

Evaluation of Official Tourism Websites of South East Asian Nations (ASEAN) using the Balanced Score-Card Approach

Himanshu*, Jeannie**

Abstract *The South-East Asian Nations (members of ASEAN) represents one of the fastest growing regional economies in terms of markets and has been one of the most favored tourist destination during last couple of decades in the Asia and Pacific region. The association of ten nations is a miscellany of diverse cultures and religion along with a rich heritage. Among the member destinations, on one hand there are nations like Singapore, Malaysia and Thailand which have grown popular catering to all segments of the tourist society, where as there are nations like Brunei, Laos and Myanmar on the other, which have just emerged from the shell of conventionality and are now unwrapping the shrouds from their rich heritage and possess enormous potential to attract the global tourist. And there are destinations like Cambodia, Vietnam, Indonesia and Philippines who over the last few years have developed the tourism industry which has now began to reap the results in terms of international tourist arrivals and receipts. Collectively these nations comprise nearly 9 per cent of the global tourism industry with a CAGR of nearly 6-7 percent over the last few years.*

Realizing the emerging significance of internet or online media as a source for gathering information, determining travelling decisions, communication and transactions, the present study aims at the comparative content analysis of the official tourism websites of ASEAN members in order to evaluate their performance from the perspective of tourism promotion by incorporating the modified Balanced ScoreCard (BSC) approach. A set of critical success aspects under perspectives: technical, user friendliness and site attractiveness, tourism effectiveness and food tourism effectiveness have been examined.

The study manifests the strength and weakness of the respective official tourism websites of South East Asian Nations on the accepted parameters and also suggests the remedial measures to stimulate tourism promotion through websites.

Keywords: ASEAN, Tourism, Websites, Balanced Scorecard

INTRODUCTION

The Global and Asia-Pacific Scenario

Tourism and Hospitality is one of the world's most important and rapidly expanding industries and statistical indicators suggest that the economic consequences of the industry will continue to grow steadily. The Global Tourism industry grew by 4.3 per cent in terms of tourist arrivals from 1087 million in 2013 to 1133 million in 2014 after topping the 1 billion mark in 2012. The industry worth \$1.5 trillion (including

export earnings through international passenger transport services) in 2014 with revenues rising nearly 4 per cent over the last year. Tourism and hospitality industry is amongst the largest and most dynamic industries and constitute nearly 9 per cent of total GDP and generate 1 in every 11 jobs that signify 9 per cent of the employment globally (International Labor Organization, 2011; UNWTO Tourism Highlights, 2014).

Considering the long term trends, in the past six decades tourism has continued to expand and diversify and has become one of the significant and consistent growing

* Assistant Professor, Department of Business Studies, DAV Institute of Management, Faridabad, Haryana, India.
Email: singh_himanshu29@yahoo.co.in

** Assistant Professor, Department of Business Studies, DAV Institute of Management, Faridabad, Haryana, India.

economic sectors in the world with the emergence of new tourist destinations and traveler's interests, as contrary to the traditional ones visiting only the Europe and the Americas. Despite periodic shocks, international tourist arrivals have shown uninterrupted growth from just 25 million in 1950 to 277 million in 1980 and from 435 million in 1990 to 674 million in 2000 (UNWTO Tourism Highlights, 2013).

Further in last two decades the industry has consistently grown at a rate of 3.5 to 4 per cent annually, except for the periodic downfall during the economic recessions of 2001-02 and 2009. And post the recent global recession phase in 2009, although it was a furrowed recovery, but the industry generally began to recover in 2010. The total international arrivals increased to 952 million in 2010 which was an increase of 6.4 per cent and reached to 996 million in 2011 with a rise of 4.6 per cent (UNWTO Tourism Highlights, 2014). The industry achieved the significant milestone figure of 1 billion visitors worldwide in 2012 for the first time in the history and has registered fifth consecutive year of robust growth in 2014 with an average growth rate of 3.3 per cent a year since the financial crisis of 2009 (UNWTO Tourism Highlights, 2014).

