off the Kumasi-Ejisu road. The building served as a shrine house for one of the powerful deities who protected the Kingdom. And like all buildings of value, the structure was as a result of the Asantes' desire to achieve harmony on earth with their creator, the Supreme Being, through the mediation of the lesser deities. The house consists of four separate rectangular single-room buildings set around an open courtyard; the inner corners of adjacent buildings are linked by means of splayed screen walls, whose sides and angles could be adapted to allow for any inaccuracy in the initial layout. Typically, three of the buildings are completely open to the courtyard, while the fourth is partially enclosed, either by a door and windows, or by open-work screens flanking an opening. The most striking feature of the buildings is their elaborate mural decorations. The upper walls are covered with interlacing geometrical designs, while the lower parts are boldly modeled bas-relief with a large variety of designs in red clay polished to a dull shine. The designs are frequently abstract. Images of reptiles and other creatures like crocodiles, fish and birds also abound, amidst a profusion of plants.

3.9.4 Anita Hotel.

Anita hotel is strategically positioned at the entrance of Ejisu township and gracefully greets thousands of travellers who troop Accra- Kumasi road on daily basis. The hotel does boast of over 200 stylishly furnished bedrooms and lounges to cater for business and leisure travellers alike. Anita hotel offers uncompromising quality and impeccable service with superb meeting and function suites making it renowned for the comfort it provides. With an excellent collection of facilities available, users stand to leave lasting impressions on their minds as they are assured of very refreshing moments.

CHAPTER FOUR.

DATA PRESENTTATION, ANALYSIS, AND DISCUSSIONS.

4.1. Introduction.

In this part of the report, empirical data collected are presented, analysed and discussed. The section was divided into four main parts. The first part deals with presentation, analysis and discussion of data relating to Respondents personal data. The second part deals with the presentation and analysis and discussion of data relating to the first research objective. The third part also deals with presentation, analysis and discussion of data relating to the second research objectives. The final part then deals with the presentation, analysis and discussion of data relating to the third research objective.

4.2. Personal Data of Respondents.

In this part respondents to the questionnaire were asked to provide their personal data.

The results are presented in below:

Table 4.1. Results of Respondents' Personal Data.

Response		Frequency	Percentage (%)	Cumulative percentage (%)
Gender	Male	97	73	73
	Female	36	27	100
Total		133	100	
Experience	≤2 years	10	7	7
	3-6 years	29	22	29
	7-10 years	40	30	59
	>10 years	54	41	100

Total		133	100	
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(Source: Authors fieldwork 2011).

From the table 4.1., 97 respondents (73%) are males, with 36 respondents representing 27% are females. There are more Male workers with respect to the selected sites than Females. This may indicate that the tourism industry in the Municipality may be skewed towards the male gender.

The table also shows that 54 respondents (41%) have worked at their various workplaces for more than 10 years. Forty (40) respondents representing 30% have worked at their various places for 7 to 10 years; while 29 respondents (22%) have worked at their various places for 3 to 6 years. Only 10 respondents representing 7% have worked at their various places for not more than 2 years. An analysis of the individual questionnaires indicate that 98 out of the 107 respondents from Bonwire kente Village have worked either as weavers, or Marketers of kente related products for at least 7 years, while 27 respondents from Bonwire, Anita Hotel and Bobiri (9, 12 and 6 respectively) have worked at their sites for at least 3 years. The Municipal officers interviewed had also worked at the assembly for at least 3 years. All the respondents from Adako Jachie shrine have worked at the site for not more than two years. This is because the caretakers just took over from their old grandmother.

The significance here is that, most of the respondents representing 93% have worked at the various sites for more than two years and thus can be said to be abreast with the situation on the ground with respect to their various sites.

4.3. The tourism potentials of Ejisu-Juaben Municipality.

The interviews with the Ejisu-Juaben Municipal Cultural and Tourism Officer, the

Municipal Planning Officer, and the Municipal Coordinating Director helped in answering the question what constitute the tourism potentials of Ejisu Juaben Municipality? The interview was in two parts. The first part dealt with issues relating to the nature of tourism in Ejisu Juaben while the second part dealt with issues relating to identifying the tourism potentials of Ejisu Juaben Municipality. The responses are presented below:

4.3.1. Nature of Tourism at Ejisu-Juaben Municipality.

According to the respondents some of the tourist sites in Ejisu Juaben Municipality include the Bobiri butterfly sanctuary (which contains over; 500 species of butterflies,

300 species of birds, and 150 species of trees), Asante Traditional Architecture at Besease (also known as Yaa Asantewaa Shrine or Taa Yaw shrine - the shrine is house in an ancient Ashanti building which depicts the materials, technology, and the designs of

Ashanti houses), Adako Jachie Shrine (which is similar to the Yaa Asantewaa Shrine), Yaa Asantewaa Museum (which is now burnt), Bonwire Kente weaving, Traditional authorities palaces, Hotels and Lodges, inland valley rice projects at Ejisu Donnuaso and Nobewam (the only inland valley rice projects at Ashanti region), the historical river

Bafoe, among others. They added that there is demand for tourism in the Municipality. The respondents mentioned their target groups as foreign tourists, students, businessmen, and other domestic tourists. They continued that road transport (either by car or by foot) is the only mode of transport to tourism areas in the Municipality. However, the respondents added that the Municipality is about 25 kilometers from Kumasi airport. The respondents indicated that apart from Hotels, lodges, and most of the arterial roads, the tourism related infrastructure in the Municipality is nothing to write home about. They mentioned some of these tourism related facilities and infrastructure as Anita Hotel, Noda Hotel, Washington View hotel, and the various tarred road networks. According to the

Cultural and Tourism Officer, information with regard to some of the tourism sites in the Municipality can be accessed from Ejisu Juaben Municipal assembly Office, Ghana tourism Board office in Kumasi, and Forestry research Institute of Ghana (FORIG in case of Bobiri butterfly sanctuary). The respondents believe that the communities where tourism sites are situated are not really well prepared for the potential influx of tourists to their communities. They said that, they are not aware of any tourism policy document for the Municipality.

