

The Link between Market Orientation and Customer Satisfaction in the Tourism Industry: A Situational Analysis of Sub-Saharan Africa

Jan-Erik Jaensson and Hawa Uiso
The Open University of Tanzania
janerik.jaensson@out.ac.tz/hawa.uiso@out.ac.tz

Abstract: *This literature study provides a review of research in the fields of market orientation and customer satisfaction in the tourism industry. The objective of this research is to assess the link between market orientation, customer satisfaction and tourism business development in Sub-Saharan Africa. This link has not been studied in this region before and this research gives a situational analysis of the conducted research. The assumption supported in the literature is that market orientation promotes business performance, and ultimately improves customer satisfaction and loyalty to the products/services offered by the organization. Both market orientation and customer satisfaction are supposed to create value for customers. However, there are few studies of this kind in Africa and very few, in Sub-Saharan Africa. Studies linking market orientation to customer satisfaction are mainly in the form of consultancy reports and a few are academic in nature. The focus on tourism industry is due to its importance for the region. The tourism industry is fast growing, internationally competitive, generates foreign currency and creates employment. The findings are that no research has been conducted in the tourism industry in Sub-Saharan Africa linking market orientation to customer satisfaction.*

Keywords: Market Orientation, Customer Satisfaction, Business Development, Tourism, Sub-Saharan Africa.

Introduction

Tourism has been the fastest growing industry in the world with an annual growth rate of 6% for decades according to the United Nations World Tourism Organization (UNWTO). However, it has slowed down a bit during the past few years. The growth rate was only 3.8%, and the prognosis between 2010 and 2030 shows a growth rate of only 3.3% per year. The number of tourists in the world has increased from 25 million in 1950 to over 1.1 billion in 2014, and its export value is USD1.5 billion. This is about 6% of the world's total exports, and 30% of the world's total services exports. The forecast is expected to reach 1.8 billion tourists in 2030. (UNWTO, 2015a).

Tourism is the fourth largest export industry in the world as shown in Figure 1, only beaten by fuels, chemicals and food.

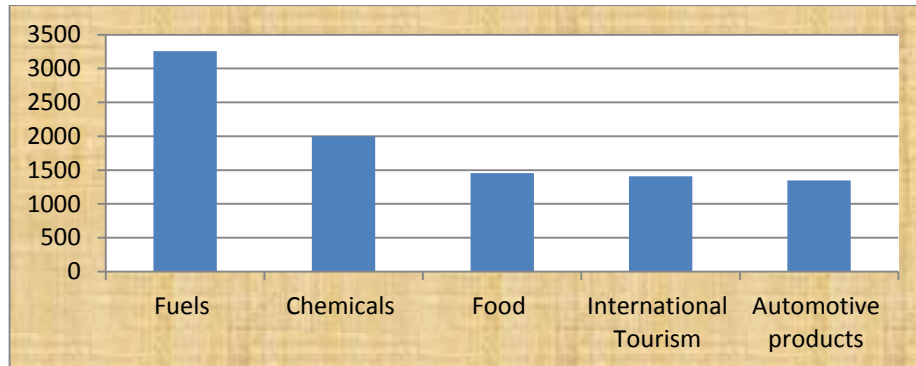


Figure 1: Export earnings per category 2013, in USD billion (source: UNWTO Annual Report 2014:14)

Many destinations in the world have invested in tourism development because of the industry's importance for socio-economic development where it generates export income as well as growth of SME's and creation of jobs. Worldwide, one out of eleven jobs is directly or indirectly dependent on the tourism industry (UNWTO, 2015a).

It is not hard to understand why this is a very important industry for many countries, and why Governments put a lot of money and efforts in promotion to customers. The importance of creating good public relations (PR) for a country and a destination within a country when promoting tourism has also been discussed as a driving force.

Tourism in developing countries has been more important than in developed countries. Some reasons for this are considered to be economic growth, the possibility for rural people to earn their living through small and medium sized enterprises (SMEs) or the informal sector, inflow of foreign currency, and the fact that tourism could contribute to poverty reduction, if managed correctly. (Britton, 1982; Hawkins and Mann, 2006; Kibara *et al.*, 2012; Mitchell and Mann, 2007; Muganda *et al.*, 2010; UNWTO, 2014).

The development of the tourism industry in Africa is also important and the number of tourists has increased from 6.7 million in 1990 to 56 million in 2014; but still it is only 5% of the world tourism. The potential for development of the tourism industry in Africa is however huge. The prognosis until year 2030 shows a large increase in tourists coming to the African continent to have reached 135 million, but the competition will be fierce (UNWTO, 2013).

To compete for an increasing number of tourists in the world, there is a need for marketing from countries, destinations and attractions. Marketing is a discipline where communication is taken as a key function. At the beginning of the development of the marketing concept, there was only a one-way communication, but today - with the development of technologies, the communication issue is severely more complex. Therefore, there is a need for increased innovation in

communication as well as development of tourism “products” to be internationally competitive and profitable.

Within the marketing discipline, market orientation (MO) is considered to be the implementation of the marketing concept (Kohli and Jaworski, 1990). Three seminal articles about MO written by Kohli and Jaworski (1990), Kohli *et al.* (1993), and Narver and Slater (1990) have made an important contribution in this area.

Common in all the articles is that they linked MO to performance and after those, many more articles have been published examining the relation between the concept and performance measures namely: profitability, innovation, and new product success (Brettel *et al.*, 2012; Dibrell *et al.*, 2011; Narver and Slater, 1990; Narver *et al.*, 2004; Slater and Narver, 1994).