There has been a positive growth in tourist arrivals across all the UNWTO defined regions in recent years with maximum growth noted in the Asia and the Pacific in 2013 and Americas in 2014.

Overall, more than half of total tourist globally, arrives in Europe's developed destinations that also collects 40 percent of tourist receipts, followed by Asia and the Pacific region receiving 23 percent of tourist arrivals and 30 percent of receipts. The other major share is with the Americas with 16 per cent tourist arrivals and 22 per cent of receipts and the rest is shared among Africa (5 per cent arrivals and 3 per cent receipts) and Middle East (4.5 per cent of arrivals and 4 per cent of receipts).

In recent times, a shift in the preferred destinations has been observed and the emerging economy destinations have grown favorites in terms of international tourist arrival as compared to the advanced economy destinations, and this trend is set to continue in the future according to the UNWTO forecasts. Correspondingly the Asia and Pacific region has seen the maximum growth as compared to the other UNWTO regions and logged with the highest average annual growth rate of 6.1 percent annually during the period of 2005-14. Moreover in the Asia and the Pacific region the highest progressive figures have been noted in the South-East Asia region with a significant average growth 7.9 per cent annually during 2005-14 and constituting nearly 37 per cent of the tourist arrivals and 28 per cent of the total receipts of Asia and the Pacific region. Also a confounding volatility has been observed in 2014 in the region with North-East and South-East Asian nations taking a dip and Oceania and South Asian nations rising as compared to 2013.

Since 2011, when the UNWTO updated the long-term outlook and assessment of future tourism trends presented under "Tourism Towards 2030", an increase of some 43 million more international tourist arrivals globally is expected every year and shall reach 1.8 billion arrivals by 2030 (UNWTO Tourism Highlights, 2011). Astonishingly the industry has kept pace so far and during the last four years has seen an increase of 44 million, 39 million, 52 million and 46 million arrivals in year 2011, 2012, 2013 and 2014 respectively. Moreover, as per the UNWTO forecasts and projections, the growth will remain intact and is expected to be around 4 to 4.5 per cent globally with the strongest forecasts for Asia and the Pacific region, projected at 4 to 6 per cent in 2014 (UNWTO Tourism Highlights, 2014). Furthermore, taking into account the recent trends and the future projections the significant role of South-East Asian sub region that comprise a diversity of developing and developed nations making it one of the most imperious region as a tourist destination, necessitates to be observed scrupulously.

Table 1: International Tourist Arrivals and Receipts as per the UNWTO Regions Globally

Sl. No.	UNWTO Regions	International Tourist Arrivals				International Tourist Receipts			
		(in Millions)		% Change		(in Billion US\$)		% Change	
		2013	2014	13/12	14/13	2013	2014	13/12	14/13
1	Europe	566.4	581.8	4.9	2.7	491.7	508.9	4.2	3.6
2	Asia and the Pacific	249.8	263.3	6.8	5.4	360.7	376.8	8.6	4.1
3	Americas	167.5	181.0	3.1	8.0	264.2	274.0	4.7	3.1
4	Africa	54.4	55.7	4.7	2.4	35.5	36.4	2.6	2.9
5	Middle East	48.4	51.0	-3.1	5.4	45.2	49.3	-6.9	5.7
	World	1087	1133	4.6	4.3	1197	1245	5.1	3.7

Source: World Tourism Organization (UNWTO)

Table 2: International Tourist Arrivals and Receipts in the Asia and the Pacific Regions

Sl. No.	Asia / Pacific Regions	International Tourist Arrivals				International Tourist Receipts			
		(in 'Millions)		% Change		(in Billion US\$)		% Change	
		2013	2014	13/12	14/13	2013	2014	13/12	14/13
1	North-East Asia	126.9	136.2	3.4	7.3	184.8	198.0	9.3	5.1
2	South-East Asia	94.2	96.7	11.3	2.6	108.2	106.7	10.8	0.4
3	Oceania	12.4	13.2	4.6	5.7	42.8	44.7	2.4	7.2
4	South Asia	16.0	17.1	11.4	6.8	24.7	27.1	6.4	7.8
	Asia and The Pacific	249.7	263.3	6.8	5.4	360.7	376.8	8.6	4.1

