An Importance-Performance Analysis of Backpackers at Robinson Crusoe Island Resort, Fiji

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Abstract

■ Rapid tourism growth over recent decades has brought with it a number of challenges for accommodation providers, and particularly located on small islands. Increasing competition has necessitated the need to secure high customer satisfaction, and to develop techniques that allow such satisfaction to be measured and monitored. Traditional tourist satisfaction research commonly used standard Likert-type scales to assess to what degree tourists were satisfied with certain attributes. However, this method neglects the fact that some of these attributes are of more or less importance to guests than others. The Importance-Performance Analysis (I-P Analysis) measures both the importance of an attribute to the guest, as well as the satisfaction with the same attribute. An I-P survey and analysis was conducted at a backpackers resort on Robinson Crusoe Island, Fiji. Results show that resort management know their target audience and cater well for them. However, results also show that there is room for improvement in some areas, and that other areas appear to get too much attention.

Key Words:
action grid, backpackers, Fiji, I-P Analysis, Robinson Crusoe Island, satisfaction, sustainability, tourism

Resumen

■ El rápido crecimiento del turismo durante las últimas décadas implica retos para los proveedores de servicios de alojamiento, especialmente aquellos establecidos en islas pequeñas. La creciente competencia demandaba una absoluta satisfacción por parte del cliente, y a la vez el desarrollo de nuevas técnicas para poder medir y monitor aquella satisfacción. El método que se usaba comúnmente para medir la satisfacción del cliente eran escalas estándar tipo Likert. Esto para evaluar hasta qué punto los turistas estaban satisfechos con ciertas características del hotel. Sin embargo, este método pasaba por alto que algunas de las características tienen un diferente nivel de importancia unas de otras para los clientes. El análisis Importancia-Rendimiento (I-P Analysis), mide tanto la importancia de una característica del hotel para un cliente como la satisfacción del cliente con la misma. Un estudio I-P fue aplicado en un hotel de mochileros en la isla Robinson Crusoe, en Fiji. Los resultados muestran que la administración del hotel conoce su clientela objetivo y les proporciona un buen servicio. No obstante, los resultados también muestran que hay posibilidad de mejora en algunas áreas y que en otras parece haber demasiada atención.

Palabras clave:
action grid, backpackers, Fiji, I-P Analysis, Robinson Crusoe Island, satisfacción, sostenibilidad, turismo

Introduction

■ With the enormous growth of tourism over recent decades, competition between the stakeholders in the tourism industry has increased as well. So much so that Noe (1999: xi) contends that "no greater challenge exists in the marketplace than for businesses to be responsible for providing satisfactory tourism and hospitality services". Satisfaction has been defined as a congruence of needs and experiences, whereas operators are aware of their clients' needs and motivations, the kind of experiences that satisfy those needs, and that they can accurately judge when these needs are met (Mannell & Iso-Ahola, 1987).

For accommodation providers, satisfaction is often measured on a basic Likert-type scale (from very satisfied to not at all satisfied), addressing various attributes of the place. Respondents tick a number on the scale, indicating how satisfied or dissatisfied they were with the respective attribute. However, Lindberg and McKercher (1997) warn of the simplicity of this method and suggest that results of such a model can be misleading. For example, visitors may report high satisfaction while still desiring improvement in facilities, activities, or conditions.

Dunn Ross and Iso-Ahola (1991) argue that tourists are motivated by an escaping force and by a seeking force. While escaping the everyday environment tourists are seeking intrinsic psychological rewards; they leave behind personal problems, troubles, difficulties, and failures. The rewards they seek by escaping the home environment can be personal rewards, such as self-determination, sense of competence, challenge, learning, and exploration. On the other hand, tourists are often seeking social contacts. The psychological benefits emerge from a simultaneous interplay of both forces, escaping the everyday environment and seeking psychological rewards (Dunn Ross & Iso-Ahola, 1991). The more those needs are met, the higher the satisfaction.

While investigating visitor satisfaction is important for operators (Noe, 1999), the knowledge about satisfaction alone can be flawed, even if psychological items are included in a survey. For example, an operator can do well in a certain activity/service, but that might not be of great importance to visitors. Thus, would it make sense to spend time, money and/or energy on such an activity/service? On the other hand, a certain service might receive low marks on a satisfaction survey. But since it is not known how important this service is to the customers, it is difficult for management to decide whether or not it is important for this service to be improved. The importance-performance analysis (I-P Analysis) attempts to rectify this problem, by looking at two sides of a feature: the importance of that feature to the customer, and how the customer rates the performance of the business with regards to the same feature (Guadagnolo, 1985; Hollenhorst, Olson, & Fortney, 1992).

This paper presents the findings of a study at Likuri Island in Fiji, also known as Robinson Crusoe Island, an island that falls into the classical 3S (sun, sand, surf) category (Lacher & Harrill, 2010). An importance-performance analysis was employed in order to investigate some features about the Robinson Crusoe Island Resort. Resulting from this analysis, recommendations for the resort operator on Likuri Island were developed.