Many performance factors have been linked to MO (both financial and non-financial), but customer satisfaction is a factor not well researched on compared to performance outcome. However, customer satisfaction is one key factor for a successful tourist destination development and it is important that the customers (tourists) have a good experience of their stay. Customer satisfaction is a factor that gives good word-of-mouth, repeat buy, and have a positive effect on profitability – as for MO (Heskett and Sasser, 1997; McDougall *et al.*, 2000; Neal and Gursoy, 2008; Reichheld and Teal, 1996).

The experience of the customer (in this case a tourist) of the destination’s communication, travel arrangements, on site experience and all other interacting factors will add up to the total experience of the visit to the destination. If the total experience is good the customers are satisfied and they will promote the country, destination and/or the attractions in their personal network. The objective of this research is to assess the link between MO, customer satisfaction and business development in the tourism industry in Sub-Saharan Africa.

The structure of this article continues with the method, the importance of the tourism industry, the literature review of MO and customer satisfaction, and the combination of the two theoretical areas, and ends up with the conclusions from the study.

Method

This research is based on a literature review. Articles were searched for in Journal databases with the following words alone or in combinations: tourism, tourism development, market orientation, profit, performance, customer satisfaction, satisfaction, relationship marketing, service quality, value creation, Africa, Sub-Saharan Africa, developing countries, Botswana, Burundi, Gambia, Ghana, Kenya, Namibia, Nigeria, Rwanda, South Africa, Tanzania, Uganda, Zambia, and Zimbabwe. The key words were “market orientation” and “customer satisfaction”. These were used initially in combination with the other words to search for studies in the geographical region. The combination of “market orientation” and “customer satisfaction” was also used to get

knowledge about studies using these key words, and they were few. The databases used are mainly Emerald, Taylor and Francis and JSTOR.

Manual content analysis was used to examine the content and concepts in the articles. The text was coded into three key concepts: i) “tourism/tourism development” in general, and in Sub-Saharan Africa, ii) “market orientation” in general, and in Sub-Saharan Africa, and iii) “customer satisfaction” in general, and in Sub-Saharan Africa. For ii) and iii) the key concepts were coded both in general and for the tourism industry. The content of the articles was reduced to look for specific words as like “profit” and “performance”. Within this method, relational analysis was performed using the two concepts “market orientation” and “customer satisfaction” to search for links between them.

Many articles were found about MO but only a few were found to have studied the phenomenon in developing countries, and very few were found studying the phenomenon in Sub-Saharan Africa (SSA). Many studies were found about customer satisfaction but only a few were academic and linking to MO. There were also many studies of customer satisfaction in the tourism industry in SSA, but most of them were consultancy reports or documents from the National Tourism Boards.

The importance of tourism in Africa

In the Rio Earth Summit in 1992 when Agenda 21 was adopted, tourism was highlighted as a way of eradicating poverty in developing countries. The suggested action was that countries/regions should develop marketing strategies in cooperation with all stakeholders, including local communities and indigenous people. Also the World Bank has had an interest in the tourism development over several decades. However, this interest has fluctuated over the years. With the Millennium Development Goals (MDGs) there was a renewed interest in the World Bank of supporting initiatives in this area. The majority of the countries with strategies for poverty reduction have tourism as one of the tools to create employment, to have economic growth and to help reduce poverty. Some of the countries have even given tourism equal importance as agriculture and manufacturing (Hawkins and Mann, 2006; Muganda et. al., 2010).

With the new Sustainable Development Goals (SDGs) the tourism is again one of the players for the fulfillment of the goals - especially goals No. 8, 12 and 14. For goal 8, (Good jobs and economic growth) it is clear that this industry is a driving force for growth and it creates 1 out of 11 jobs in the world (less in Africa). The jobs are created especially for youth and for women. With goal No 12 (Responsible consumption), the issue of sustainable tourism is highlighted. Tools will have to be developed to measure and monitor the tourism’s impact on environment. Goal No. 14 (Life below water) is vital for many African tourist destinations and they have to be very careful about the marine ecosystems (UNWTO, 2015b).

“One out of every twenty jobs in Africa is in the tourism and travel industry and worldwide it is one out of every ten. That shows you the potential that we have if we can get the travel and tourism industry up to the level of the global average,” said Shantayanan Devarajan, the World Bank’s chief economist for the Africa region, at the World Economic Forum on Africa in 2013. This shows the importance for socio-economic development and especially for job creation in Africa, which also will contribute to poverty alleviation.

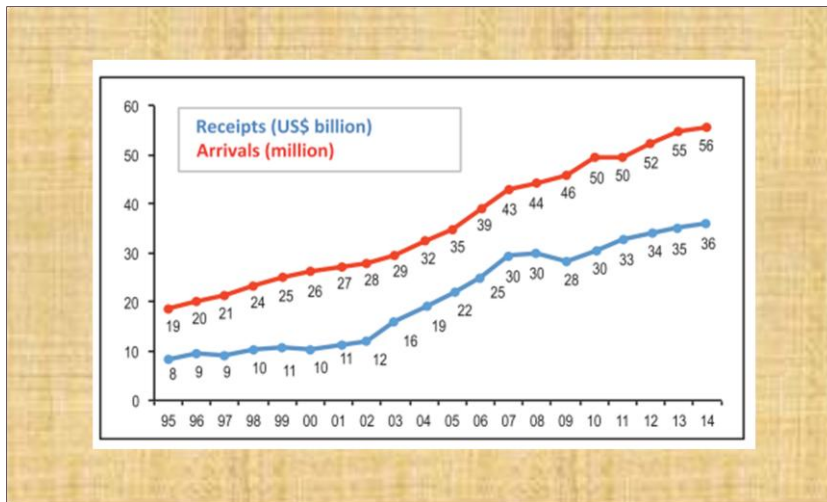


Figure 2: Africa: Inbound Tourism (source: UNWTO Annual Report, 2014:61)

The export earnings in Africa from the tourism industry are becoming increasingly important. In 2014 the export was USD36 billion from 56 million arrivals, which is an important factor for the economy of many African countries. The increase during 2014 was only 2%, compared to the world’s 4.4% (measured in numbers of tourists). The tourist development is very different in different parts of Africa as seen in Table 1.

