



Marketing Woes of Foreign Tourist Segment in Goa: A Study into Satisfaction Discriminators

Purva Kansal*, Sandeep Walia**

Abstract *In recent years rate of domestic tourist to Goa has gone up but not the foreign tourist. This has led to loss of shack culture and gypsy experience being marketed by Goa as destination image. Policy makers have tried to rejuvenate the destination but with little success. One of the explanations to this problem is in a fundamental of marketing which states that Marketing strategies should have their base in segmentation and targeting policies of the product. A mismatch in the two could lead to decreased market share. This is well accepted in marketing of products however, in case of destination marketing the fundamental is lost. The current paper tries to use case study of Goa. This paper is an attempt to illustrate how segmentation and targeting problems have led to marketing mix issues for the destination and influenced its market share and led to serious marketing woes. The study was undertaken with the specific objective to understand the marketing woes Goa as a destination is facing. Data was collected from 298 foreign tourist visiting Goa. The study tried to meet this objective by studying the discriminators of foreign tourist satisfaction.*

The results of the discriminant analysis indicated that three factors were significant predictors of satisfaction in terms of foreign tourist in Goa i.e. experience, hygiene and safety. The results of the study further indicated that there was a need for the Goan Government to make policies specific to experience and quality of experience the destination offers. A dimension wise detailed analysis was also undertaken to help the Goan Government develop specific strategies. The specific targeting strategy would also help the government develop a more effective positioning strategy and basis for performance evaluation. Therefore, the segmentation of the market on basis of psychometric variable will help Goa develop a more effective marketing strategy. However, there is a need to convert these into demographic variables for practical reasons which can be explored as future areas of research.

Keywords: *Tourism Marketing, Discriminant Analysis, Market Segmentation, Market Strategies, Goa*

INTRODUCTION

Marketing Strategic process is to a great extent reliant on executives and policy makers understanding of target population. Marketing literature puts STP (segmentation, targeting and positioning) at the heart of marketing strategic process. It has been well accepted in the marketing discipline that in order to have higher customer satisfaction the product and service strategies should be customized to their taste and preferences as much as possible. Therefore, in order to tradeoff between economies of scale, cost of customization and degree of customization strategists segment the market. Segment is referred to as a homogeneous group of people

who would share some characteristics of demand. These characteristics when targeted result in a higher satisfaction.

Same principle has found applications in service industry including tourism and hospitality management. Though a lot of hotels and restaurant businesses have used the segmentation and customization concept, the tourism industry seems to be in nascent stages of understanding the concept of segmentation. This statement holds true for Indian tourism industry as well. Communication campaigns adopted by Maharashtra tourism and Rajasthan tourism are ode to commitment of tourism industry to adopt innovative marketing mix strategies. These campaigns though illustrate an effort also indicate the confusion of the planners, who have

* Associate Professor, University Business School, Panjab University, Chandigarh, India. Email: purvakansal@pu.ac.in

** Associate Professor & Head of Department, UITHM, Chandigarh University, Chandigarh, India.
Email: Sndp.walia551@gmail.com (Corresponding Author)

been unable to understand the target customers. Maharashtra campaign is a campaign which divides the market segment on basis of domestic or international tourists. However, the target segment is not clear in the campaign and as such the message and the appeal lack that strength of conviction and recall. The domestic campaign illustrates with help of international tourists the fun a tourist is having without understanding the appeal of the destination is different in both cases. This confusion is nested in the confusion of concept of segmentation. The segmentation concept states that the market should be divided into homogeneous clusters on basis of psychometric traits and only then should the demographic profiles of the clusters be developed. It is lack of this understanding leads to marketing mix design problems.

The current paper tries to use case study of Goa to illustrate how the segmentation and targeting problems have led to marketing mix issues for the destination and influenced its market share. Goa was chosen for the study because of the destination has seen a steady increase in the inflow of foreign tourist arrival from 1995 to 2015; however, the rate of increase has been steadily decreasing since 2010. Though the State Government is taking action to renew the tourism industry but it has not been able to attract the foreign tourist. The rate of domestic tourist has gone up but not the foreign tourist. These characteristics made Goa an adequate test subject for the study. The study has been undertaken with the specific objective to understand the segmentation and marketing mix problems Goa as a destination is facing.