Source: World Tourism Organization (UNWTO)

The South-East Asian Nations (ASEAN) Scenario

With an average growth rate of 7.9 per cent since 2005 in terms of international tourist arrivals, the South-East Asian Nations (ASEAN) is amongst the fastest growing regions among all the UNWTO defined sub-regions. The ASEANs receives 36.7 percent of total tourist arrivals and contributes nearly 28.3 per cent of the total international tourist receipts of the whole of Asia and Pacific region. The top destinations among the ASEAN includes Malaysia, Thailand, Singapore and Indonesia constituting nearly 75 per cent of the total tourist arrivals and more than 80 per cent of the total tourist receipts in the region.

Amongst the South-East Asian Nations, Malaysia and Thailand has seen the highest growth in terms of both tourist arrivals and tourist receipts which have almost doubled since 2009 (from just 14 Million visitors and to 42 Million

in 2013), followed by Singapore and Indonesia. Moreover, countries including Indonesia, Malaysia, Philippines, Cambodia, Laos, Vietnam have seen a consistently rising graph in terms of international tourist arrivals over the years, whereas Myanmar have seen a significantly rapid growth in last two years. On the other side Singapore and Thailand that were growing swiftly till 2013, have seen a downturn in 2014.

REVIEW OF LITERATURE

Online and web resources have become crucial and possesses a vital position when it comes to information search in the present scenario. With the increasing competition and associated costs the commercial internet applications have been noted to have immense potential as a primary means of disseminating information to masses, communication, purchases and as a marketing platform of utmost importance

Table 3: International Tourist Arrivals and Tourist Receipts in the ASEAN Members

Sl. No.	Countries	2011		2012		2013		2014	
		Arrival	Receipt	Arrival	Receipt	Arrival	Receipt	Arrival	Receipt
1	Indonesia	7,650	7,997	8,044	8,325	8,802	9,337	9,435	9,848
2	Malaysia	24,714	19,649	25,033	20,251	25,715	21,018	27,437	21,820
3	Philippines	3,917	3,190	4,273	4,061	4,681	4,683	4,833	4,767
4	Singapore	10,390	18,082	11,098	19,023	15,568	18,953	11,858	19,203
5	Thailand	19,230	27,184	22,354	33,826	26,547	42,080	24,780	38,437
6	Brunei	242	154	209	92	225	**	252	**
7	Cambodia	2,882	2,084	3,584	2,463	4,210	2,660	4,503	2,953
8	Laos	2,723	406	3,330	506	3,779	595	4,158	641
9	Myanmar	816	319	1,059	534	2,044	926	3,081	1789
10	Vietnam	6,014	5,710	6,848	6,830	7,572	7,503	7,874	7,330
Total		77,216	84,744	84,176	95,819	97,999	107,802	98,211	106,788

Source: UNWTO, World Bank Statistics, Official Tourism Websites (Laos, Myanmar, Brunei, Singapore)

Arrivals: Figures in '000 and Receipts: Figures in Million US \$ ** Data not available

in hospitality and tourism industry (Clyde and Landfried, 1995; Burger, 1997; Buhalis, 2003; Corigliano and Baggio, 2006 and Law and Buhalis, 2010).

The rapid growth in number of online users and the escalating trade and transactions over the e-platform is evident to the popularity of the technology. Thus this facet of the environment requires ongoing performance management and continuous improvement and enhancement in order to extend an experience which shall become the gateway of any nation's tourism (Buhalis, 2003; Morrison, Taylor, and Douglas, 2005; and Corigliano and Baggio, 2006).

Over the years researchers (Stout, 1997; Lu and Yeung, 1998; Evans and King, 1999; Stern, 2002; Fletcher, Poon, Pearce and Comber, 2002; Patton, 2002) have advocated the importance of assessing portal's effectiveness and have proposed various frameworks for evaluation, majorly pertaining to technical aspects like functionality, usability, hit rate, log analysis and other network statistics.