Table 1. International tourism by region

	International tourist arrivals (million tourists)	Annual growth % 1995-2010	Share of market % 2010	Share of market % projections 2030
	2010			
Africa	50.3	6.7	5.3	7.4
North Africa	18.7	6.5	2.0	2.5
West and Central Africa	6.8	7.5	0.7	1.2
East Africa	12.1	6.1	1.3	2.1
Southern Africa	12.6	7.4	1.3	1.6

(Source: UNWTO, 2013:15)

As we can see from Table 1 the prognosis is that Africa will take market shares until 2030 (from 5.3 to 7.4), and the largest part of that will be in East Africa. However, it is only a prognosis and there are many issues that could affect this -for example: terrorism, natural catastrophes, and the economic development. In any case the competition will be hard.

In fact, Africa is one of the fastest growing tourism markets in the world, and it will continue according to the UNWTO prognosis until 2030 (+4.6%, compared to the world 2.9%, Asia and the Pacific 4.2%, Middle East 4.0%, Americas 2.2% and Europe 1.8%). Much attention is therefore placed in tourism by African Governments and the benefits are poverty reduction, employment, rural development, HRM, foreign exchange earnings, country development etc. (UNWTO, 2013; World Bank, 2011).

There have been several studies about the tourism industries contribution to the development in African countries, and most of them are positive. One study by the Natural Resources Consultative Forum compared investments in different industries in relation to job creation. Their result shows that an investment of USD250.000 in the Tourism industry in SSA will produce about 182 full-time jobs! This means that the tourism industry generates 40% more jobs than the agricultural sector and 50% more than in the mining sector for the same amount of investment (World Bank, 2011).

Another important issue is that the Tourism industry also empowers women. About 31% of the employees in this sector in Africa are women compared with 21% in all other sectors in the continent, and women also manage more than 50% of the companies in SSA (EAC, 2011). For developing countries, tourism is considered to be a valuable industry for long-term growth. This is also the case for the African countries. A number of studies have shown that tourism could be pro-poor and that it could create valuable links to other sectors in the economy (Ajaguna et. al., 2014; Croes, 2014; Mohamad and Hamzah 2013; Mitchell and Ashley, 2010; Mitchell and Mann, 2007; Scheyvens, 2011; UNWTO, 2013; Vanegas, 2014; Yang and Hung, 2014).

The prognosis until year 2030 shows a large increase in tourists coming to the African continent from 56million in 2014 to 135 million in 2030 (UNWTO, 2013:12). One important question in the global competitive business is how to make Africa more competitive to be able to get a larger share of the tourism market in the world. From a theoretical point of view marketing could be used to increase competitiveness. Within the marketing area especially the concept of MO and customer satisfaction will be used in this study to discuss improvement of the tourism industry in Africa.

Literature review

Market Orientation

As mentioned before, MO is considered to be the implementation of the marketing concept. The seminal articles in this area are written by Kohli and Jaworski (1990), Narver and Slater (1990) and Kohli and Jaworski (1993). They defined the core components of MO and they also defined some antecedents.

The core components identified by this seminal research are intelligence generation, intelligence dissemination and responsiveness (Kohli and Jaworski, 1990) and customer orientation, competitor orientation and inter-functional coordination (Narver and Slater, 1990). Two dominating measurement tools are used in this research area: MARKOR and MKTOR. MARKOR was developed by Kohli *et al.*, (1993) and adopt an organizational perspective on MO. MKTOR was developed by Narver and Slater (1990) and adopt a more customer oriented perspective, linked to their different opinions about MO.

Since their articles were published many researchers have been testing and developing their ideas and the main area of testing has been the link between MO and performance/innovation, but not customer satisfaction. The results show that MO contributes to better performance. However, there are doubts about the short-term effect on financial performance (González-Benito *et al.*, 2014) but not for long-term performance. The results about innovation also show that MO has a positive effect and specifically if it is proactive. These are expected results since much focus is put on reaction to market information and to create superior value for the customers (Brettel *et al.*, 2012; Dibrell *et al.*, 2011; González-Benito *et al.*, 2014; Hong and Song, 2013; Narver *et al.*, 2004; Slater and Narver, 1994), which was established already by Kohli and Jaworski (1990) and Narver and Slater (1990).

The research areas have also been extended from private companies to public companies (Hodgkinson *et al.*, 2012; Mitchell *et al.*, 2013), and from production industry to services (Hodgkinson *et al.*, 2012; Peña *et al.*, 2012). The applicability of the concept has also been tested on SMEs and on internalization/emerging markets (Boso *et al.*, 2013; Liu and Xue, 2011; Raju *et al.*, 2011). The main results are that MO has a positive effect on all above mentioned areas (except on public organizations where the results are unclear), which is in line with the statement that the concept is applicable on every market environment, which was established already in the early 1990-ties by Narver and Slater (1990) and Kohli and Jaworski (1993).

Kohli and Jaworski (1990) noted in their early publication that there might be specific situations where MO is of less importance. They later changed their position by accepting the fact that MO is applicable in every business environment. However, the research on public organizations show mixed results. The dominating critique is that the concept is too focused on creating economic values. The main objectives of most public organizations are not to create economic values and as such the MO concept is not fully applicable. Furthermore the applicability on public

organizations in developing countries is more or less dismissed (Gromark and Melin, 2003; Rodrigues and Pinho, 2012).

Some other critiques are that the original concept was developed from studies of large companies with different departments with a lot of resources and some research indicates a need for modification for the applicability on SMEs (Blankson and Cheng, 2005; Blankson et. al., 2006; Keskin, 2006; Raju et. al., 2011).