Methods

The Study Site

■ Likuri Island is a small island in the estuary of the Tuva river, at the south-west tip of Viti Levu, Fiji's main island (Figure 1). Although Likuri Island is the official name of the small island (less than 1km long), it is widely known as Robinson Crusoe Island (RCI), which is how it will be referred to in this paper. The only developed area on the island is the Robinson Crusoe Island Resort (RCR), which is a backpacker-style resort with a number of bures (Fijian style huts/cottages) and some common area buildings, such as the reception and administration, a pool, a kitchen, bathrooms, and a staff area. Because RCR is the only development on the island, there are no shopping opportunities, and all meals are served at set times under straw roofs that provide shelter from sun and rain.

Access to the island from Viti Levu is by boat only, and takes approximately 40 minutes. A "shuttle service" is provided a few times per day by the resort (both for guests and staff). RCR also offers onwards transfers by

Figure 1: Likuri Island (Robinson Crusoe Island), Fiji. (Source: M. Lück)

bus/van to Nadi, with the main international airport in Fiji, and port of entry for most tourists. The island is surrounded by a reef on the seaside, the river channel, as well as shallow waters on the landside. During low tide, the shallow waters recede and expose some mangroves and extensive mud/sand flats (Figure 2).
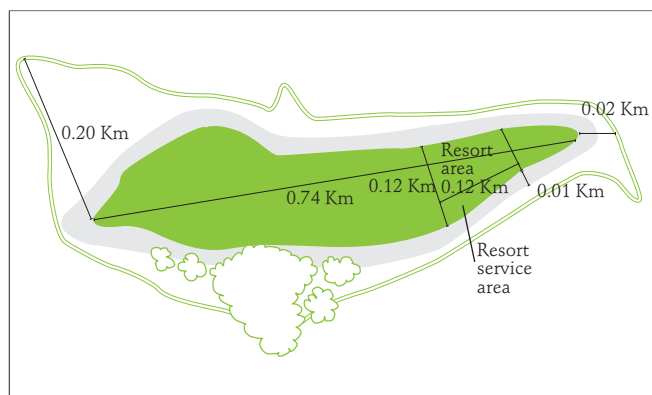
The Importance-Performance Analysis

In order to overcome the problem of having the results of a standard satisfaction survey, but no information as to how important the same features are for the guests, an importance-performance analysis, similar to an action grid analysis (AGA), was employed for this study (Huan, Beaman, & Shelby, 2002). It can provide a quick overview of what areas of the resort are most in need for improvement, and what areas received too much energy from management (Lacher & Harrill, 2010). A survey for the I-P Analysis comprises of two sections, one in which the respondent rates the importance of a number of items, and one in which he/she rates the performance of the same items. The items of both sections are rated on a five-point Likert-type scale, from 1 = not at all important to 5 = very important, and from 1 = poor and 5 = excellent, respectively. The mean of each performance attribute is then matched with the mean of the corresponding importance attribute. These matching means of each item are then transferred into a scattergram (action grid), with the performance value on the x-axis, and the importance value on the y-axis. Finally, the crosshairs are determined by using the grand means of both sections. Some previous studies have positioned the crosshairs at the middle point of the two scales (e.g., Mengak, Dottavio & O'Leary, 1986, in Bennett, Dearden & Rollins, 2003), or at some arbitrary point (e.g., Guadagnolo, 1985). However, since the most attributes tend to fall into the category of high importance and high performance, it was decided to follow Hollenhorst et

al.'s (1992) example and set the crosshairs at the overall means of the importance and the performance. However, it is acknowledged that any definition of attributes and the placing of crosshairs introduce a certain bias, since these are subjective.

The crosshairs subdivide the graph into four quadrants, which indicate suggestions as to how the respective managers should deal with various items; such as if they should improve them, put more or less effort in these items, and so on. The top right quadrant shows items that rated high in importance and high in performance, and thus are the best performing items: the resort performs well and should keep up the work on these items. The top left quadrant represents items that are rated high in importance, but low in performance: it is recommended that the management concentrates on improving these items. The bottom right quadrant shows items that are low in importance, but high in performance. Although the high performance is a good sign, the resort might waste time and energy on these items, because they are of low importance to guests. Lastly, the bottom left quadrant shows items that are low in both importance and performance: they should be of least concern to the resort management (Guadagnolo, 1985; Hollenhorst, et al., 1992; Martilla & James, 1977).

Another advantage of the I-P Analysis is that results can be displayed in a graph that is easy read and understand (Martilla & James, 1977). Since research reports are often prepared for non-academics, i.e. the managers of a resort, hotel, or operator, it is important that the material is presented in a way easy enough to grasp for people who are not familiar with complicated statistical analyses. The graph (action grid) can be useful for managers to evaluate the success of their operation (Bennett, Dearden, & Rollins, 2003), because it gives them information of both their clients' motivations (importance) and satisfaction (performance). They then can develop appropriate actions to improve certain services to increase the customers' satisfaction (Huan et al., 2002).