The study will help practitioners develop an understanding about the segmentation concept and develop customized strategies to influence tourist satisfaction and it has been well established that tourists are likely to recommend destinations with which they are mostly satisfied and also intend to visit again (Kozak and Rimmington, 2000). It will facilitate the state and national government with formulation and implementation of strategies to better position and market Goa as a destination. A better marketing campaign will also be beneficial to the economy of the country, for image building, tax benefits, educational significance, and cultural significance, earning foreign exchange and generating employment opportunities. The paper starts by discussing model development for research, followed by research methodology and in the end the paper discusses the implications of the study.

REVIEW OF LITERATURE: THEORY BUILDING

To narrow the factors and build a conceptual model for the study inductive approach to research was adopted where factors have been shortlisted from review of factors that affect service industry in general and if possible tourist satisfaction

specifically. On the basis of the review of literature, 3 categories of factors were identified which possibly defined/ influenced the construct of customer satisfaction.

Experience: researchers have indicated that the fastest growing sectors in the world are experience based sectors (Richard and Richards, 2001, Gilmore and Pine, 2002). Service experience can be defined as the subjective personal reactions and feelings that are felt by consumers when consuming or using a service (Chen and Chen, 2010). Experience being offered by a destination refers to positioning strategy being adopted by the destination i.e. what is the selling proposition/ personality of the destination being extended by the marketers of the destination. Some destinations position themselves as adventure sports destination like Dehradun, while others for religious and spiritual activities like Varanasi. Researchers have indicated that experience can be from culture or adventure activities, souvenir, safety, standard of living, nature or good night life, etc. (Cohen, 1972). The majority of tourists have experiences with other destinations, and their perceptions are influenced by comparisons among facilities, attractions, and service standards (Laws, 1995).

Review of literature indicated that among the experience factors in tourism one of the important factors which influences consumer satisfaction are hygiene conditions present in the destination (Barber and Scarcelli, 2010, Kozak, 2001), destination culture (Funk and Bruun, 2007) or beach opportunities, cost, hospitality, eating and drinking facilities, accommodation facilities, environment, and extent of commercialization (Pizam and Milman, 1993). In their study on theme park, Kao, Huang, and Wu conceptualized experiential quality by four factors - immersion, surprise, participation and fun and indicated that experiential quality relates positively to satisfaction and satisfaction furthermore influences visitors' behavioral intentions positively (Chen and Chen, 2010).

Researchers have also explicitly researched the kind of experience offered by a destination like Dubai and value for money perceptions (Peter and Anandkumar, 2011). Researchers have indicated that there is a significant relationship between service quality and customer retention rates, and higher profits for organizations (Backman and Veldkamp, 1995, Baker and Crompton, 2000). Understanding this relationship there is a need for destinations to move away from a product-led development of heritage attractions, to a more visitor-oriented development that emphasizes consumer preferences and quality of personal experience (Apostolakis and Jaffry, 2005). Researchers have stressed on importance of high quality and satisfying experiences for the visitors (Lee et al., 2007, Petrick, 2004).

Based on above discussion it can be concluded that experience is key to tourism industry. The term experience

is a term which encompasses type of experience, quality of experience, hygiene, safety and even eases of experience. Tourism is about selling staged experiences. It can also be deduced that service and experience is crucial to tourism industry in terms that a quality offering would motivate the customer to visit again. Therefore, it can be argued that experience could be a relatively important variable in predicting the customer satisfaction.