There is also an unclear link to other management “orientations” as for example entrepreneurial orientation, learning orientation, and brand orientation. There have been some efforts to bring clarity between these different orientations to find out if they have similarities and if they could work together. The results show some similarities and some articles suggest for example that entrepreneurial orientation and MO should exist together as complements and that the best performance will be reached if the organizations engage in both MO and entrepreneurial orientation simultaneously (Gromark and Melin, 2003; Boso et. al., 2012; Hong et. al., 2013; Kwak et.al., 2013; Urde et. al., 2013).

The above criticism is valid and more research must be conducted to straighten out some of the question marks. However, MO is still considered to be the ultimate tool for implementing the marketing concept and its “excellence” is unquestioned in literature.

The question about national culture and its importance for business success has been studied by many researchers. The cultural aspect has an effect on business performance but for MO the studies show no significant link (Brettel *et al.*, 2012) and one explanation to this could be that MO emphasizes “customer pull” and focus on the creation of superior customer value. The focus on customer will make the organization to adapt to different customer needs in spite of cultural context.

Since MO is a strategic orientation it is manageable and this means that the top management in the organizations has to believe on its positive effect on performance for successful implementation in the organization. Little research has been done in developing countries and very few studies are from SSA (Chelariu *et al.*, 2002). To the authors’ best knowledge, the following studies have been done in the context of SSA:

Table 2: Detected studies of Market Orientation in Sub-Saharan Africa

Author and year	Country	Research organizations	Method and sample
Appiah-Adu and Djokoto (2015)	N/A	Meta-analysis	Literature study
Jaiyeoba and Amanze (2014)	Botswana	Service and manufacturing	Survey(100 firms)
Ofoegbu and Akanbi (2012)	Nigeria	Manufacturing	Survey (209 respondents 1 firm)
Mahmoud and Hinson (2012)	Ghana	Public sector	Qualitative (14 respondents)
Charles et. al. (2012)	Kenya	Manufacturing	Survey (220 firms)
Boso <i>et al.</i> (2012)	Ghana	Export, innovation	Survey (164 exporting firms)
Jaiyeoba (2011)	Ghana	SMME	Conceptual paper
Hinson and Mahmoud (2011)	Ghana	SME	Qualitative (20 owner/managers)
Opoku and Essien (2011)	Kenya	Banking	Survey (of employees)
Akomea and Yeboah (2011)	Ghana	Manufacturing	Qualitative + survey (220 respondents)
Osuagwu and Obaji (2009)	Nigeria	Manufacturing	Survey (1.200 respondents)
Nwokah (2008)	Nigeria	Food and Beverages	Conceptual paper
Mbah <i>et al.</i> , (2007)	Botswana	Manufacturing	Survey (79 respondents)
Osuagwu (2006)	Nigeria	Service and manufacturing	Survey (697 respondents)
Kuada (2005)	Ghana	Manufacturing	Survey (210 respondents)
Kuada and Buatsi (2005)	Ghana	Manufacturing	Survey (220 respondents)
Chelariu <i>et al.</i> ,(2002)	Ivory Coast	Public and private sector	Survey (109 respondents)
Loubser (2000)	South Africa	Service and manufacturing	Focus group (449 respondents) + Survey (51 respondents)

(Source: Literature review 2016)

The studies have mostly been using quantitative methods but there are four studies which have used qualitative methods in combination or alone, of which Hinson and Mahmoud (2011) and Mahmoud and Hinson (2012) used qualitative method as the single method.

All results from the above mentioned studies confirm the applicability of the MO concept in their studies environment except the study by Mahmoud and Hinson (2012) which concluded that MO was not applicable in the public organizations in Ghana. The opposite result was found in the Ivory Coast study by Chelariu *et al.*, (2002) of public and private organizations where it was applicable. The discrepancy is probably because Mahmoud and Hinson (2012) study selected public *organizations* (Local Government) and Chelariu *et al.* (2002) studied public *firms*! Hinson and Mahmoud (2011) also conducted a qualitative study of SMEs in Ghana where the results

show the importance of formalization and empowerment for a successful implementation of the concept.

The study by Jaiyeoba (2011) is a conceptual work-in-progress about SMEs and MO. The other conceptual paper by Nwokah (2008) discusses the application and impact on performance in the Food and Beverage industry in Nigeria. They conclude that there are specific conditions affecting this industry as for example government policies, new product development, diversification, innovation and devaluation of the Nigerian currency.

The Meta-analysis by Appiah-Adu and Djokoto (2015) had four research questions: 1) Is there publication bias in the market orientation-performance literature? 2) What is the average effect of market orientation on performance? 3) What is the role of study characteristics on market orientation-performance estimates? 4) Does accounting for study characteristics influence publication bias? Here we will only comment on the second question about the relationship between MO and performance since the other questions are about publication bias. Their Meta study revealed that on the average, the impact of market orientation on performance is statistically significant and positive.

Some additional comments on the above mentioned studies are that the study about manufacturing industry in Ghana by Akomea and Yeboah (2011) was both qualitative and quantitative and it showed a significant link between the firm size and the degree of MO. The study of exporting firms in Ghana by Boso *et al.* (2012) confirms the importance of MO in a dynamic environment and its effect on innovation. They also found that market-oriented behaviours are more likely to be related to export product innovation success when market dynamism is high. Loubser (2000) discusses MO in an organizational system and tested a conceptual model through focus groups and later a questionnaire on manufacturing firms in South Africa. The conclusion was that MO was a part of an organizational system and there was a significant relationship between MO, business philosophy, business behavior and performance in that organizational system.