According to UN (2003), the tourism system can be described in terms of supply and demand. Tourism planning should strive for a balance between demands (market) and supply (development). A careful analysis of the assertions of the respondents shows that there is a potential demand for tourism products with respect to Ejisu Juaben, and equally there is a potential supply side. However, even though the target groups/market is well defined, it is obvious that the market characteristics and trends of the target groups are not well understood. Also there seems to be no planning process to meet these market needs as stated by UN (2003). Also it is clear that, the context of supply and demand side with respect to tourism in the Municipality in terms of the external and internal environments of the visitor demand, and destination supply components is not well monitored and managed. A careful analysis of the supply component of the tourism situation in the Municipality shows the following:

Firstly, various modes of transportation and other tourism-related infrastructure: The only mode of transport is by road. Apart from the tarred arterial roads and accommodation facilities, most of the link roads and other tourism facilities are not well developed.

Secondly, Tourist information: The Municipality does not have a well developed database with respect to tourist sites. Most of the tourism sites in the municipality has website. Access to information is thus difficult except from the Ghana tourism Board office in Kumasi, and the Municipality's administration office.

Thirdly, Marketing and promotion provided: Not much marketing and promotion has been provided by the municipality to promote tourism.

Also, The community or communities within the visitor destination area: According to the respondents the communities within the visitors' destinations are not well prepared for the potential influx of tourists. This indicates that, development with respect to both infrastructure, and human resources have not been heightened. This means that the communities may not be in position to cash in the influx of tourists that may visit their communities to improve on their living standard. Besides the lack of tourism related infrastructures, facilities in these communities show that the municipality is not serious on developing tourism to improve on their financial standings.

Lastly, the political and institutional frameworks for enabling tourism: The Municipality does not have tourism policy framework. In addition there is no well equipped office charged with the sole responsibility of promoting tourism and tourism related products in the Municipality. These clearly indicate that the municipality has not put in place the political and institutional framework needed to promote tourism.

Apart from the hotels, lodges, and road networks that have seen capital injection, the supply and demand side of tourism in the municipality cannot be clearly said to be seen to be linked by flows of resources such as capital, labour, goods and tourist expenditures into the destination, and flows of marketing, promotion, tourist artifacts and experiences from the destination back into the tourist generating regions. Also an analysis of the respondents assertions indicate that the external and internal environments of the destinations are not critically scanned on a regular basis and necessary changes are not frequently made to ensure a healthy and viable tourism industry.

4.3.2. Identifying Tourism Potentials.

The respondents mentioned that the potential tourists' sites in the municipality are accessible. They added that, even though some of the road networks to these actual tourists' sites are in bad state, they can still be accessed. They also mentioned that, the climate and the topography of tourism areas in the Municipality is that of the tropical rain forest. He said that, there are about 20 hotels and lodges in the Municipality but cannot estimate the capacity of these hotels and lodges in the Municipality. According to the respondents, some special features of the Municipality include: the celebration of Kente festival by the people of Bonwire (even though it is not celebrated frequently. The last celebration was in December 2010); it is also the home of the world acclaimed famous Ashanti Queen warrior Yaa Asantewaa (Queen of Ejisu). The most dominant activity is farming. There are also trade activities and market days. For instance Ejisu has two market days - Thursdays, and Sundays. Juaben has Friday as its market day.

According to Bized (2006), Tourism development can be the target of a specific country or destination within that country. However, a careful look at the respondents' assertions indicates that, tourism development is not a target of Ejisu Juaben Municipality. This clearly shows that the Municipality may be losing in terms of revenue from tourism development. Based on the work of Bized (2006), and sanctuaries.noaa (2001), the tourism potential of the Municipality can be summed up as follows.

Firstly, Location of the destination or country. The climate of tourist destinations in the Municipality is that of tropical rain forest with plain topography.

Secondly, Accommodation availability. There is sufficient supply of hotels, and lodges in the Municipality even though there is no official data on the total capacity of hotels and lodges in the Municipality. Most of these hotels and lodges have facilities such as telephones, swimming pools, well trained staffs, among others. There is value for money.

Thirdly, Special features. The municipality does not have so much special activities that are attractive to tourists. The place is a farming area, with trading activities marginally present. The Municipality cannot boast of yearly festival celebration except the Bonwire kente Festival (which is not yearly).

Finally, Attractions. The Municipality has natural attraction sites such as Bobiri butterfly sanctuary; built attractions such as Ashanti Traditional Buildings at Besease, and Adako

Jachie, and the Juabenhene and Ejisuhene Palaces; and cultural attractions such as Kente weaving at Bonwire.

4.4. Developing the tourism potentials of Ejisu Juaben Municipality.

Questions 2 to 7 on the questionnaire helped the researcher in answering the question: How can the tourism potentials be developed and marketed to attract tourists to EjisuJuaben Municipality? The results are presented below:

4.4.1 Master plan of selected tourist sites in the Municipality.

In this part, respondents were asked if their organisation have a master plan. The results are presented below:

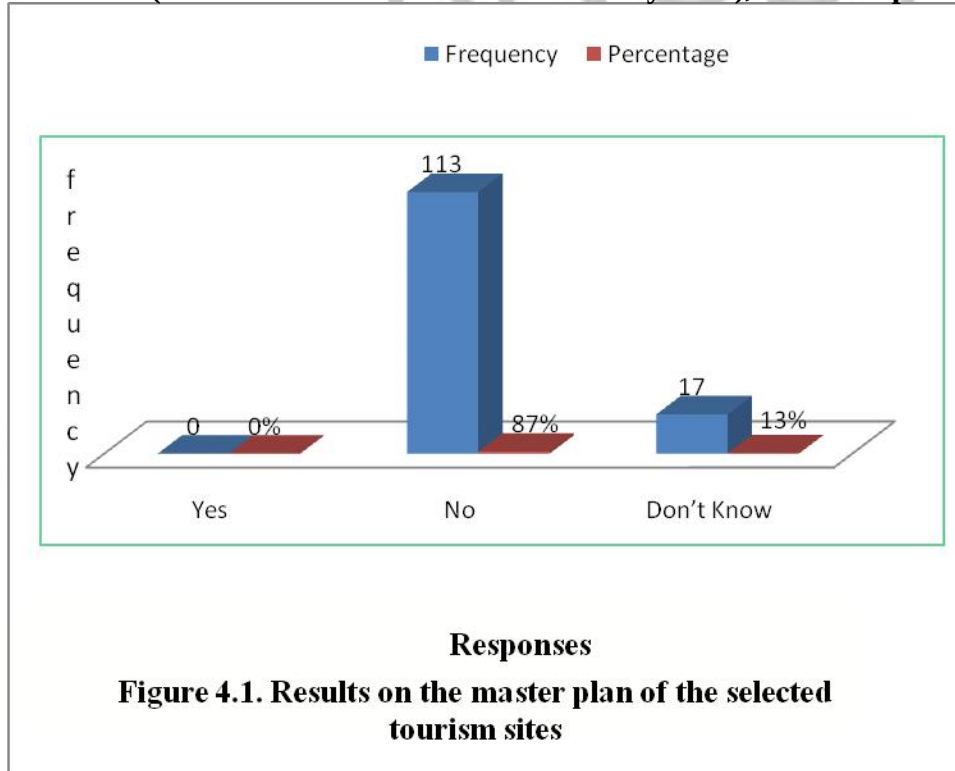
Table 4.2. Results on the master plan of selected tourism sites.