Schmidt and Spreng (1996) emphasized that the information on the websites must be relevant to the travelers and must help them in making travel decisions. Accordingly the websites shall not only be just informative in terms of major highlights but should also be interactive containing the details that may help a traveler in selecting / modifying proposed itineraries. Subsequently, travelers tend to tap into direct information sources such as destination websites, travel collateral, and websites of tourism businesses located at the chosen destination. Mackay and Fesenmaier (1997) highlighted the influence of pictures given on the websites on prospective tourists' minds stating that pictures and appearance of the websites are an effective means of inducing imagery and a desire for image verification by experiencing. Internet and the web portals as a source of marketing tool and knowledge pertaining to local food and cuisines have been highlighted by Kivela and Crotts (2006). A platform for online itinerary planning and convenient final bookings be it for the stay, sight-seeing or food can help in converting a potential tourist into a visitor (Horng and Tsai, 2010). Considering the facets of use of images, information pertaining to food and cuisine, online itinerary planning and other aspects, the government agencies and official tourism boards should create websites that are well-designed, eye catching, and yet present crucial information for travelers to make informed decisions (Mackay and Fesenmaier, 1997; Fletcher et al, 2002; Kivela and Crotts, 2006; Horng and Tsai, 2010)

Nysveen and Leshagen (2001) emphasized on the importance of reservation services and other value added services. Weeks and Crouch (1999) research upon the aspects like inclusion of audio and video on the web pages, provision of maps of locations, emphasis on updated information, provision for purchase on-line. Important contact information, management functionality of the sites and use of web sites for promotion and advertising of local events, cuisine and

other services.

Morrison, Taylor, Morrison and Morrison (1999); So and Morrison (2004); Morrison et al (2005) devised the balanced scorecard approach for the website analysis in the hotel and tourism industry, which was further developed and adopted by various authors including Douglas and Mills (2004); Kline, Morrison, and John (2004); Dahiya and Duggal (2015) and others. The approach and model initially focused on Technical Aspect, User Friendliness, overall Attractiveness, and other sub-aspects. Lately this was further developed and aspects like Tourism orientation and factors pertaining to Food Tourism were added to the approach. The present study undertakes the evaluation of websites of ASEAN members on their web information.

OBJECTIVES

The following objectives have been framed on the basis of identified literature gaps, for the present study:

- To undertake content analysis and compare the performance of the official tourism websites of South-East Asian Nations (ASEAN) on the identified critical success factors.
- To suggest country specific remedial measures based on the identified parameters in order to improve the effectiveness and enhance the overall customer / tourist experience in regard to these official tourism websites of the South-East Asian Nations (ASEAN).

RESEARCH METHODOLOGY

Taking into account the growing importance of the electronic media and its influence in the area of tourism in the current scenario, the present empirical research was undertaken to analyze the official tourism websites of the ASEAN nations.

Survey Population and Survey Sample

For the purpose of the study, the official tourism websites of all the South-East Asian nations have been included as population as well as the survey sample.

Table 4: The websites (URL) of the Sampled Nations considered for the Study

S. No.	Country	URL Address (Official Tourism Website)*
1.	Indonesia	http://www.indonesia.travel/en
2.	Malaysia	http://www.tourism.gov.my/en
3.	Philippines	http://itsmorefuninthephilippines.com/

4.	Singapore	http://www.yoursingapore.com/content/traveller/en/experience.html
5.	Thailand	http://www.tourismthailand.org/
6.	Brunei	http://www.bruneitourism.travel/
7.	Cambodia	http://www.tourismcambodia.org/
8.	Laos	http://www.tourismlaos.org/
9.	Myanmar	http://www.myanmar tourism.org/
10.	Vietnam	http://vietnamtourism.com/

*The list of websites includes only the official tourism portals maintained by the sampled nations