In general, the studies confirm the relationship between MO and performance, but since there are so few studies from this geographical area we need more studies to expand the knowledge and to contribute to the development of the concept. No one of the mentioned studies is about the tourism industry which constitutes a research gap.

The services industry and customer satisfaction

Services research has gone through a development process from the 1970s where it was established that goods marketing and services marketing was different which increased the interest for the relationship between supplier and customer. In the 1990s the area of services marketing was established and developed with the new disciplines of relationship marketing and customer relationship management. The interest for service design and quality also emerged. Later in the new millennium the network theory and the systems theory were used in research about services, and the complexity of services was recognized. During this time the Service-

Dominant Logic (S-D Logic) also appeared to describe the interdependency between services and goods and the value creation process (Gummesson, 2014). However, Gronroos (2012) argues that the value creation concept was already discussed in the 1970s (Gronroos, 1978) as a development of the servuction model by Eiglier and Langeard, (1975, 1976).

Discussions about the relationship between customer satisfaction and quality have been going on since the 70s. In 2000 it was re-launched again through Cronin *et al.*, (2000) and Day and Crask, (2000). Customer satisfaction has mainly been seen as a post purchase assessment (Oliver, 1999) and it could only be measured after the tourist has experienced the travel (Liljander and Strandvik, 1993).

When there is a match between expectations and experiences, customer satisfaction is achieved. Satisfaction reduces the customer's level of decision making for future choices and will act as an important factor for customer loyalty. When a customer makes choices it is not only to the actual product or service, but also to the whole offer – global satisfaction. Since customer satisfaction is essential for re-buy, brand image etc., it is also considered to be a performance measure (Osuagwu and Obaji, 2009).

Delivering service quality increases customer satisfaction and contributes towards loyalty of customers, larger share of the market and higher profit (Bendt, 2009; Pansiri and Mmereki, 2010; Parasuraman *et al.*, 1988; Ugboma *et al.*, 2007). In services the determinants of service quality are difficult as the service is produced in cooperation with the customer and it is most often consumed at the same time as it is produced. This means that the consumer is a part of his/her own creation of satisfaction and value. The general characteristics of services are that they are intangible, perishable, inseparable and vary with the service provider.

The instrument mostly used to measure service quality is SERVQUAL questionnaire, and it consists of questions grouped into five dimensions: Tangibles, Reliability, Responsiveness, Assurance and Empathy (Owusu-Frimpong, 2013; Parasuraman *et al.*, 1985; Parasuraman *et al.*, 1988; Pizam and Ellis, 1999). However, the instrument has been criticized because it is constructed from the GAP-model (Parasuraman *et al.*, 1988) which has not been adequately tested empirically (Cronin and Taylor, 1992; Shahin and Samea, 2010). However, since the main stream of research has used the model and it is widely accepted, the model continues to be unchallenged in service quality and customer satisfaction research.

There are some studies linking customer satisfaction to service quality. In their conceptual article Bitner *et al.* (1997) discuss the different roles of a customer as being i) a productive resource, ii) a co-creator of quality, satisfaction and value, and iii) customers as competitors to the service organization. Parasuraman *et al.* (1988) argues that there is a distinction between service quality and satisfaction where service quality is related to the superior of the service and satisfaction is related to a specific transaction. They conducted a survey to test the SERVQUAL instrument to measure service quality. Sureshchandar (2002) argues that service quality and satisfaction are independent but linked in a way that an increase in one leads to an increase in the other. Their

result is generated from a survey of customers in Banks in India. Both Parasuraman *et al.* (1988) and Sureshchandar (2002) argues that service quality could be the measurement of customer satisfaction.

According to Zeithaml and Bitner (2012), there are also other factors than service quality determining customer satisfaction, namely: product quality, price, situational factors and personal factors. They continue stating (like Kariru and Aloo, 2014) that customer satisfaction leads to i) increased customer loyalty which in turn leads to more repeat purchase, and ii) positive customer word of mouth, which in turn leads to more new customers.

In tourist research the opinions is not unanimous about the relationship between satisfaction and value. Some researchers advocate that customer satisfaction lead to perceived value (Duman and Mattilla, 2005; Petrick *et al.*, 2001; Petrick and Backman, 2002) and some that perceived value lead to customer satisfaction (Andersson *et al.*, 1994; Babin and Kim, 2001; Gallarza *et al.*, 2013; Hutchinson *et al.*, 2009; Oh, 1999; Ravald and Gronroos, 1996; Ryu *et al.*, 2008; Tam, 2000). The academic discussion will continue about this relationship.

Service-Dominant Logic (S-D Logic) is another line of research about experience and value in services The S-D Logic was first discussed by Vargo and Lush (2004) as a new additional approach in services marketing. The S-D Logic does not separate between goods and services. Instead it looks upon all available resources as interdependent. Furthermore, it treats the customer as an active party in co-creating value. The value is co-created in the interactions between the customer and the service provider (value-in-use), which contradicts the earlier perspective of Goods-Dominant logic where the value is created in the exchange for money (value-in-exchange).

A study by Hayslip *et al.* (2013) proposes that S-D Logic is suitable for the tourism industry to handle the fierce international competition. They analyze the applicability of this logic in the tourism industry, but their conclusion was that it was a difficult task because of the “idiosyncrasy of tourism services”. Park and Vargo (2012) and Gummesson (2014) advocate for the use of S-D Logic in the tourism industry to create value in this specific industry.

There is some criticism against the classical formulations of customer satisfaction. These problems are according to Kanning and Bergmann (2009): 1) an “ambiguity about the notion of “expectation”, 2) an uncertainty about the effects of over-fulfillment of expectation, 3) a failure to take into account absolute levels of expectation-performance difference (rather than simple relative difference between performance and expectation), and 3) an implicit assumption that all variables (expectation, performance, and importance) are of equal significance in determining satisfaction.