Q2: Does your organisation have a master plan for developing your tourist sites?

Sites	Responses					
	Yes		No		Don't Know	
	Freq	%	Freq	%	Freq	%
Bonwire Kente	0	nil	95	73%	12	9%

Anita Hotel	0	nil	11	8%	3	2%
Bobiri Butterfly	0	%	5	4%	2	2%
Adako Jachie	0	nil	2	2%	0	Nil
Total	0	0%	113	87%	17	13%

(Source: Authors fieldwork February 2011), No. of respondents - 130



From table 4.2 and figure 4.1, none of the respondents indicated that their organisation has a master plan. Out of this number, 11 were from Anita Hotel and five from the Bobiri Butterfly sanctuary. Anita Hotel is a privately owned hotel, and the Bobiri is under the forestry research institute of Ghana (FoRIG). Therefore both have a well structured

Management team, and as such are more likely to have master plans. Visiting the two sites, Anita hotel evidently can be said to be following a well laid down plan even though it may not have a documented master plan, but the same cannot be said of Bobiri.

On the other hand, 97 of the respondents representing 75% mentioned that their organisations or sites do not have any strategic master plan. Out of this number 95 and 2 respondents were from Bonwire kente site, and Adako Jachie site respectively. The

implication for this is that by not having and following a strategic plan, the various organisations would not be proactive when taking advantage of opportunities presented by the social, political, economic, and technological environments as well as countering a threats presented by the same environment. The result is the underdevelopment and ruins of these sites except Anita Hotel leading to loss of revenue by the local communities, the municipal authority, and government alike. Thus perpetuating unemployment of resources and furthering poverty.

4.4.2 Collaboration with stakeholders to develop tourists sites

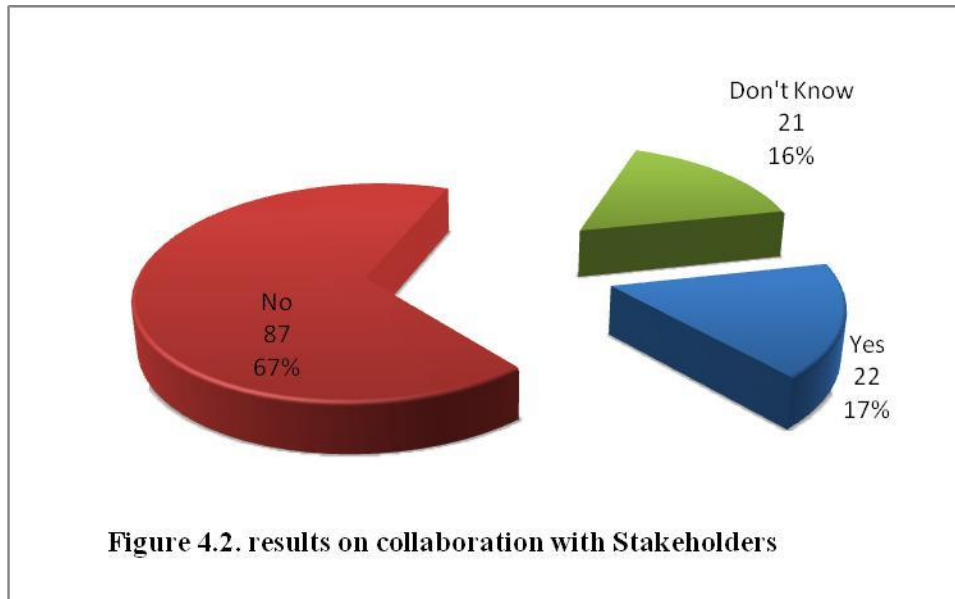
In this part respondents were asked if their organisations collaborate with identifiable stakeholders in ensuring the development of tourist sites.

Table 4.3. Results on collaborations with stakeholders.

Q3: Does your organisation collaborate with other stakeholders in developing your tourist sites?

Sites	Responses					
	Yes		No		Don't Know	
	Freq	%	Freq	%	Freq	%
Bonwire Kente	7	5%	85	65%	15	11%
Anita Hotel	10	8%	nil	nil	4	3%
Bobiri Butterfly	5	4%	0	nil	2	2%
Adako Jachie	0	nil	2	2%	0	Nil
Total	22	17%	87	67%	21	16%

(Source: Authors fieldwork February 2011), No. of respondents - 130



(Source: Authors fieldwork February 2011)

According to table 4.3, 7 (5%) respondents from Bonwire kente tourism indicates that their site collaborate with other stakeholders. 85 (65% of total respondents) from Bonwire said they do not collaborate with other stakeholders. Ten and five respondents from Anita and Bobiri respectively validated the statement that their organisations collaborate with other stakeholders. All the two respondents from Adako Jachie said that their museum does not collaborate with other stakeholders. The remaining 21 respondents mainly from Bonwire, Anita, and Bobiri stayed neutral of this assertion. As figure 4.2 clearly indicates, 87 respondents representing 67% mentioned that their various organisations do not collaborate with other stakeholders, with only 21 respondents indicating that their various organisations collaborate with other organisations. The above indicates that by not collaborating with others especially stakeholders, involved sites would lose the benefits that are associated with collaborations such as publicity. It is no wonder that some of these sites especially Bobiri, and Adako Jachie Museum are in ruins whiles Bonwire kente Tourism is a pale shadow of itself.