Sampling and Data Collection

The presented data stem from a study, undertaken at RCI from April 2008 to May 2010. RCR staff invited guests at Robinson Crusoe Island Resort to fill in the questionnaire when they checked out. This was a good opportunity, because guests were waiting for the boat transfer back to the mainland, and thus had some spare time to fill in the survey. A total of 246 surveys were returned during the survey period. Nine out of these were discarded because they were not completed, which left a

Figure 2: Map of Likuri Island (Robinson Crusoe Island), Fiji. (Source: Sykes (2003:6)

usable sample of 237 completed surveys. The data were entered into, and processed with SPSS for Windows. A reliability test of the data set resulted in a reliability coefficient (Cronbach's Alpha) of .938, which suggests that sufficient internal consistency is given.

During the pilot study, respondents had the opportunity to add, in an open-ended section, additional items they felt were important. Additional items suggested by respondents included 'access to management/reception (office hours)', 'no smoking policy', 'good value for money', 'travel information/travel bookings at backpackers', and 'credit card acceptance'. These items were added to the main survey.

Limitations

Since the data represent a relatively small sample, the results might not be representative for the whole population. However, the sample was deemed to be large enough in order to elicit some trends. A further limitation is that some of the items are not necessarily very well suited for RCI. However, these are usually items that are of importance to backpackers in general (based on literature, researcher opinion, and provider interest), and it was decided to keep them in the survey.

Results and Discussion

A Demographic Profile

Approximately two-thirds of the respondents were female (66.1%), and 33.9% of the respondents were male. The vast majority of all respondents (89.9%) were in the age bracket 18-29 years old, with only 6.7% in the 30-39 years age group, 1.8% in the 40-49 years, and 1.8% in the 50-59 years age group. This result is not surprising, since RCR is a backpacker style resort, without running water (they use bucket showers, see discussion below) and relatively basic facilities.

British travelers dominated the sample with 49.6 percent, followed by respondents from Ireland and Germany with 11.8% and 6.4%, respectively. Other nationalities included Australian (5.0%), Belgian (0.4%), Canadian (5.4%), Czech (0.4%), Dutch (1.3%), French (1.7%), New Zealander (1.2%), Norwegian (1.2%), Polish (0.4%), South African (0.8%), Swedish (2.1%), Swiss (0.4%), and the USA (5.94%). Approximately five percent of the respondents did not indicate their nationality (Figure 3). Given the fact that Australia and New Zealand are geographically the closest countries to Fiji, the very low numbers of Australians and New Zealanders in the sample are surprising. For Fiji's tourism overall, Australians are the largest country of origin (ca. 33%), followed by New Zealand with around 17% (Fiji Islands Bureau of Statistics, 2006). RCR is a classical backpacker style resort, and thus attracts mostly young international travelers. Many of them are on extended holidays and gap years, traveling around the world. Australians and New Zealanders who visit Fiji are less likely to stay at a backpackers resort, which may explain the low numbers of guests from these two countries.

Thirty-one percent of the respondents indicated that they were living in a rural area, while 69% stated that they lived in an urban area.

Given the fact that RCI Resort is a backpacker style place, it is not surprising that almost half of the respondents indicated that they were traveling with friends (45.1%), followed by traveling alone or with their partner (22.4%

**Figure 3: Nationality of guests at Robinson Crusoe Island Resort**
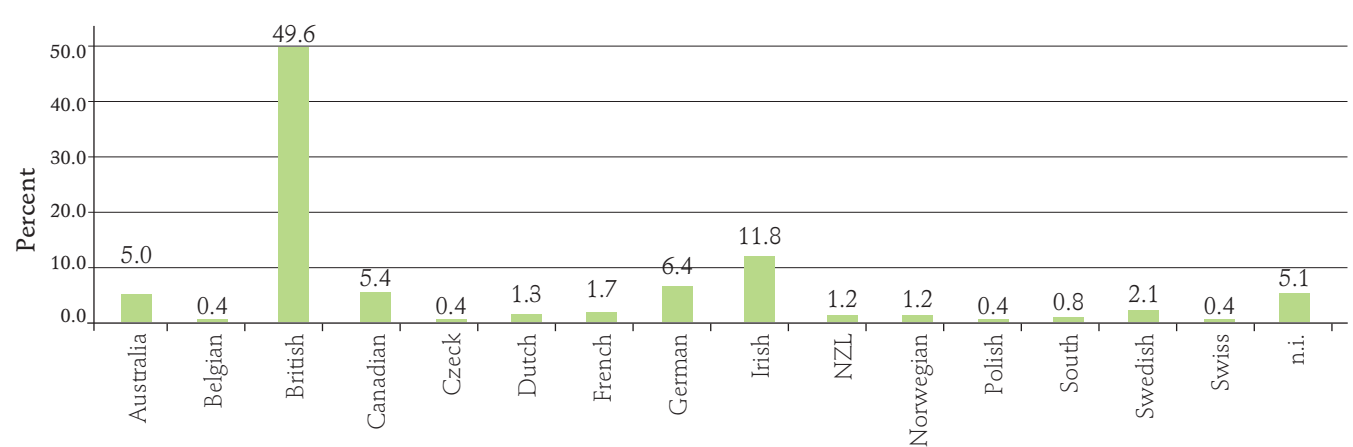
and 25.7%, respectively). Only 6.3% of the respondents traveled with family members (Figure 4).