The academic discussion about this will also continue but the concept of customer satisfaction is commonly used to measure quality and it is acknowledged to be essential for a successful business.

World Trade Organization (WTO, 2003) defines satisfaction within the tourism industry as: “. . . the satisfaction of all the legitimate product and service needs, requirements and expectations of the consumer, at an acceptable price, in conformity with the underlying quality determinants such as safety and security, hygiene, accessibility, transparency, authenticity and harmony of the tourism activity concerned with its human and natural environment.”

The consequence of this definition is that the satisfaction will evolve during a long time and concern many different factors (Gursoy, 2014). Mossberg (2003) go further and call this “experience areas” and make a point of the fact that the experience could be collected also during visits to several destinations over a large geographical area for a long time during the same trip. This is also the argument to why the S-D Logic should be applied to the tourism industry (Blazquez-Resino *et al.*, 2015; Park and Vargo, 2012).

The tourist’s satisfaction plays a critical role for a destinations success or failure. In an expansion of Oliver (1999) the tourists evaluate their experience both during and after the consumption because of the interaction that occurs during a long time (often a week or more) when they are in contact with personnel, scenic experiences, new knowledge, restaurants etc. which makes it complicated (Ince and Bowen, 2011; Owusu-Frimpong, 2013). Satisfaction also has an impact on the willingness to return and to recommend the destination to friends and relatives (Mlozi and Pesämaa, 2013).

Customer satisfaction (as well as MO) has a positive effect on profits, and gives a positive word-of-mouth. It is also critical for customer loyalty because of its great impact on customer behavior when it comes to the selection of activities, the intention of re-buy and the recommendation to friends to visit the destination, and the tourists are also less price-sensitive if they are satisfied. (Alegre and Magdalena 2006; Heskett *et al.*, 1997; Lee *et al.*, 2011; McDougall and Levesque, 2000; Neal and Gursoy, 2008; Opperman, 2000; Reichheld and Teal, 1996; Sun *et al.*, 2013).

The large part of customer satisfaction research has been done in industrialized economies and very few in Africa, Latin America, South America and Middle East, according to Pizam and Ellis (1999). The reference is old, but still valid after this literature search. Owusu-Frimpong *et al.* (2013) argue that research in the Tourism industry in SSA has only been done to a “limited extent”, and more research should be done in an African context.

There are a number of reports about customer satisfaction from countries in SSA presented by consultancy firms and from the National Tourist Boards. Many reports present customer satisfaction index, service quality index and so on, but there are also academic studies about this area in SSA. The academic studies of customer satisfaction and service quality conducted in SSA (from for example Botswana, Kenya, Nigeria, Ghana, and South Africa.) confirm the link between service quality and satisfaction using the SERVQUAL instrument, and some of them are about the tourism industry.

Research using SERVQUAL from the tourism industry are for example Kariu and Aloo (2014) which confirm the relationship between service quality and customer satisfaction. This study was carried out on Hotel guests in Ghana. The same result was accomplished by Owusu-Frimpong *et al.* (2013) in studying destination attractiveness on tourists in Ghana. Their study started with a qualitative method to gain more knowledge before using the SERVQUAL instrument. Other studies using SERVQUAL to confirm this relationship are Pansiri and Mmereki (2010) who studied customer in the health care sector in Botswana and Ugboma *et al.* (2007) using a SERVQUAL questionnaire on customers to a Nigerian Port. Potha *et al.* (2001) studied the relationship between customer satisfaction and service quality among customers to Banks in South Africa using a qualitative method (not SERVQUAL) and this study also confirmed the relationship.

Some tourism studies have also been conducted in Tanzania as for example Massawe (2013) who used the expectation – disconfirmation paradigm and concluded that the companies' competitive advantage will increase if there are good relations with the customers. Mlozi *et al.* (2012) examined the effects of expectation on satisfaction, place identity, and place dependence. The conclusion was that satisfaction enhances loyalty. Kaltenborn *et al.* (2011) studied environmental attributes in Serengeti and customer satisfaction. Their results are that high degree of satisfaction increases the possibilities for a repeat visit. They also noted that the more eco-friendly tourists were more satisfied with conservation programs.

To the author's best knowledge, after the literature review, there are few academic studies of customer satisfaction in the tourism industry in SSA using SERVQUAL or other equal measurement instruments.

MO and customer satisfaction

MO and customer satisfaction are linked together in the literature through their ability to create value for customers (Caruna *et al.*, 2000; Gallarza *et al.*, 2013; Narver and Slater, 1990; O'Casey and Ngo, 2011; Slater and Narver, 1994; Vega-Vasquez, 2013). There are a few studies which discuss this link, and also some studies where the link is tested (Blesa and Bigne, 2005, Castro *et al.*, 2005; Kirca *et al.*, 2005; Kreppa *et al.*, 2003; Osuagwu and Obaji, 2009; Tortosa *et al.*, 2009; Wang, 2015).

The study areas where this research was carried out are: the manufacturing sector in Spain (Blesa and Bigne, 2005), the Banking sector in Spain (Castro *et al.*, 2005), the financial institutions in Australia (Kreppa *et al.*, 2003), the manufacturing firms in Nigeria and USA (Osuagwu and Obaji, 2009; Wang, 2015), and a financial institution in Spain (Tortosa *et al.*, 2009). There is also a meta-analysis conducted by Kirca *et al.* (2005).

In the meta-analysis by Kirca *et al.* (2005) the link between MO and customer satisfaction was too weak. Castro (2005) did not either manage to establish the link. Kreppa *et al.* (2003) and Blesa and Bigne (2005) established the link and partly did Tortosa *et al.* (2009), but Osuagwu and Obaji (2009) discuss the link and establish a relationship between the two concepts. Wang (2015)

also established a link between customer satisfaction and two of the MO components – customer orientation and competitor orientation. However, the link between customer satisfaction and MO needs more research (Castro *et al.*, 2005; Kirca *et al.*, 2005; Krepapa *et al.*, 2003; Osuagwu and Obaji, 2009).