When asked to mention some of these organisations or stakeholders that their sites collaborate with, the “yes” respondents from Bonwire mentioned Garden City University College in Kumasi, Export promotion council, Ministry of trade, and Ghana Tourism board. On the part of those from Anita, Ghana tourism Board, Ministry of tourism, and Ejisu Juaben Municipal assembly were named. On the part of Bobiri Butterfly sanctuary, Ghana tourism Board was named.

4.4.3 Tourism products of the selected sites.

When respondents were asked to mention some of the tourism products that their organisations have developed, respondents from Bonwire mentioned: kente cloth; kente designed ties; kente designed sandals; kente design bangles; kente designed beads necklace; and kente museum. They mentioned that, currently the museum is not in full use, and it is serving as venue for some weavers. They added the town can boast of a lodge where visitors to the area can lodge. On the part of respondents from Anita hotel they mentioned some of their products as accommodation, restaurant, conference, boutique facility for shopping, guide on places of interest/tourism attraction sites in Kumasi, and car washing services. Respondents from Bobiri mentioned, ecotourism, and chalet facility for visitors who want to stay overnight. However, the place look a little bit abandoned. They could not mention any other tourism product that could attract people to their destination. Respondents from Adako Jachie Shrine indicated that they have not developed any tourism related product that will attract visitors to their destination.

However, Wang et al (2008) asserted that tourist destinations must develop “red”, “green”, and “blue” products. Red product refers to the actual tourism product or tourism site to promote. A green and blue product refers to existing tourism products on the market, and new products. Analysing the products of the selected sites in relation to Wang et al (2008) assertion, Bonwire kente can be said to have developed red product. The red products are the kente related products that they have developed. However, they have not developed any additional product in the form of existing tourism product or new product to add value to their existing red product. On the Part of Anita Hotel, they seem to have developed red product in the form of their accommodation services, conference services, and restaurant services. They have also developed green services in the form of car washing services, and boutique facility for shopping. They do not seem to have developed a blue product (new tourism product that is not in the market). Bobiri butterfly sanctuary seems to have red product but it is not well developed. They do not have green or blue services. Adako Jachie has not developed it red product, or green and blue

products.

4.4.4 Collaboration with other regions to promote their tourist sites.

Respondents were asked to indicate if their municipality collaborates with other regions or Municipalities with the aim of promoting their sites. The results are presented below:

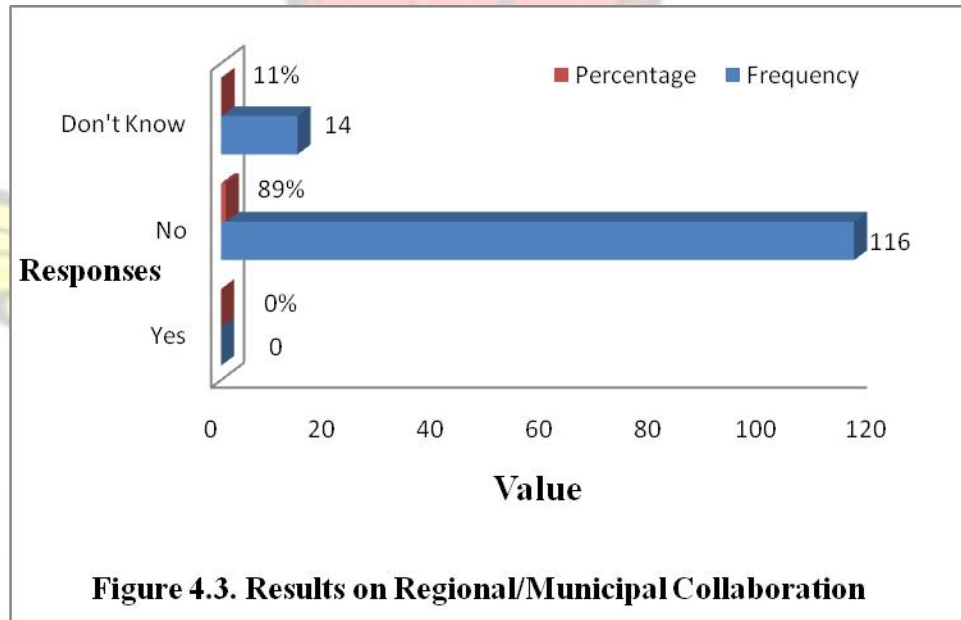
Table 4.4. Results on Regional/Municipalities collaboration

Q6: Does your Municipal authority collaborate with other

regions/municipalities with the aim of promoting your tourist sites?

Responses	Frequency	Percentage (%)	Cumulative Percentage (%)
Yes	Nil	Nil	Nil
No	116	89%	89%
Don't Know	14	11%	100%
Totals	130	100%	100%

(Source: Authors fieldwork 2011).



(Source: Authors fieldwork 2011).

From table 4.4, and figure 4.3, 116 respondents representing 89% stated that, their Municipality does not collaborate with other regions or municipalities with the aim of promoting their site. 14 respondents indicated that, they do not know if their Municipality collaborates with other Municipalities or not. This indicates that the Municipality is not showing serious commitment to promoting tourism in the Municipality.

4.4.5 Improving on service delivery.

When Respondents were asked to indicate what their organisations have done to improve on service delivery, Respondents from Bonwire indicate some of these as improving on kente designs, telling visitors about the history and value of kente, and providing customized designs. Respondents from Bobiri indicated only the building of guest at the Bobiri butterfly sanctuary site, and Adako Jachie could not indicate any service improvement techniques that they have adopted. Respondents from Anita mentioned improving on customer services, consistency in the training of staff (cross training), practical in-service demonstration, embarking on promotional strategies, and beautification of the facility.

Clearly Anita hotel and Bonwire kente sites are adding value to their tourism products by improving on service delivery. Thus validating the assertion of Wang et al (2008), that tourist sites must continuously seek to improve on service delivery to bring value to tourists. By seeking to improve on service delivery, these two tourist sites are likely to see improvement in the patronage of their products.