Infrastructure/Facilities: Infrastructure refers to the resources a company has to deliver the services efficiently and effectively. The quality and efficiency of the processes in turn determines the customer satisfaction (Ray et al., 2005). Infrastructure of a country in terms of tourism refers to essential economic and organizational foundations of a country (Buhr, 2003). Researchers have indicated that the level, use, or lack of infrastructure and technology in a destination (e.g., water and power supply, use of computer technology and communications etc.) are visible features of tourism products that can factor into the visitors' trip experience (Choy, 1992, Johnston and Edwards, 1994, Murphy et al., 2000). Past research in context of Singapore tourism has stated that infrastructure in terms of transportation; accommodation and food were variables which influenced the customer satisfaction and loyalty for Singapore (Hui et al., 2007). Based on above discussion it can be concluded that infrastructure and amenities are important to tourist satisfaction. Infrastructure would motivate the customer to visit again and recommend the product to others. Therefore, it can be argued that infrastructure could be a relatively important variable in predicting the customer satisfaction.

Therefore, based on review of literature and above discussion it is proposed that experience, experience quality and infrastructure, all three, could be important variables in predicting the customer satisfaction.

RESEARCH METHODOLOGY

A descriptive research design was developed to test the proposed model. To test the conceptual model a survey method of data collection was used. Data was collected from 300 foreign tourists in Goa by visiting the destinations popular among the foreign tourists and also by obtaining referrals from the foreign tourists i.e. snowball sampling. This method of sampling was used to ensure responses, improve quality of data and to reduce the risk of dishonest and socially desirable responses (Kirkman and Law, 2005). After screening the total usable questionnaires were 298.

Data was collected using a structured non-disguised questionnaire. The questionnaire had 7 sections dealing with independent and dependent variables and an additional section for collecting response to demographic variables.

SCALE CONSTRUCTION

Infrastructure: Jochimsen, Nijkamp and Tinbergen who have defined the concept of infrastructure as material public capital (roads, rails, air and pipelines) and supra-structure (communication, quality of guides, knowledge networks, education and culture) (Jochimsen, 1966). Therefore, the definition was used to construct items for infrastructure and these items were put to measure visitor perception of Goa.

Experience: As review of literature indicated that experience compositely referred to type of experience being offered by destination, culture of the destination, quality of experience, hygiene and even ease of experience, items were designed from various studies to cater to all these components of the concept experience. Cohen in his early research defined experience could be either of culture or in the form of adventure activities, souvenir, safety, standard of living, nature or good night life, etc. (Cohen, 1972). A study by Kozak and his colleagues indicated that destination attractiveness encompassed items like quality standard of accommodation, level of service at accommodation, safety and security, natural environment, value for money, atmosphere in the resort overall, attitude of staff working in tourism toward foreign tourists, quality and variety of food, responsiveness to customer complaints, cleanliness of beaches, and hygiene and sanitation (Kozak and Rimmington, 2000). Singh and his colleagues have outline culture in their research as variables for engagement and curiosity (Singh et al., 2014). This definition was used to develop items to understand foreign visitor's perception of richness and uniqueness of Goan culture. Kozak and Yilmaz and his colleagues in two separate studies have defined cleanliness at the place of stay, restaurants, tourist spots and hygiene in food available in tourist destinations are a matter of great concern for the tourists (Yilmaz et al., 2001, Kozak, 2001). Items were phrased on basis of these studies to understand foreign visitor's perception of experience offered by Goa. Simple 3 item constructs were used to measure customer satisfaction. There were 5 items for infrastructure and 10 items for experience. As these scales were self-formulated in the first stage data was prepared for data analysis by conducting a exploratory factor analysis.

FACTOR ANALYSIS: DIMENSION REDUCTION

In the first phase of data analysis exploratory factor analysis (EFA) was done. To analyze the structures of the factors effecting satisfaction of foreign customers in Goa, EFA was done. Furthermore, EFA was done to ensure construct and discriminant validity of in the scale. After an initial analysis it was decided to extract factors using the Jolliffe criterion i.e. a factor loading of more than 0.70 (Jolliffe, 1972),