Method

The present study incorporates the modified Balanced Scorecard (BSC) approach developed by Morrison, Taylor, Morrison and Morrison (1999) based on of Kalpan and Norton's work to evaluate the performance of sample websites. Morrison et al. (1999) ascertained four balanced perspectives for the comprehensive evaluation of the websites including technical, customer, internal and marketing having 25 Critical Success Factors which was first such study in tourism industry using the BSC approach in web site evaluation. This approach was thereafter adopted and implemented in evaluating the websites of various hospitality and tourism businesses in modified versions by Feng, Morrison and Ismail (2003), So and Morrison (2004), Douglas and Mills (2004); Kline, Morrison and John (2004), Dahiya and Duggal (2013, 2015) in their respective studies.

For the present study, a structured questionnaire developed by Dahiya and Duggal (2015) based on Morrison et al. (1999) has been adopted as it is, consisting of 88 Critical success factors, compiling a list of information services that are offered on the websites and are divided under the following four perspectives including *Technical Aspect*, *User Friendliness and Site Attractiveness*, *Tourism Effectiveness* and *Food Tourism Effectiveness*.

Analysis Pattern

- A. **Technical Aspect:** To evaluate the technical qualities of a website, objective measures like Net Mechanic (www.netmechanic.com) are easily available. It assesses the five (5 Nos.) criteria including Link check, HTML code check, Browser compatibility, Load time and Spell check, originally used by Morrison et al. (1999) and Dahiya and Duggal (2015) on a 5-point Likert scale with 5 being the best to rate these criteria.
- B. **User-friendliness and Site Attractiveness:** It comprises of three criterions: ease of contact (7 factors); ease of navigation (6 factors); and site attractiveness (12 factors), with 25 items in all under them. From here

onwards, for all the three perspectives, the Morrison et al. (1999) measurements scales are changed from Likert formats to nominal scale - yes/no questions to indicate the presence or absence of critical success factors since it aids reducing the level of potential evaluator subjectivity.

- C. **Tourism Effectiveness Perspective:** To promote tourism, an effective website has to be informative and interactive fetching all the details about the tourist destination. Under this perspective, 35 CSFs distributed under four criterions including: information dimension (18 factors); accessibility (3 factors); communication dimension (9 factors); and management of website (5 factors), have been evaluated using a nominal scale - yes/no responses.
- D. **Food Tourism Effectiveness Perspective:** To promote Food tourism, an effective website has to be informative and interactive fetching all the details about the culinary tourism of tourist destination. The food tourism perspective has been evaluated on 23 CSFs under four criterions: food culture information dimension (5 factors); food information (5 factors); food promotion via marketing (7 factors); and food search friendliness and customer orientation (6 factors), on a nominal scale with yes/no responses.

Each perspective was assigned a weighted score of 25 points with a total weighted score of 100 points for the four perspectives combined. The above analysis has been conducted during period of April to May in year 2015.

FINDINGS AND OBSERVATIONS

The weighted scores of the above mentioned ten South-East Asian Nations (ASEAN) was calculated after evaluating their websites for the given four perspectives, and are tabulated in Table 5 below.

It may be inferred from the Table 5 containing the weighted scores that the tourism portal of Thailand with the highest total score and with a significant 79.22 rating points is the best among the sampled portals followed by Singapore, Malaysia and Indonesia with total score above 70 points. The portals of Cambodia, Brunei and Philippines with a score between 63 to 66 rating points may be considered as average ($60 < \text{Total score} < 70$). On the other side Myanmar's tourism portal was observed to be lacking on almost all the aspects with the least total score of 51.23 rating points lead by Vietnam and Laos with the scores below 60 points.