4.5 Marketing Strategies of the selected sites.

Questions 8, 9, and 10 of the questionnaire helped the researcher in answering the question: What are the marketing strategies being used to attract tourist to the selected tourist destinations at Ejisu Juaben Municipality? The results are presented below:

4.5.1 Market Positioning of the selected sites.

In order to know whether the selected sites have positioned their destinations in the minds of their patrons, respondents were asked if their destinations are among the topmost tourist sites in the country. The results are presented below.

Table 4.5. Results on Market positioning of the selected destinations.

Q 8: is your site among the top tourism destinations in the country?

Sites	Responses					
	Yes		No		Don't Know	
	Freq	%	Freq	%	Freq	%
Bonwire Kente	107	82%	nil	nil	nil	nil

Anita Hotel	11	8%	2	1.5%	1	0.75%
Bobiri Butterfly	1	0.75%	4	3%	2	2%
Adako Jachie	0	nil	2	2%	0	Nil
Total	119	90.75%	8	6.5%	3	2.75%

(Source: Authors field work February 2011)

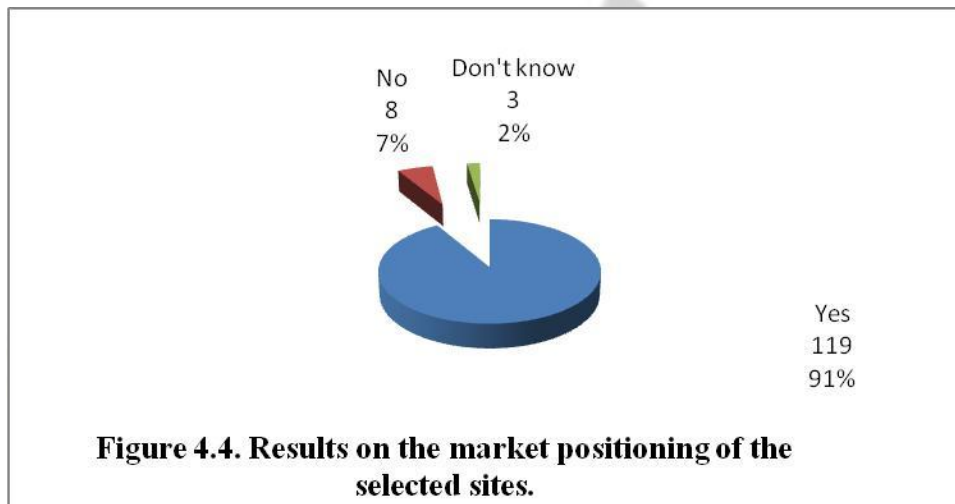


Figure 4.4. Results on the market positioning of the selected sites.

(Source: Authors field work February 2011)

From the above table and figure, all the 107 respondents from Bonwire indicated that, their site is one of the top destinations for tourism. Eleven (11) and 1 respondent from Anita hotel and Bobiri respectively indicated the same thing with respect to their own destinations. However, respondents from Adako Jachie conceded that their destination is not among the topmost visited destinations in Ghana. Four respondents from Bobiri indicated that Bobiri butterfly sanctuary is not among the topmost visited destinations in the country. Even though respondents from Bonwire believe their destination is among the topmost visited sites in the country, they could not provide any empirical data to back their assertion. Because of this, it is very difficult to rely on the validations given by respondents from Anita hotel, and Bonwire kente respectively. It is therefore clear that, Bobiri, and Adako Jachie have not positioned their site relative to competitors. Anita hotel can be said to have positioned itself among the hospitality destinations in the Municipality, the region, and by extension the country. However, it will be difficult to say that Bonwire has positioned itself in that same regard.

4.5.2 Tourism product that give valuable experience.

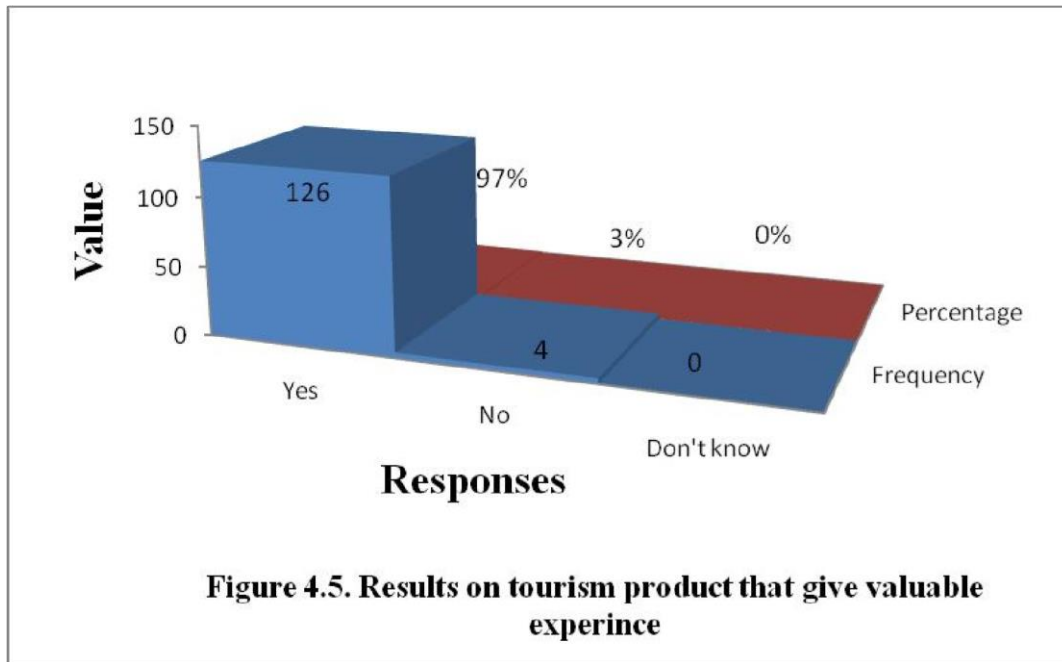
Here respondents were asked to indicate if they have designed their tourist products to give customers valuable experience. The results are as follows:

Table 4.6. Results on tourism product that give valuable experience.

Q9: Have your organisation designed its tourism products to give visitors valuable experience?