Principal component analysis (PCA) and varimax rotation. In the initial result 4 factors were extracted. Kaiser-Meyer-Olkin measure of sampling adequacy index was 0.929 and Bartlett's test of sphericity was significant for the data set $\chi^2 = 1549$ at p value of 0.000 at $p < 0.05$, indicating that the sample and the correlation matrix was appropriate for analysis. The four factors explained 60 percent of the variance in the data set cumulatively. However, two factors showed strong cross loading i.e. reach and local information. Reach easy cross loaded on factor 3 and factor 4 with a loading of 0.580 and 0.610 respectively while local information cross loaded on factor 2 and factor 3 respectively with a loading of 0.440 and 0.535. Past research indicated that in cross loading cases dropping the problematic items helps in clarifying the solution (Osborne and Costello, 2009). Therefore, it was decided to drop the problematic items and rerun the factor analysis.

After the two problematic variables were dropped the Kaiser-Meyer-Olkin measure of sampling adequacy index

was 0.919 and Bartlett's test of sphericity was significant for the data set $\chi^2 = 1268$ at p value of 0.000 at $p < 0.05$, indicating that the sample and the correlation matrix was appropriate for analysis (Ang, 2005). The selection of an item was based on the following criteria of factor loading $> .40$ and Eigen value of > 1 . A two factor solution was generated using the "Kaiser rule" which states that Eigen value > 1 . However, the scree plot indicated that a 3 or a 4 factor solution would be optimal one. A 3 factor solution resulted in cross loadings of 4 items while a 4 factor solution had lesser number of variables cross loading. Furthermore, the variance explained in 4 factor solution increased from 49% to 60%. An analysis of the rotated component matrix for a four factor solution was more in agreement with dimensions generated during review of literature. Therefore, it was decided to go with a 4 factor solution. The variance from the eigen value rule has been supported by shaycoft who indicated that the rule should not be followed blindly and can be deviated from (Shaycoft, 1970).

Table 1: Factor Analysis

Components	1 "Experience"	2 "Quality and Hygiene"	3 "Safety and ease"	4 "Facilities"
overall_fac				.864
true_hol	.664			
won_hrtge	.606			
tour_frndly	.679			
acem_fac	.575			
good_food	.680			
safe_dest			.539	
souvenir			.671	
adventure			.796	
good_beach		.699		
clean_dest		.636		
good_guide		.619		
night_life		.791		
Eigen Values	5.503	1.015	.862	.766
Percentage of total variance	42.330	7.807	6.630	5.89
Number of test measures	5	4	3	1
KMO	0.919			

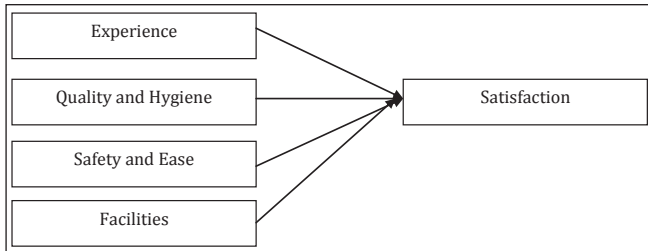
The results of factor analysis indicated the there were 5 items which loaded on factor 1; 4 items on factor 2, 3 on factor 3 and 1 on factor 1 (Table 1). The factor 1 loads on to reported level of holiday experience, heritage of Goa, experience with the tours being operated in Goa, facility experience and food experience. Therefore, this factor was named as "Experience in Goa". Four items loaded on to the factor 2 and these were related to quality and hygiene of facilities in Goa like the beach, clubs and food destinations. Therefore, this factor was named as "Quality and Hygiene". Three items loaded on factor 3; these were related to safety

in Goa and ease of acquiring things. Therefore, this factor was named as "Safety and ease". Last and the fourth factor had only one item loaded. This factor was related to overall facilities in the Goa and therefore the factor was named as "Facilities".

CONCEPTUAL MODEL

On basis of the factor analysis the composite dimension of experience was converted into multiple factors and a 4 variable model was constructed. The factors were renamed

from experience and infrastructure (discussed in review of literature) to experience, quality and hygiene, safety and ease and facilities (as discussed in factor analysis). Following conceptual model was tested in the present study.