As far as the four aspects are concerned in regard to the web portals of ASEAN collectively, considering the mean scores of all the nations, it may be inferred that almost all the portals are fairly good on the parameters of User-friendliness and Site Attractiveness along with Tourism Effectiveness Perspective

Table 5: Weighted Score Results of the Website Evaluation

Sl. No.	Countries	Technical Aspect Perspective	User-friendliness and Site Attractiveness Perspective	Tourism Effectiveness Perspective	Food Tourism Effectiveness Perspective	Total Score
		(25 Points)	(25 Points)	(25 Points)	(25 Points)	(100 Points)
1	Indonesia	10.00	23.00	23.57	16.30	72.88
2	Malaysia	11.00	23.00	23.57	15.22	72.79
3	Philippines	11.00	21.00	17.86	14.13	63.99
4	Singapore	13.00	19.00	22.14	19.57	73.71
5	Thailand	11.00	24.00	23.57	20.65	79.22
6	Brunei	21.00	19.00	16.43	7.61	64.04
7	Cambodia	13.00	21.00	21.43	9.78	65.21
8	Laos	16.00	18.00	17.14	8.70	59.84
9	Myanmar	14.00	19.00	17.14	1.09	51.23
10	Vietnam	13.00	22.00	17.86	4.35	57.20
	Mean Score	13.30	20.90	20.07	11.74	

with mean scores of 20.90 and 20.07 respectively, whereas on aspect of the Food Tourism Effectiveness Perspective and technical aspect with a mean score of 11.74 and 13.30 there exists large scope for improvement on all the portals.

On the technical aspects the portal of Brunei performed best with a high score on all the parameters. All the portals of other nations were found to be performing well on the Link Check and to some extent on the spell check but except Thailand, Cambodia, Laos and Myanmar on HTML code check all the other portals were had significant HTML code errors, almost all were incompatible with various browsers, and had a very high load time.

Food and cuisine is one of the major attractions for the international tourist while travelling to Asian countries which have its own unique recipes and style of cooking and presentation. And the state of the official portals of ASEAN on this aspect of Food Tourism Effectiveness was alarming except Thailand and Singapore. On this aspect the scores of Myanmar, Vietnam, Brunei, Laos and Cambodia with the lowest scores that is even below 40 percent needs whole lot of improvement on all the parameters. Whereas, the portals of Indonesia, Malaysia and Philippines lacked majorly on the parameters of food promotion followed by food search friendliness and customer orientation with the portal of Malaysia also lacking significantly on the Food culture Information dimensions.

On the aspects of Tourism effectiveness perspectives Thailand, Malaysia, Indonesia, Singapore and even Cambodia with significantly higher scores provides

ample and sufficient information to its travelers. All the others including Philippines, Vietnam, Myanmar, Laos and Brunei with a average score just above 60 per cent on this aspect lacked majorly on management of website and communication dimension followed by information dimension. All the portals with low scores including that of Philippines, Vietnam, Myanmar, Laos and Brunei did not have basic factors like website feedback and help under the management of website, along with very basic and minute factors like newsletters, press releases, brochure request, share key and multilingual platforms missing on most of the portals. Factors pertaining to basic information on travel packages, travel guides and local products and souvenir information were also missing on some of the portals.

Almost all the portals were found to be providing information and services pertaining to the factors of User-friendliness and Site Attractiveness with Thailand's portal being the best one, followed by Malaysia, Indonesia, Vietnam, Philippines and Cambodia with scores above 80 per cent. Moreover, Singapore, Brunei, Myanmar and Laos too had significant scores of above 70 per cent missed on factors of ease of contact, and some factors of site attractiveness.

From the inferences, findings and observations above, it is clearly visible that the official tourism websites of most of the South-East Asian Nations (ASEAN) failed miserably on technical perspective and on providing information on food tourism. Though, these South-East Asian countries have mighty legacy of culinary wealth that if suitably marketed on the portals may lead to incredible growth in tourism industry in the Region.