After the literature review we note the lack of studies about this link, and the available studies show different results. Logically, MO should increase customer satisfaction because of its customer orientation. How this will be done is however not clear in the studies and there is a need to do more research to establish if this is the case. Additionally, no studies were found about the link between the concepts in SSA and nothing about the important tourism industry. The situation analysis of the link between MO, customer satisfaction and tourism business development in SSA showed no studies!

Conclusion and implications

The literature reviewed show lack of research linking MO and customer satisfaction generally and specifically in SSA. Since the tourism industry is fast growing and vital for developing countries, MO and customer satisfaction are key concepts for the future success of the industry. From the literature review the argued link is obvious, but there is little research done yet to confirm this, and studies in the context of SSA are missing.

We often accept theories developed in the Western World as generalizable to all countries and all environments. Therefore, the testing of theories in a developing country context is important to determine if the theories are as general as we tend to think. The common view that for example MO is applicable in every market environment should be researched in the context of SSA. Testing theories in another context contributes to knowledge, and in this case specifically about the concept of MO and customer satisfaction.

Studies to confirm the link between MO and customer satisfaction in tourism companies in SSA is yet to be carried out and this would be an area for future research. The tourism industry is highly competitive and customer satisfaction is essential. If there is a significant link between MO and a high degree of customer satisfaction of tourists visiting SSA it would be very important for the development and competitiveness of the industry.

The study by Krepapa *et al.* (2003) of financial institutions in Australia could serve as a role model for research in SSA in the context of the tourism industry, using the Narver and Slater (1990) measurement scale for MO and SERVQUAL for customer satisfaction. The theoretical implications for policy makers and the organizations within the tourism industry are that they should implement the marketing concept through MO to get more satisfied customers to increase their performance. However, this is an area for further studies.

References

- Ajagunna, I., Pinnock, F., and Kerr, R. (2014). Wilderness tourism – alleviating poverty through empowering local people: A case of Bangor Ridge, *Worldwide Hospitality and Tourism Themes*, 6(3), 229 – 243.
- Akomea, S.Y. and Yeboah, J.K.G. (2011). Market Orientation and Firm Performance in Ghana's Pharmaceutical Industry. *Journal of Science and Technology*, 31(2), 109-119.
- Alegre, J. and Magdalena C. (2006). Destination Loyalty: Consumers' Economic Behavior. *Annals of Tourism Research*, 33(3), 684-706.
- Anderson, E.W., Fornell, C. and Lehmann, D.R. (1994). Customer satisfaction, market share, and profitability: findings from Sweden, *Journal of Marketing*, 58, 53-66.
- Appiah-Adu, K., and Djokoto, J.G. (2015). Publication Bias and the Market Orientation Performance Nexus. *African Journal of Management Research*, 73-96.
- Babin, B.J. and Kim, K. (2001). International students' travel behavior: a model of the travel-related consumer/dissatisfaction process. *Journal of Travel and Tourism Marketing*, 10(1), 93-106.
- Bendt, A. (2009). Investigating service quality dimensions in South African motor vehicle servicing. *African Journal of Marketing Management*, 1(1), 001-009.
- Bitner, M. (1992). Servicescapes: the impact of physical surroundings on customers and Employees. *Journal of Marketing*, 56(2), 57-71.
- Bitner, M. J., Faranda, W. T., Hubbert, A. R., and Zeithaml, V. A. (1997). Customer Contributions and roles in service delivery. *International Journal of Service Industry Management*, 8(3), 193–205.
- Blankson, C. and Cheng, J.M.S. (2005). Have small businesses adopted the market orientation concept? The case of small businesses in Michigan. *Journal of Business and Industrial Marketing*, 20(6), 317-330.
- Blazquez-Resino, J.J., Molina, A., and Esteban-Talaya, A. (2013). Service-Dominant Logic in tourism: the way to loyalty, *Current issues in Tourism*, 18(8), 706–724.
- Blesa, A., and Bigné, E. (2005). The effect of market orientation on dependence and satisfaction in dyadic relationships. *Marketing Intelligence and Planning*, 23(3), 249-265.
- Boso, N., Cadogan, J. W., and Story, V. M. (2012). Entrepreneurial orientation and market orientation as drivers of product innovation success: A study of exporters from a developing economy. *International Small Business Journal*, 3(1), 57-81.
- Boso, N., Story, V. M. and Cadogan, J. W. (2013). Entrepreneurial orientation, market orientation, network ties, and performance: Study of entrepreneurial firms in a developing economy. *Journal of Business Venturing*, 28, 708–727.
- Brettel, M., Oswald, M., and Flatten, T. (2012). Alignment of market orientation and innovation as a success factor: a five-country study, *Technology Analysis and Strategic Management* 24(2), 151–165.
- Britton, S. (1982). The Political Economy of Tourism in the Third World. *Annals of Tourism Research*, 9, 331–358.
- Brohman, J. (1996). *Popular Development: Rethinking the Theory and Practice of Development*, Wiley, Oxford.