H1: Experience is a significant predictor for customer satisfaction in case of foreign tourists visiting Goa.

H2: Quality and Hygiene is a significant predictor for customer satisfaction in case of foreign tourists visiting Goa.

H3: Safety and ease is a significant predictor for customer satisfaction in case of foreign tourists visiting Goa.

H4: Facilities is a significant predictor for customer satisfaction in case of foreign tourists visiting Goa.

DATA ANALYSIS

The objective of the study was to identify a basis for market segmentation and potential targeting strategy for Goa. To meet this objective data was collected from foreign tourist visiting Goa and an analysis of the nature of customer perception for experience, quality and hygiene, safety and ease and facilities across different satisfaction levels was undertaken. Therefore, the analysis required generation of homogeneous clusters on basis of satisfaction and in second step study of the nature of 4 factors generated i.e. experience, quality and hygiene, safety and ease and facilities.

In order to achieve this objective and club the respondents into homogeneous groups in the first stage Cluster analysis was undertaken on dependent variable i.e. customer satisfaction. Though the hypothesis of the study were to be tested through Discriminant analysis it was decided to apply cluster analysis to the data set on basis of satisfaction so as to have a cleaner Discriminant loading. Further conceptually, Discriminant analysis is used to identify an optimal subset of variables that is capable of distinguishing among discrete predetermined groups (Klecka, 1980, Hair, 2009). In order to have discrete inter groups and more homogeneous intra groups it was decided to prepare data using cluster analysis.

In order to identify the number of clusters first, Hierarchical cluster analysis was applied using agglomerative method using Euclidean distance measure and ward clustering algorithm in SPSS 20. The hierarchical cluster analysis agglomerative schedule indicated that the maximum increase in the difference in the coefficient value was in 2 and 3 cluster solution i.e. from 130.519 to 46.747 (difference in coefficient was 83.772). The difference between 3 and 4 cluster solution coefficient values decreased as compared to 2 and 3 cluster solution i.e. from 46.747 to 26.687 (difference in coefficient was 20.06). therefore it was decided to proceed and undertake a K mean analysis for 3 cluster solution and save cluster membership to help with Discriminant analysis. K mean cluster analysis indicated the cluster iterations stabilized at iteration 7 and the change in cluster centers was 0.00 indicating that the 3 cluster solution was acceptable. Further analysis indicated that Cluster 1 had a cluster centre of 5, cluster 2 had centre of 3.4 and cluster 3 2.5 (table 2). Therefore, it could be inferred that cluster 1 was for satisfied customers, while 2 was for neither satisfied nor dissatisfied customers and cluster 3 was for relatively dissatisfied customers (though there was not much difference between 2 and 3). The number of cases in cluster 1 was 55; cluster 2 was 138 and in cluster 3 was 96 indicating unequal cluster composition.

DISCRIMINANT ANALYSIS

For Discriminant analysis the dependent variable was the cluster membership for satisfaction so effectively customer satisfaction was collapsed into three groups i.e. cluster 1 was for satisfied customers, while 2 was for neither satisfied nor dissatisfied customers and cluster 3 was for relatively dissatisfied customers. Also since the cluster membership (table 2) was unequal the Discriminant analysis was done on basis of group sizes. Before interpreting the results of Discriminant analysis, output tables to check validity of the data for Discriminant analysis were analyzed and interpreted. As a first step, Equality of group means test was interpreted to check for the variables excluded from the model and the variable that maximized F statistic. As a principle, minimum F-value of 2.9957 is required for the entry of a variables into discriminant function as variables explaining unique variation (at 0.05 level of significance). The values of F and Wilks' Lambda have been shown in the Table 3. Results highlight that the variables entered by using the principle of F statistic were experience, quality and hygiene and safety and ease. The variable with the F-value less than 2.9957 was Facilities.