When it comes to their length of stay in Fiji, there seems to be a weekly pattern, i.e. respondents stayed in multiples of seven days, i.e. one, two, or three weeks (Figure 5). Only 3.4% of the respondents had visited Fiji before, while 96.6% were visiting Fiji for the first time.

Out of this time, the majority of respondents stayed on RCI for up to six days (37.0% for three days, 21.7% for fours days, 15.3% for two days, 7.2% for six days, and 2.6% for one day), with a total of under 10 percent staying for seven or more days (Figure 6). Few respondents (2.5%) indicated that they had stayed at RCI before, while for 97.5% of the respondents it was their first visit on the island.

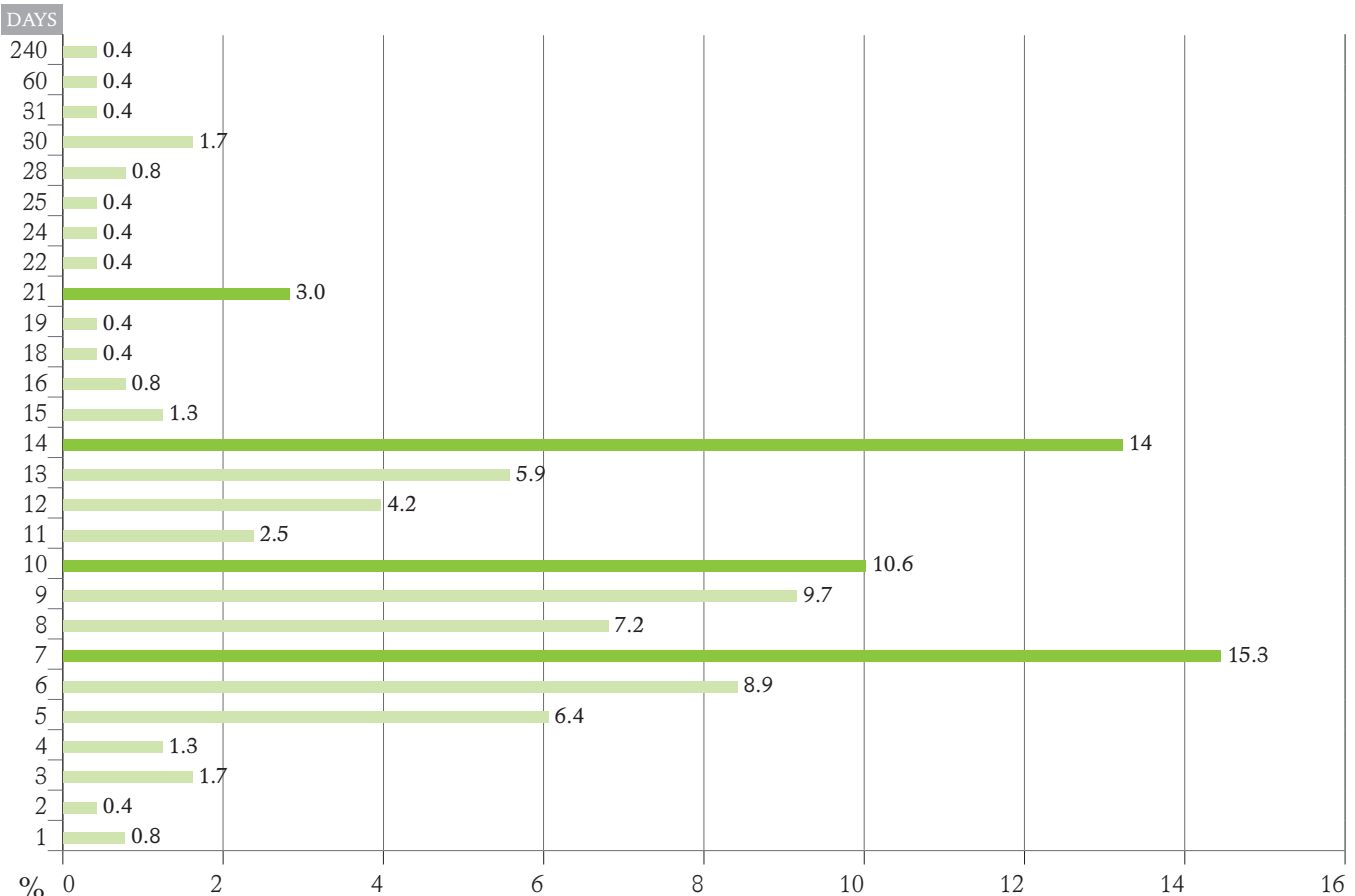## Figure 4: Travel Parties of guests at Robinson Crusoe Island Resort
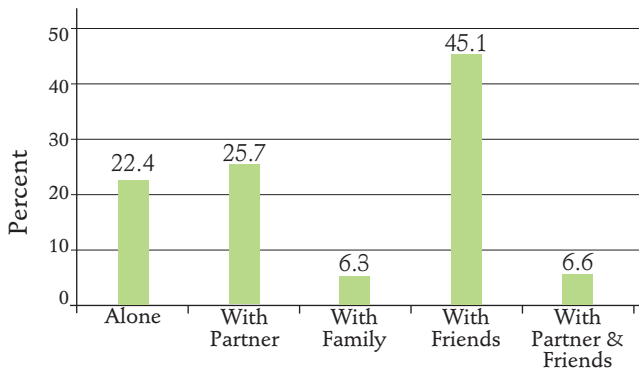
Note: Total exceeds 100% because more than one response was possible