DISCUSSIONS AND RECOMMENDATIONS

On the basis of the analysis, findings and discussions the following country specific recommendations may be suggested in order to improve the overall performance on technical aspects and moreover to make the web-portals more informative and meaningful from the tourist/customer perspective:

- Since the official portals of Thailand and Indonesia have significantly higher scores on user-friendliness and site attractiveness; and tourism effectiveness; and above average scores on the aspects of food tourism perspective as well, they may be suggested to improvise on the aspects of technical perspective including the browser compatibility, Load time and the spelling errors along with the minimizing on the HTML Code errors, in order to make their portals more effective.
- The official portal of Singapore also scores high on tourism effectiveness and above average on food tourism with only area of concern being the ease of contact on the user friendliness and attractiveness perspective and on the aspects of technical perspective, they may be suggested to focus and improvise on the Load time, HTML Coding errors, browser compatibility in technical domain and the ease of contact in the user friendliness perspective.
- Malaysia's official portal scored high on the perspective of user friendliness and site attractiveness along with the tourism effectiveness. The area of concern for them and where they need to improvise includes the food culture information dimension and food search friendliness and customer orientation in the food tourism perspective and minimise on the browser incompatibility, load time and the overall HTML code errors in the technical aspect perspective.
- With significantly high scores on the aspects of User-friendliness and Site Attractiveness Perspective the official portal of Philippines lacks on aspects of other perspectives. In order to improve the technical perspective they need to minimise on load time, HTML code errors and browser incompatibility. Moreover they are required to provide more information on almost all the aspects of food tourism in general and food promotion via marketing and food search friendliness and customer orientation in specific. Apart from the aspects above the portal also need to improve the efficiency on the aspect of website management to improvise the overall tourism effectiveness perspective.
- Brunei's official tourism portal being an exception is highly efficient on the technical perspective and also

has acceptable score on the user friendliness and site attractiveness perspective but lacks on the aspects of the other two perspectives. They need to emphasise on all the aspects of food tourism on the portal along with improving the communication dimension and the overall management of the website. Moreover, it's the only portal that does not contain the details of embassies on the portal, which is an essential aspect for improving the accessibility; that may also be included on the portal to be more composite.

- The official portals of Cambodia and Vietnam have highly significant scores on the user friendliness and site attractiveness perspective but lack on most of the factors of other perspectives. With below average and very low scores both the portals need to improve on all the aspects of the food tourism perspective. They are required to improve the technical performance by minimising on the load time, browser incompatibility and the HTML code errors. Moreover, they also need to keep track of the website's Management and portal of Cambodia also need to improve their communication dimension under the tourism effectiveness perspective.
- Unlike others, the official portals of Laos and Myanmar lack on almost all the perspectives of the analysis. It may be suggested that these portal shall focus on all the aspects of Food tourism, minimise on the load time and browser incompatibility on the technical perspective, emphasise on communication dimension and website's management under the tourism effectiveness perspective and provide more information in order to ease the contact points to optimize the user friendliness and site attractiveness perspective.

By adopting and incorporating the suggested remedial measures, the portals of the sampled tourist destinations shall definitely have all the ingredients of a successful website and thus cater to information needs of tourists striving for a convenient and hassle free tourism experience along with the food tourism; and other important and basic perspectives considerate for the stakeholders.