Table 3: Tests of Equality of Group Means

	Wilks' Lambda	F	df1	df2	Sig.
Expereince	.838	27.552	2	286	.000
QltyandHygiene	.899	16.125	2	286	.000
SafetyandEase	.936	9.716	2	286	.000
Facilites	.983	2.515	2	286	.083

The results of Discriminant function highlight that out of the two Discriminant functions generated only was statistically significant as measured by chi-square statistic (Table 4). Function 1 accounted for 98.5% and function 2 accounted for only 1.5% of variance (at $p > 0.05$). This indicated that

the independent variables i.e. experience, quality and hygiene and safety and ease did in fact; discriminate in the classification of the respondents in the three clusters on basis of satisfaction.

Table 4: Eigen Values and WilksLambada Test

Function	Eigen value	% of Variance	Canonical Correlation	WilksLambada	Chi square	Sig.
1	.206	98.5	.414	.826	54.275	.000
2	.003	1.5	.056	.997	.893	.827

Furthermore, the classification matrix results indicated that the Discriminant model was valid. The results indicated that the percentage of cases that could be classified correctly by

chance, was 19%, i.e., $[(55/289) \times 100]$. The hit ratio of both analysis sample (53.3%) and cross validated sample (52.6%) exceeded the maximum chance criterion of 19%.

Table 5: Classification Results^{a,c}

		Cluster Number of Case	Predicted Group Membership			Total
			1	2	3	
Original	Count	1	27	28	0	55
		2	11	127	0	138
		3	10	86	0	96
	%	1	49.1	50.9	.0	100.0
		2	8.0	92.0	.0	100.0
		3	10.4	89.6	.0	100.0
Cross-validated ^b	Count	1	26	29	0	55
		2	11	126	1	138
		3	10	86	0	96
	%	1	47.3	52.7	.0	100.0
		2	8.0	91.3	.7	100.0
		3	10.4	89.6	.0	100.0

a. 53.3% of original grouped cases correctly classified.

b. Cross validation is done only for those cases in the analysis. In cross validation, each case is classified by the functions derived from all cases other than that case.

c. 52.6% of cross-validated grouped cases correctly classified.

The discriminant model indicated that two functions were generated for current study. 3 variables loaded on Function 1 and 1 variables loaded on Function 2 (which was not significant).

FUNCTION 1

This function explained 98.5% of the variance, indicating that it is the more important function out of the two generated in discriminant analysis. The groups that the function discriminates between are Group 1 versus Groups 2 and 3, i.e., cluster 1 was for satisfied customers, while 2 was for neither satisfied nor dissatisfied customers and cluster 3 was for relatively dissatisfied customers. 3 variables, i.e., experience (0.966), quality and hygiene (0.735) and safety and Ease (0.572) loaded on this function that helped to

discriminate between these 3 groups. The results indicate that the respondents in Clusters 2 and 3 are those who has negative experience with variables in function 1 while foreign customers in cluster 1 seemed to have had positive experience with function 1 i.e. it seemed that the foreign visitors to Goa valued the experience, quality and hygiene and safety and ease of moving around in Goa.

Standardized Canonical Discriminant Function Equation (figure 1) for Satisfaction is