Figure 6: Length of stay on Robinson Crusoe Island
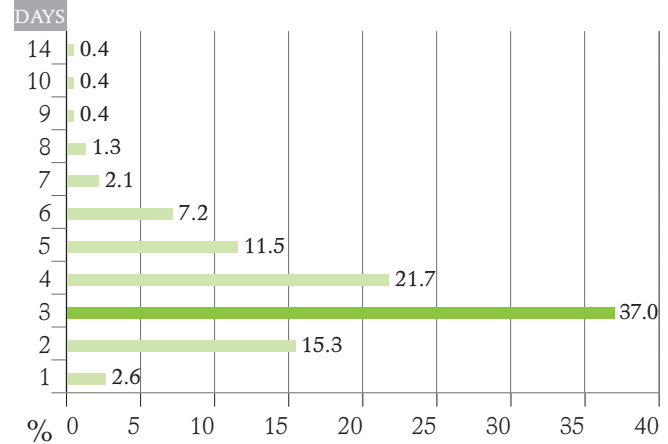


Figure 5: Length of stay in Fiji

The majority of the respondents (31.5%) indicated that they were not currently employed, followed by students (28.8%) and travelers who were working full time (23.9%). A relatively large group of respondents (7.2%) indicated that they were students and worked part-time, followed by 'other' (3.6%), and self employed travelers (4.1%). Only 0.5% each was working part time and retired and none of the respondents indicated that they were home-makers (Figure 7). The high share of people not being currently employed, as well as students, can be explained with a large number of travelers, who take six months or more off work, and travel extensively around the world. There are also a number of people who take a "gap-year", i.e. people who graduated from high school or university, and take a year for traveling, before joining the workforce.

More than half of the respondents had university quali-fications (44.3%) or other tertiary qualifications (Poly-technic: 6.3%, vocational or trade qualifications: 5.5%). Twenty-two percent of respondents had a high school certificate or diploma, and 14.3% did not indicate their qualifications (Figure 8).