Sites	Responses					
	Yes		No		Don't Know	
	Freq	%	Freq	%	Freq	%
Bonwire Kente	107	82%	nil	nil	nil	Nil
Anita Hotel	14	11%	nil	nil	nil	Nil
Bobiri Butterfly	3	2%	4	3%	nil	Nil
Adako Jachie	2	2%	nil	nil	nil	Nil
Total	126	97%	4	3%	nil	Nil

(Source: Authors fieldwork February 2011), No. of respondents - 130



(Source: Authors fieldwork February 2011)

From table 4.6, and figure 4.5, all the respondents from Bonwire, Anita hotel, and Adako Jachie with 3 respondents from Bobiri butterfly sanctuary representing 97% indicated that, they have designed their product to give valuable experience to their patrons. If that is the case, then customers are expected to make repeated purchases. However, an observation of the destinations of the various sites indicates that, it is only Anita Hotel that is likely to give it patrons' valuable experience taking into consideration value for money. The serene environment coupled with their dedicated customer services is likely to make patrons make repeated experience. With regard to Bonwire, it is no doubt that their Products especially the kente cloth and mufti are likely to give customers value for money with respect to quality. But in terms of other tourism related products, the least said about it the better. There seems to be no coordinated and planned activities geared towards promoting kente tourism. Therefore it is very difficult to assert that customers to

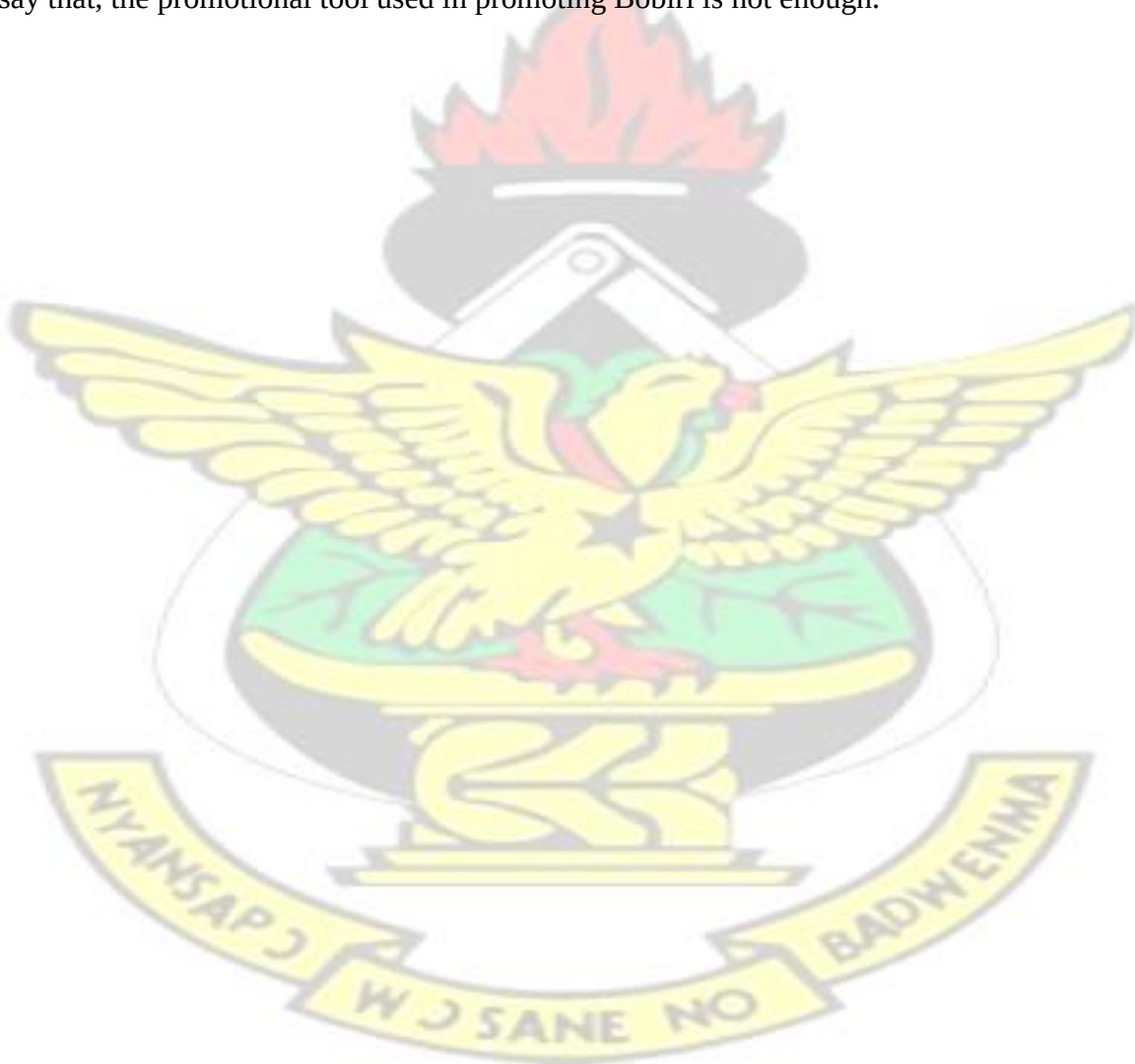
Bonwire tourist site are likely to receive valuable experience. The Adako Jachie museum and the Bobiri butterfly sanctuary seem abandoned. The road network to these sites is in bad shape. It is also difficult to validate the "yes" responses by the respondents of these sites.

4.5.3 Promotional activities adopted to promote the selected sites.

According to the respondents from Bonwire, they used to have brochures, and fliers. Also they promote their products during the kente festival. Currently, they are thinking of

opening a website. With respect to Anita Hotel, they use various promotional tools in marketing their destination such as: advertisement on both the electronic and print media; personal selling techniques; events organisation; Anita hotel website and others. With respect to Bobiri, they use fliers, but Adako Jackie does not use any promotional tools.

According to Wang et al (2008), tourism sites must promote their sites using various forms of promotional tools. A look at the promotional activities of the various sites indicates that it is only Anita hotel that is using various promotional tools to promote their place. Bonwire and Adako Jackie currently are not using various promotional tools to promote their destinations and thus are not likely to benefit from the gains in promotion. One can also say that, the promotional tool used in promoting Bobiri is not enough.



CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS.

5.1 Introduction.

Based on the study carried out, the following key findings are stated, conclusion is drawn, and recommendations made.

5.2 Summary of findings.

Below are some of the key findings:

Firstly, The Municipality has got a lot of tourism potentials ranging from natural tourism to architecture. However, most of the tourism sites have not been well developed.

Secondly, none of the selected sites have master plan.

Thirdly, Most of the respondents indicated their organisations do not collaborate with key stakeholders.

Also, Only Anita hotel seems to have a well developed tourism product mix.

In addition, The Municipal Authority does not collaborate with other Municipalities or regions with the aim of promoting the tourism in the Municipality. Moreover, Except Anita hotel, and somewhat Bonwire kente, not much has been done to improve on tourism service delivery.

Furthermore, Even though most of the respondents indicated that their tourism destinations are among the topmost visited destinations in the country, there is no statistics to back this assertion.

Also, Only Anita hotel seem to have developed its tourist product to give it patrons valuable experience. Bonwire can be said to give its patrons value for money in terms of the quality of it kente cloth and kente mufti.

Lastly but not the least, Apart from Anita hotel, that have adopted various promotional tools to promote their destination, the rest have not developed any serious promotional activities to promote their places.

5.3 Conclusions.

After analysing data gathered, it can be concluded that even though the municipality can boast of various tourism potentials, not much has been done to develop it. In addition it is clear from the analysis that, the selected sites do not have a well organised and planned strategy to develop and market their tourism destinations.

5.4 Recommendation.

Based on the key findings the following recommendations are made:

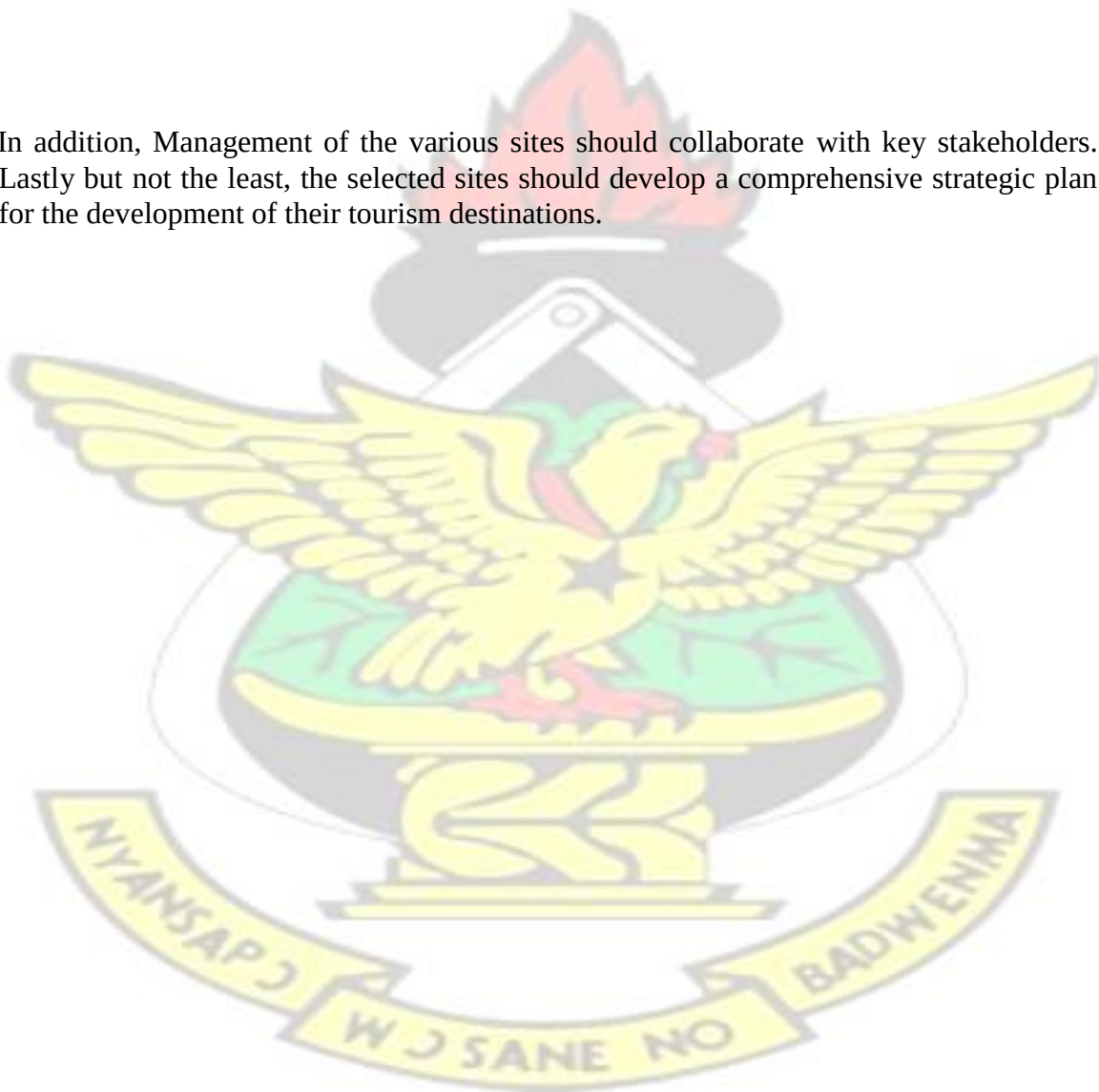
Firstly, The Municipality should adopt a comprehensive and well organised tourism development strategy that seeks to develop, grow, and promote the various tourism opportunities of the Municipality.

Secondly, People with requisite tourism management capabilities should be employed to manage Bonwire, Adako Jachie, and Bobiri tourist destinations.

Thirdly, Management of the selected sites should adopt integrated marketing communication techniques to promote their destinations.

Also, Management of the various destinations should design tourism product mix that give their customers value for money and experience and should seek to improve on service delivery.

In addition, Management of the various sites should collaborate with key stakeholders. Lastly but not the least, the selected sites should develop a comprehensive strategic plan for the development of their tourism destinations.



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APPENDICES

APPENDIX 1

INTERVIEW GUIDE FOR THE STUDY.