$$= a + v_1x_1 + v_2x_2 + v_3x_3$$

Where a = constant

V = Discriminant Coefficient

X = respondents score for that variable

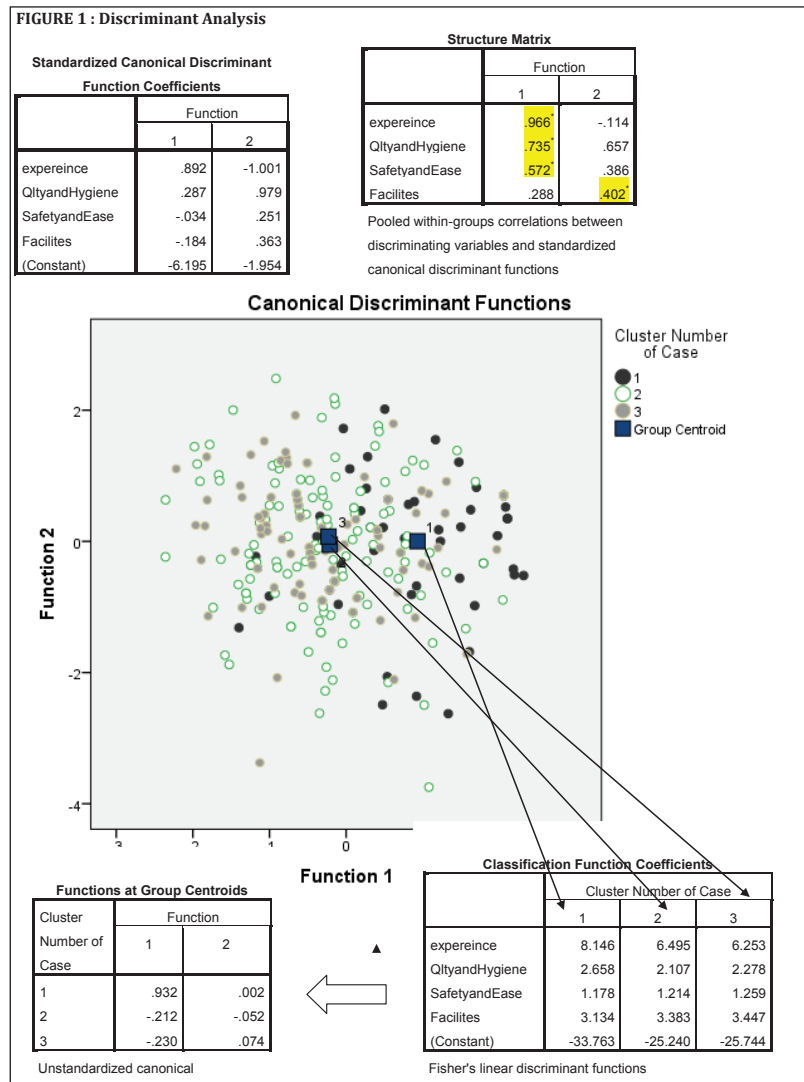
$$= -6.195 + 0.892 \text{ experience } 0.287 \text{ quality and Hygiene } - .034 \text{ safety and ease}$$

The results indicated that one unit improvement in the experience foreign tourists had in Goa would lead to change in customer satisfaction by 0.892 in the positive direction; other things being constant. Similarly other things being constant one unit increase in the quality and hygiene would lead to 0.287 units change in customer satisfaction. Interestingly, foreign tourist did not have a problem in terms of safety or ease in Goa. Rather investment into this variable would decrease the satisfaction level from the destination. Therefore, though the hypothesis support was found as an important discriminator for this variable the variable did not need further intervention.

The results of discriminant analysis indicated that cluster 1 represented the set of Foreign tourist respondents who were satisfied with their visit to Goa. The respondents belonging to this set had a positive loading on function 1 (.932) indicating that they scored heavily on the variables that loaded on function 1. As discussed earlier, Function 1 had 3 variables, i.e. experience, quality and hygiene and safety and

ease as significant discriminators. Classification function coefficients indicated that foreign tourists had maximum coefficient value for experience (8.146) followed by quality and Hygiene (2.658). While cluster 2 represented the set of Foreign tourist respondents who were on the fence with their satisfaction levels for their visit to Goa. The respondents belonging to this set had a negative loading on function 1 (-0.212) indicating that they scored negatively on the variables that loaded on function 1. As discussed earlier, Function 1 had 3 variables, i.e. experience, quality and hygiene and safety and ease as significant discriminators.

Therefore hypothesis 1, 2 and 3 were accepted while no support was found for hypothesis 4. Further, the result of the Discriminant analysis indicated that the function 1 though discriminated between cluster 1 and 3 it did not discriminate very significantly between cluster 2 and 3. However given the cluster centroid closeness in cluster 2 and 3 some overlapping in these two clusters was expected. Nonetheless the results of the study were significant because the function did predict the different levels of satisfaction.



To further analyze the data the group membership was saved for the data set and the descriptive statistics i.e. averages was generated. This was done to find the specific items across two dimensions i.e. experience and quality and hygiene.