In summary, the average visitor at RCR is young (under 30 years old), relatively well educated and/or still en-rolled as student, travels with friends and/or their part-ner, and is of British/Irish or German nationality. They generally stay in Fiji for two weeks or less, and on RCI for three days.
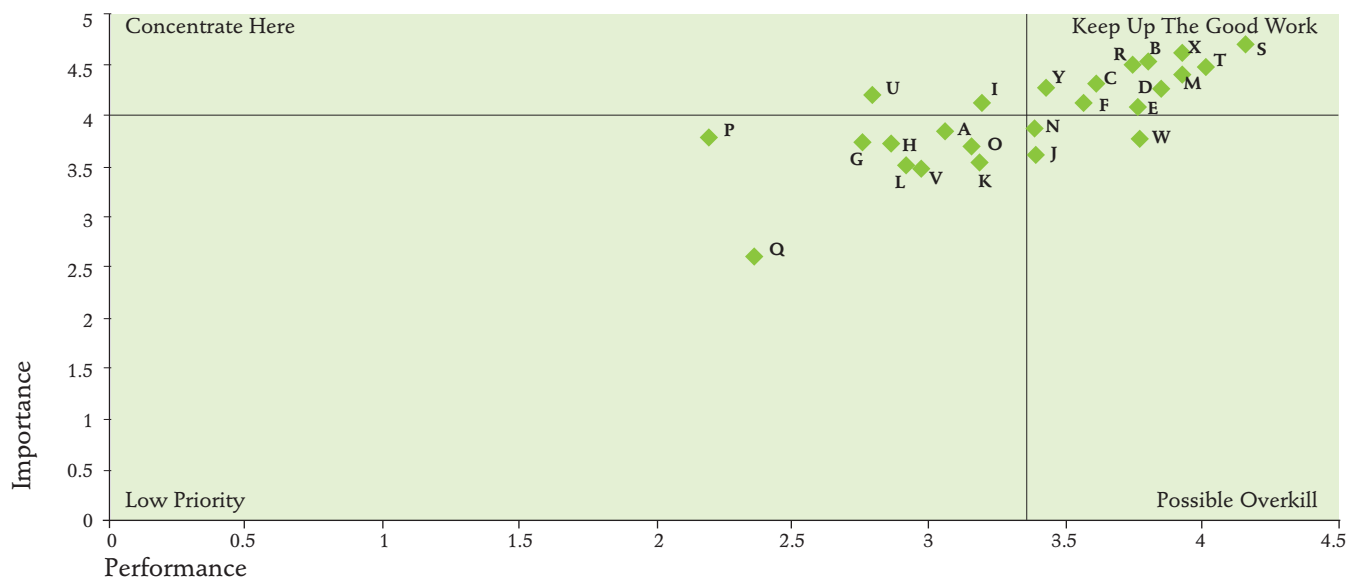
Figure 7: Employment status of guests at Robinson Crusoe Island Resort
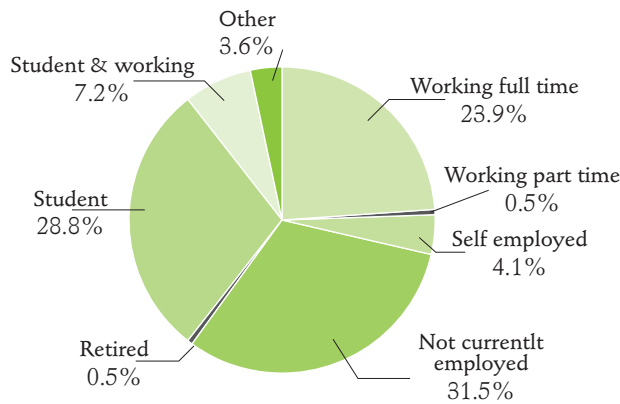
Figure 8: Level of education of guests at Robinson Crusoe Island Resort
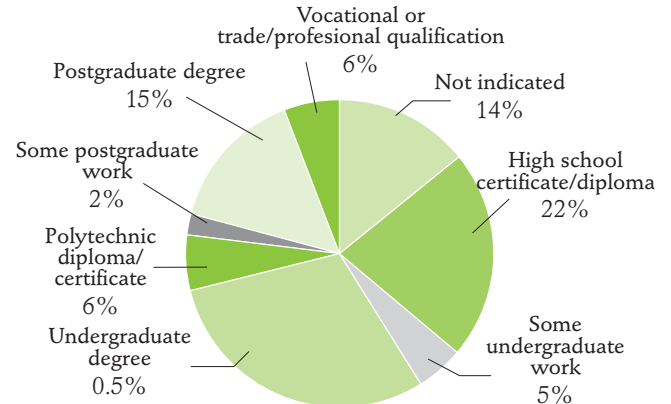
Figure 9: Importance-Performance Analysis of the Robinson Crusoe Island Resort, Fiji

Note: Performance means had to be reversed due to scale

Importance-Performance Analysis of the Robinson Crusoe Island Resort (RCR)

Respondents were asked to indicate, on a five point Likert-type scale ranging from 1 = not at all important to 5 = very important, how important twenty-five features (A-Y, Table 1) were in their decision to come to RCI. Then, they were also asked how RCR performed with these features, again rated on a five point Likert-type scale, ranging from 1 = poor to 5 = excellent. Due to the wording of the items of this scale, the means for the performance results were reversed. The means (original I-means and reversed P-means) of the twenty-five items were then plotted in an I-P graph or action grid (Figure 9).

Keep Up The Good Work

Eleven items fell into the top right quadrant (Keep Up The Good Work), which indicates that tourists placed high importance on those items, and that RCR performs very well for them. Among these items are factors that cannot be influenced by the resort management, such as 'location', and 'scenic views'. However, the majority of items mirror a successful provision of services. They include 'easy ac-

cess', a 'visually appealing exterior', a 'visually appealing interior', 'free activities', 'overall cleanliness', 'friendly staff', 'good value for money', 'travel information/travel bookings at backpackers', and 'meeting other likeminded people'. While the latter cannot be influenced directly, RCR successfully attracts a certain target group, in this case young backpackers. The very high performance of 'friendly staff' (highest rated item overall: mean = 4.15; SD = 1.421) was underlined by numerous comments in the open-ended section of the survey, such as 'staff were very friendly', 'great fun and great staff', 'staff all very friendly', 'the staff were amazing', and many similar comments.

The relatively high performance scores for 'visually appealing exterior' (mean = 3.77; SD = 1.314), 'visually appealing interior' (mean = 3.58; SD = 1.333), and 'overall cleanliness' (mean = 3.75; SD = 1.270) mirror RCR's philosophy stated on their webpage: "Robinson Crusoe Island prides itself in maintaining a high level of cleanliness and hygiene." (Robinson Crusoe Island Fiji, 2011).