Position.....

No. of Years.....

A. Nature of Tourism.

1. Please indicate (potential) tourists' sites in your Municipality..... 2.
Is there a demand for tourism in your municipality?
3. Who are your target groups?
4. What are the various modes of transportation to tourism areas?
5. Does your municipality have tourism related infrastructure?
6. Mention some of them.
7. Where can tourists' access tourism information?

8. Are the communities where tourism is sited well prepared for the influx of tourism?
9. Does your municipality have tourism policy document?
10. Does your municipality have a dedicated, well equipped department responsible for tourism?

B. Identifying tourism potentials.

11. Are the potential sites accessible?
12. What are the climate, and topography of tourism areas like?
13. Are there a lot of hotels, inns, apartments to house tourists in your municipality?
14. What is the capacity of hotels in your municipality?
15. Mention some special features of your municipality? Eg festivals, activities, art, history etc.

APPENDIX 2

DRAFT QUESTIONNAIRE USED FOR THE STUDY.

No.

Place of work.....

1. Bio-data of Respondents.

Gender: Male () Female ()

Experience: < 2 (), 3-6 (), 7-10 (), >10 years ()

2. Does your organisation have a master plan for developing your tourist site? Yes (), NO (), Don't know ().

3. Does your organisation collaborate with other stakeholders in developing your tourist site?
Yes (), NO (), Don't Know ()

4. If Yes, mention these organisations

.....
.....
.....
.....

5. What tourism products have your organisation develop?

.....
.....
.....

6. Does your municipal authority collaborate with other regions with the aim of promoting your site?

Yes (), NO (), Don't Know ()

7. What have your organisation done to improve on service delivery

.....

.....

.....

.....

8. Is your site among the top tourism destinations in the country?

Yes (), No (), Don't Know ()

9. Have your organisation designed it tourism products to give visitors valuable experience?

Yes (), NO (), Don't know ()

10. What promotional activities have you adopted to promote your site?

.....,

.....

.....

.....

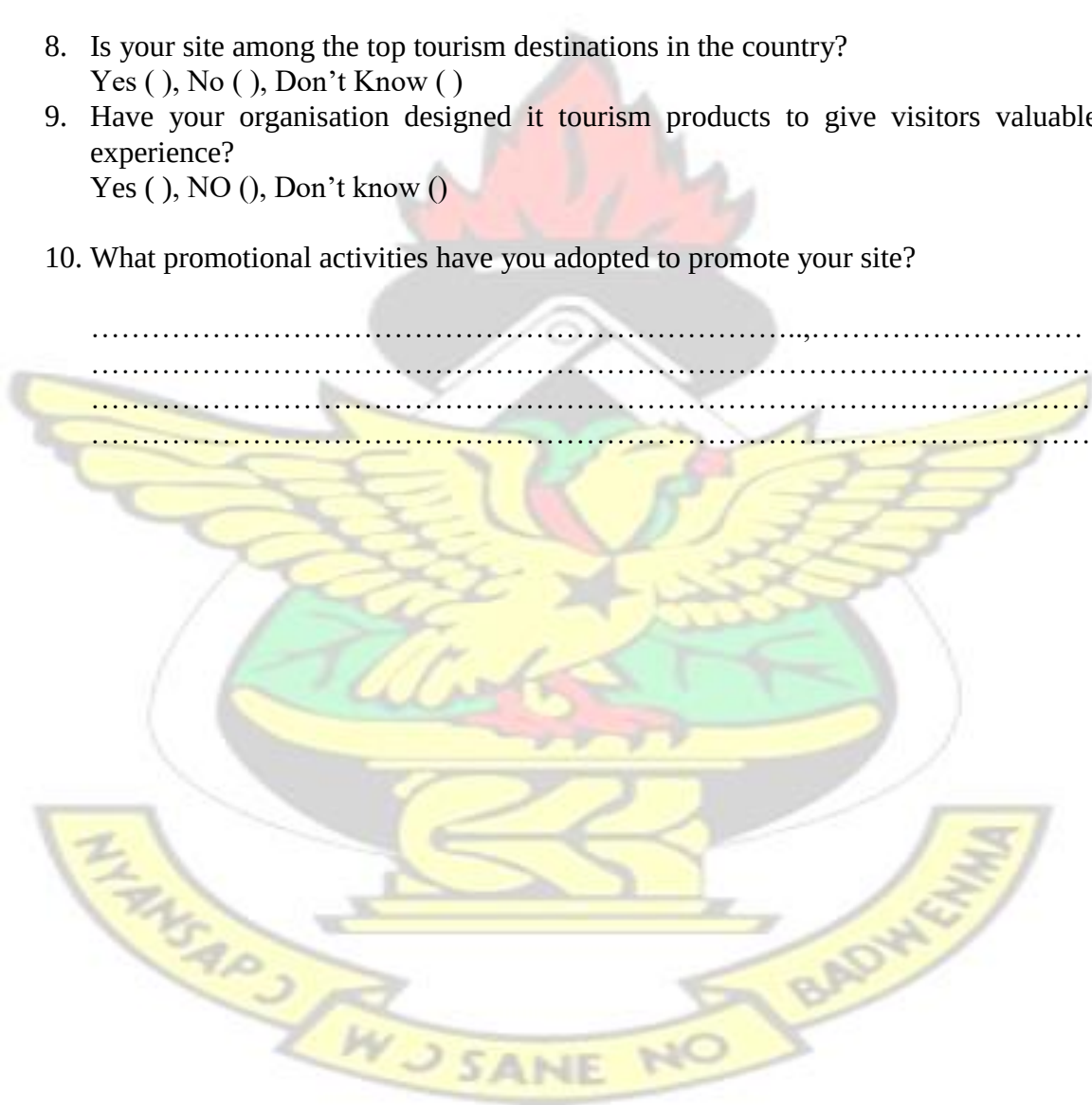




Plate 1: Kente Exhibit at Bonwire

Plate 2: Loom at Bonwire



Plate 3: Researcher and a weaver at Bonwire

Plate 4: Bonwire Kente weaving centre



Plate 5: Traditional Door at Adako-Jachie Plate 6: Abandoned drum at Adako-Jachie



Plate 7: Front View of Anita Hotel