Experience factor consisted of items concerning, the holiday experience, heritage quotient of Goa, people in the service process, accommodation and food experience. The results indicated that for cluster 1 (satisfied foreign tourists) 69.4 percent of the respondents perceived Goa positively as a holiday destination and 58.5 percent and 48.5 percent of respondents in cluster 2 and cluster 3 agreed with this perception of Goa being a holiday destination. The results indicated that though experience on the whole was a discriminator of satisfaction level yet the image of Goa as a holiday destination was not. These results indicated that across the satisfaction levels the perception was similar and therefore, the discrimination was not from variance in this item. Similar analysis for perceived heritage of Goa indicated that 60 percent of respondents in cluster 1 perceived heritage of Goa as rich while 54 percent and 33 percent had that perception in cluster 2 and 3. Major difference was found in the mean value of the item friendliness of people component of the service process. For this item it was found that 66 percent of the foreign tourist in the cluster 1 perceived the guides to be friendly and trustworthy while this percentage drastically decreased for cluster 2 and cluster 3 to 7.4 percent and 3.1 percent. Similarly, for accommodation and food items it was found that the percentage of positive perception changed from 50 percent for accommodation and 63.3 percent for food for cluster 1 to 37.2 percent and 3.2 percent for cluster 2 to 18.6 percent and 5.2 percent for cluster 3. The results indicated that these 3 were major items which led to variance in the satisfaction level. Therefore, policy makers needed to make strategies to move and control foreign tourist experience across three dimensions i.e. people, accommodation and food. To control the experience the government needs to organize the people component of the service industry and also develop a better information database about food and accommodation facilities which offer a culturally distinct and rich experience.

Similarly, descriptive statistics for second discriminating dimension responsible for positive change in the customer satisfaction were generated and analyzed. The results across four items of quality and hygiene 4 items were important in this factor i.e. beach quality, destination cleanliness, guide quality and quality of night life. The results indicated that there was significant difference across the mean perception of three groups for beach quality i.e. in cluster 1 43.9 percent responded to their experience as 5 (positively) the percentage dropped to 1.1 percent for 5 in cluster 2 and 16.5 percent for 5 in cluster 3. Cleanliness item also showed similar results while the quality of night life showed less variance and stood at 75 percent for positive perception in

cluster 1, 60 percent in cluster 2 and 60 percent in cluster 3. The results indicated that the policy makers needed to stress on quality and hygiene dimensions in terms of beach quality, cleanliness and guide quality. The decision makers in order to improve the foreign tourist experience need to improve the beach quality and cleanliness in Goa but also make the people component of the service industry more organized and trained.

The results of the study indicated that there was a need for the Goan Government to make policies specific to experience and quality of experience.

CONCLUSION

In recent years rate of domestic tourist to Goa has gone up but not the foreign tourist. This has led to loss of shack culture and gypsy experience being marketed by Goa. The study was undertaken with the specific objective to understand the segmentation and marketing mix problems Goa as a destination is facing. Data was collected from foreign tourist visiting Goa.

The results of the discriminant analysis indicated that three factors were significant predictors of satisfaction in terms of foreign tourist in Goa i.e. experience, hygiene and safety. The safety perception was loading negatively indicating that the foreign tourist was satisfied with this variable and a further investment would lead to negative results.

The results of the study indicated that there was a need for the Goan Government to make policies specific to experience and quality of experience. Within these two dimensions the Goan Government needed to target people who are part of service industry, accommodation, food, quality of beaches and cleanliness. By specifically targeting these activity areas the Goan Government would be able to improve the satisfaction level of the customers. The specific targeting strategy would also help the government develop a more effective positioning strategy and basis for performance evaluation. Therefore, the segmentation of the market on basis of psychometric variable will help Goa develop a more effective marketing strategy. However, there is a need to convert these into demographic variables for practical reasons which can be explored as future areas of research.

Therefore, understanding the market on basis of satisfaction will help remove marketing woes of Goa.

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