Overall, the majority of the guests were satisfied or very satisfied with RCR's performance with these eleven items. This is reflected in the opinion that RCR is good value for money. This item ranked high on the impor-

Table 1: Twenty-five features of the Importance-Performance Analysis

Code	Attribute	Code	Attribute
A	Reservation online (e-mail/Internet)	N	Activities at additional cost (excursions, SCUBA diving, etc.)
B	Location	O	Telephone
C	Easy access (airport, bus stop, railway station…)	P	Internet access
D	Scenic views	Q	Television
E	Visually appealing exterior	R	Overall cleanliness
F	Visually appealing interior	S	Friendly staff
G	Kitchen facilities (stove, oven, sink, refrigerator, etc.)	T	Meeting other likeminded people
H	Kitchenware (pots & pans, plates & cups, cutlery, etc.)	U	Credit card acceptance
I	Showers/bathtub	V	Non-smoking policy
J	Deck, furniture & barbecue	W	Office hours at reception
K	Common rooms	X	Good value for money
L	Books and games available	Y	Travel information/travel bookings at backpackers
M	Free activities (pool, volleyball net, pool table, darts, snorkel gear, etc.)		

tance scale (mean = 4.58; SD = .814) and on the performance scale (mean = 3.93; SD = 1.288).

Concentrate Here

The items in this category give management an indication as to what is important to guests, but where the performance does not really match the expectations. Interestingly, only two items fell into this category (items I and U: 'showers/bathtub' and 'credit card acceptance'). Clearly, respondents placed relatively high importance on showers/bathtubs (mean = 4.17; SD = 1.021), but their expectations were not met by the resort (mean = 3.20; SD = 1.190). RCR does not have private bathroom or toilet facilities. There are two shower/toilet blocks that provide eight toilets and nine showers (Sykes, 2003). Due to the small size of the island, there is not enough fresh water to supply the resort with running water. If a well on the island would be used, the ground water level would sink rapidly, and not provide enough water for the plants and animals on the island (W. Latter, pers. comm.). In order to avoid this risk, island management decided to bring in all water from the mainland. The 20-liter containers for the water transport are lined up in front of the showers and bathrooms. Guests then have to fill a bucket (equipped with a tap) from these containers, and hoist them up in the shower, before they can use the shower. This quite unusual procedure appears to be an inconvenience for a number of guests, and thus the performance for the item 'showers/bathtub' is rated relatively low (Figure 9). Toilets use sea water, and the sewage is collected in septic tanks. The water from these tanks runs off into leach pits (under the surface) and sinks into the sand. The solid waste of the toilets breaks down in the septic tanks and is dug into a burial pit. After three to six months it is crumbly and odourless, and can be used as fertilizer on RCR's grounds (Sykes, 2003). According to Thaman (n.d.), sewage pollution on RCI is not a concern.

The item 'credit card acceptance' was one of the five items that was derived from the open-ended question in the pilot survey. Respondents placed relatively high importance (mean = 4.23; SD = 1.118) on this item, and gave it one of the lowest performance ratings (mean = 2.80; SD = 1.524). As shown in the demographic profile above, the majority of guests at RCR are young travelers that often tour for extended periods of time. They try to avoid carrying large amount of cash with them, and thus prefer – and expect – credit card facilities at the accommodation. This is particularly important for RCR, because it is in such an isolated location with no access to banks or ATM facilities. RCR

implemented credit card facilities between the survey period and the time of writing, although at a 5% surcharge for credit card payments was imposed (K. Latter, personal communication).

Although there had been no change in the provision of Internet facilities – that is, RCR still does not offer Internet access to guests - this item has moved from the 'concentrate here' quadrant in the pilot study to the 'low priority' quadrant in the main survey.

Low Priority

Nine items fell into this category, including 'reservation online', 'kitchen facilities' and 'kitchenware', 'common rooms', 'available books and games', 'telephone', 'Internet access', and 'non-smoking policy'. Since the only buildings on the island belong to the resort, RCR is providing a full meal service, which is included in the daily rate. In addition, a bar service is available for a charge. Thus, unlike most backpackers accommodations, RCR does not provide kitchen facilities and kitchenware for their guests. Consequently, due to the full meal service, these items were of low importance to the respondents. Phone access was seen as slightly less important (mean 3.71; SD = 1.261) than Internet access (mean 3.85; SD = 1.215), but since RCR provides a payphone at the central building the performance is rated as relatively high (mean = 3.15; SD = 1.260), whereas the performance rating for Internet was the lowest of all items (mean = 2.2; SD = 1.304). Internet access is a common feature at many backpackers and hostels around the globe, and was thus expected by many respondents (score just below the cross-hair line). RCR does not provide Internet access, and consequently the performance was rated as relatively low. The RCR management does not provide Internet access, because there are no phone line or cable connections on the island. The only possible access is via satellite, which has two main disadvantages. It is used by the management in the office (for bookings and e-mail), and proved to be very unreliable. In addition, it is very expensive, and thus not viable to offer to the guests at a reasonable charge. Management expects many complaints due to high cost, poor reliability and slow speed, so that they decided not to offer any Internet access at all (personal Communication, A. Spencer-Crusoe).