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ANNEXURE 1: LIST OF EVALUATED CSF's UNDER THE FOUR PERSPECTIVES

Technical Aspect Perspective	User-friendliness and Site Attractiveness Perspective	Tourism Effectiveness Perspective	Food Tourism Effectiveness Perspective
Link Check HTML Check Browser Compatibility Load Time Spell Check	Ease of Contact 1. Telephone Number 2. Mailing Address 3. E-mail 4. Fax Number 5. FAQ 6. Site Map/ Index 7. Follow us Ease of Navigation 1. Clear & Effective Navigation Tools on each pages 2. Availability of Home Button on all pages 3. Limited Vertical Scrolling 4. Limited Horizontal Scrolling 5. Availability of a search engine for website content 6. Links to required plug-ins provided Site Attractiveness 1. Clear and Readable text 2. Clear and Uncluttered pages 3. Sufficient contrast between background and text 4. Effective and aesthetically appealing backgrounds 5. Images reinforcing text content 6. Use of color to improve the visual appeal of the site 7. Effective use of web page space 8. Hyperlinks Readability 9. Good Quality pictures 10. Audio 11. Visual / Virtual Tour 12. Photo Album	Information Dimension 1. Country Geography 2. Country History 3. Country Culture 4. Tourist Attraction information 5. Events/Festivals Information 6. Restaurant/Accommodation Information 7. Event Calendar 8. Entertainment Information (Festivals/ sports/recreation) 9. Maps and Direction 10. Travel Packages 11. Travel Guides /Brochures 12. Tourist Regulations 13. Transportation Information 14. Links to Tourist Destination 15. Shopping Information 16. Travel Tips & Facilitation 17. Weather Information 18. Special Local products and Souvenir Information Accessibility 1. Visa on Arrival 2. List of Embassies 3. Visa Formalities Communication Dimension 1. E mail News letter 2. Press Release 3. Announcements 4. Search Function 5. Brochure Request Capabilities 6. Share Key 7. Destination Logo/ Slogan 8. Multilingual 9. Links to Social Media Management of Website 1. Last update 2. Links to partners 3. Help 4. E-shop 5. Website Feedback form	Food Culture Information Dimension 1. Traditional Foods/ Drinks Information 2. Representative Cuisines 3. Featured Food & Drinks (seasonal/ festive) 4. Eating Manner / Local/Food Dinning Customs or etiquettes 5. Representative of culinary professionals who have partly contributed to food culture identity of nation Food Information 1. Information about representative cuisines 2. International Cuisines (ethnic/ fusion cuisines) 3. Featured food recipes 4. Mobile application 5. Hygiene Standards related information Food Promotion via Marketing 1. Texts and Articles for food tourism marketing 2. Photos of people eating at restaurant 3. Photos of food/ Food Wall Papers 4. Articles about promotion of food tour organizers 5. News about food related happenings (food shows/ food festivals etc.) 6. Links to celebrity chefs & websites promoting nations culinary assets 7. Videos/ Online channels promoting food Food Search Friendliness & Customer Orientation 1. Easy search about type of restaurant 2. Food categories (breakfast, lunch, dinner) 3. Hotels and Popular Eateries 4. Online booking to the food events / shows 5. Links to regional dishes 6. Food Discussion Forum

ANNEXURE 2: SUMMARY TABLE OF PARAMETER WISE SCORES

Sl. No.	Aspects / Countries	Indonesia	Malaysia	Philippines	Singapore	Thailand	Brunei	Cambodia	Laos	Myanmar	Vietnam
1	Technical Aspect Perspective	10	11	11	13	11	21	13	16	14	13
	Link Check	5	5	4	5	4	5	5	5	5	5
	HTML Check	1	1	1	1	3	4	3	5	4	2
	Browser Compatibility	1	1	1	2	1	4	1	1	1	1
	Load Time	1	1	1	1	1	4	1	1	2	1
5	Spell Check	2	3	4	4	2	4	3	4	2	4
	User-friendliness and Site Attractiveness Perspective	23	23	21	19	24	19	21	18	19	22
	Ease of Contact	7	6	5	4	7	6	5	2	4	6
	Ease of Navigation	6	6	6	6	5	4	6	6	6	6
	Site Attractiveness	10	11	10	9	12	9	10	10	9	10
	Tourism Effectiveness Perspective	33	33	25	31	33	23	30	24	24	25
1	Information Dimension	18	17	14	17	18	15	16	15	16	16
2	Accessibility	3	3	3	3	3	2	3	3	3	3
3	Communication Dimension	9	9	6	8	9	5	9	4	3	5
4	Management of Website	3	4	2	3	3	1	2	2	2	1
Food Tourism Effectiveness Perspective		15	14	13	18	19	7	9	8	1	4
	Food Culture Information Dimension	3	2	3	5	4	2	2	2	0	0
	Food Information	3	4	3	3	4	2	2	1	0	0
	Food Promotion via Marketing	5	5	4	6	6	1	2	4	1	2
	Food Search Friendliness & Customer Orientation	4	3	3	4	5	2	3	1	0	2

Below average scores: < 60 per cent