Common rooms and availability of books and games are not rated as very important (means = 3.59 and 3.50; SDs = 1.092 and 1.191, respectively). This is assumed to be related to the type of resort: RCR is a typical tropical beach resort, i.e. the weather is commonly

good, and thus there is little demand for common rooms and books/games. Rather, guests spend most of their on the beach, or with beach related activities, such as snorkeling, swimming, kayaking, and SCUBA diving. The lowest score for importance (mean = 2.64; SD = 1.380) and the second lowest performance score (mean = 2.38; SD = 1.317) were given to television. RCR does not provide TV (hence the low score), but it is also of very low importance to the guests. Again, in a tropical backpacker type accommodation with plenty of outdoor activities, TV is not the kind of commodity guests might expect.

The item 'non-smoking policy' was added to the survey after it had been mentioned a few times in the open-ended section of the pilot study. Since smoking is allowed in most places on the island (except in the buildings and on the vessel), it appeared that some non-smokers were asking for a non-smoking policy. However, results reveal that it is of very low importance (second lowest overall mean of 3.49; SD = 1.400).

Possible Overkill

Only three items were placed in the category of low importance and high performance, including 'deck, furniture & barbecue', and 'activities at additional cost', and 'office hours at reception'. The first result confirms some results of the Low Priority category, i.e. tourists at RCR are not particularly interested in having deck, furniture, or common rooms provided, because they mostly use the beach and restrict themselves to beach activities.

The second result is quite interesting: The only activities provided at additional cost were a jet boat ride (twice a week) and SCUBA diving. The PADI dive school on the island appeared to have had very little business during the survey period. Only 3.4% of the respondents used this facility during their stay, with almost half of these doing so just once. Only 1.1% of the respondents stated that they came to RCI specifically to go SCUBA diving. This confirms that while some tourists on RCI make use of the diving school, it appears to be opportunistic, rather than a planned activity (Lück, 2006). In addition, there are many activities offered free of charge (snorkeling trips, bush walks, learn how to husk a coconut, beach volleyball, reef walks, etc.), so that guests tend to prefer those to activities they have to pay for. This is reflected in the low importance score (mean = 3.88; SD = 1.031) and a relatively high performance score (mean = 3.38; SD = 1.315).

The item 'office hours at reception' was added after the pilot survey. Results show that the relatively long office hours are potentially unnecessary. Guests rated the importance as relatively low (mean = 3.79; SD = 1.040) and the performance high (mean = 3.78; SD = 1.197).

Conclusions

■ The results of this study underlined that the prime market for RCR is a young backpacker type group of visitors. Only 3.6% of the visitors in the study were older than 40 years old, and almost 90% were between 18 and 29 years old. Along with the backpacker market, the results also showed that overall, respondents were satisfied with their experience at RCR. However, there is room for improvement in some areas. In particular, respondents would like to see more convenient shower facilities. This, however, would contradict RCR's philosophy of providing a sustainable form of accommodation. The island's finite and fragile resources cannot provide for a steady freshwater supply, and thus the bucket showers are designed in a way that guests safe water. The showers and sinks are deliberately equipped with dispensers/handpumps that encourage guests to use as little water as necessary (Sykes, 2003). Toilets are handled appropriately, and the sewage does not cause pollution, and/or increase in nutrients around the island (Thaman, n.d.). RCR management could more visibly emphasize their commitment to the sustainable use of the island's resources, which would help guests understand why the shower facilities are so basic.

Another item that could be improved is the acceptance of credit cards. Since the administration of this survey, RCR has implemented this, and is now accepting payment by all major credit cards.

Guests on the island are backpackers from around the globe. On average, they stay for three nights, before they continue their travels. Guests do not come to the island with a particular focus on snorkeling or diving. Snorkeling is seen as a welcome free activity (54.5% of respondents went on at least one snorkeling trip during their stay), but not as one of the reasons why people come to the island. The PADI dive centre on the island appeared to be largely underutilized during the pilot study. However, 9.1% of the respondents in the main survey went SCUBA diving seven times. It is very likely that those guests were enrolled in the Open Water dive certificate course. And almost half of the guests (45.5%) went SCUBA diving once. While the activities for an additional charge (including

SCUBA diving) are still in the 'possible overkill' quadrant, both the importance and performance scores improved from the pilot study, and are now both close to the cross hairs.

Generally, it seems that RCR have identified their target market correctly, and the majority of their guests are satisfied with their experience. A number of surveyed items fall into the category 'Keep Up The Good Work', which indicates that these items are important to the respondents, and that RCR is successful in meeting their expectations.

Acknowledgements

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