- Caruana, A., Money, A. H., and Berthon, P. R. (2000). Service quality and satisfaction—the moderating role of value. *European Journal of marketing*, 34(11/12), 1338-1353.
- Castro, C. B., Armario, E. M., and del Río, M. E. S. (2005). Consequences of market orientation for customers and employees. *European Journal of Marketing*, 39(5/6), 646-675.
- Charles, L., Joel, C., and Samwel, K. C. (2012). Market Orientation and Firm Performance in the Manufacturing Sector in Kenya. *European Journal of Business and Management*, 4(10), 20-27.
- Chelariu, C., Ouattarra, A., and Dadzie, K.Q. (2002). Market orientation in Ivory Coast: measurement validity and organizational antecedents in a Sub-Saharan African economy, *Journal of Business and Industrial Marketing*, 17(6), 456 – 470.
- Croes. R., (2014). Tourism and poverty reduction in Latin America: where does the region stand? *Worldwide Hospitality and Tourism Themes*, 6(3), 293 – 300.
- Cronin, J.J. Jr, Brady, M.K. and Hult, G.T.M. (2000). Assessing the effects of quality, value and customer satisfaction on consumer behavioral intentions in service environments. *Journal of Retailing*, 76(2), 193-218.
- Cronin. J.J. and Taylor. S.S. (1992). Measuring service quality: a re-examination and extension. *Journal of Marketing*, 56, 55-68.
- Day. E. and Crask. M.R. (2000). Value assessment: The antecedent of customer satisfaction. *Journal of consumer satisfaction, dissatisfaction and complaining behavior*, 13, 52-60.
- Dibrell, C., Craig, J., and Hansen, E. (2011). Natural Environment, Market Orientation, and Firm Innovativeness: An Organizational Life Cycle Perspective. *Journal of Small Business Management*, 49(3), 467–489.
- Duman, T. and Mattilla, A.S. (2005). The role of affective factors on perceived cruise vacation value. *Tourism Management*, 26, 311-23.
- EAC (2011). EAC Development Strategy (2011/12 – 2015/16) - Deepening and accelerating integration.
- Eiglier, P., and Langeard, E. (1975). Une approche nouvelle du marketing des services. *Revue Francaise de Gestion*, 2, 97–114.
- Eiglier, P., and Langeard, E. (1976). *Principe de politique marketing pour les entreprises de service*. Institut d'Administration des Entreprises, Université d'Aix-Marseille.
- Gallarza, M. G., Saura, I. G., and Moreno, F. A. (2013). The quality-value-satisfaction-loyalty chain: relationships and impacts. *Tourism Review*, 68(1), 3-20.
- González-Benito, Ó., González-Benito, J., and Muñoz-Gallego, P. A. (2014). On the Consequences of Market Orientation across Varied Environmental Dynamism and Competitive Intensity Levels. *Journal of Small Business Management*, 52(1), 1–21.
- Gromark, J. and Melin, F. (2003). From market orientation to brand orientation in the public sector. *Journal of Marketing Management*, 29(9/10), 1099–1123.
- Grönroos, C. (1978). A service-orientated approach to the marketing of services. *European Journal of Marketing*, 12(8), 588–601.
- Grönroos, C. (2012). Conceptualising value co-creation: A journey to the 1970s and back to the future, *Journal of Marketing Management*, 28(13/14), 1520-1534.
- Gummesson, E. (2014), Productivity, quality and relationship marketing in service operations, *International Journal of Contemporary Hospitality Management*, 26(5), 656 – 662.

- Gursoy D., Chen, J.S., and Chi, C.G. (2014). Theoretical examination of destination loyalty formation, *International Journal of Contemporary Hospitality Management*, 26(5), 809 – 827.
- Hayslip, T.B., Gallarza, M.G., and Andreu, L. (2013). Service-Dominant Logic and Value in Tourism Management: A Qualitative Study within Spanish Hotels Managers. *Journal of Business Theory and Practice*. 1(2), 303-328.
- Hawkins, D.E and Mann, S. (2006). The World Bank's role in tourism development. *Annals of Tourism Research*, 34(2), 348–363.
- Heskett, J.L., Sasser, W.E. Jr and Schlesinger, L.A. (1997). *The Service-Profit Chain*, FreePress, New York, NY.
- Hinson, R., and Mahmoud, M. A. (2011). Qualitative Insight to market orientation in small Ghanaian Businesses. *International Journal of Marketing Studies*, 3(1), 35-44.
- Hodgkinson, I. R., Hughes, P., and Hughes, M. (2012). Re-examining the deployment of market orientation in the public leisure sector. *Journal of Marketing Management* 28, (11/12), 1249–1269.
- Hong, J., Song, T. H., and Yoo. S. (2013). Paths to Success: How Do Market Orientation and Entrepreneurship Orientation Produce New Product Success? *Journal of Product Innovation Management*, 30(1),44–55.
- Hutchinson, J., Lai, F. and Wang, Y. (2009). Understanding the relationships of quality, value, equity, satisfaction and behavioral intentions among golf travelers. *Tourism Management*, 30, 298-308.
- Ince, T., and Bowen, D. (2011). Consumer satisfaction and services: insights from dive tourism, *The Service Industries Journal*, 31(11), 1769-1792.
- Jaiyeoba, O. (2011). The Impact of Market Orientation on SMMEs in Developing Economies: A Case-study of Botswana. *International Journal of Business Administration*, 2(3), 132-139.
- Jaiyeoba, O., and Amanze, D. (2014). Testing the Applicability of Narver and Slater's Market Orientation Concept and Firm Performance in Botswana Companies. *Journal of Business Theory and Practice*, [2\(1\)](#), 1-12.
- Kaltenborn, B.P., Nyahongo, J.W., and Kideghesho, J.R., (2011). The attitudes of tourists towards the environmental, social and managerial attributes of Serengeti National Park, Tanzania. *Tropical Conservation Science*, 4(2), 132-148.
- Kanning, U.P and Bergmann, N. (2009). Predictors of customer satisfaction: testing the classical Paradigms. *Managing Service Quality*, 19(4), 377-390.
- Kariru A.N., and Aloo, C. (2014). Customers' perceptions and expectations of service quality in hotels in western tourism circuit, Kenya. *Journal of Research in Hospitality, Tourism and Culture*. 2(1), 1-12.
- Keskin, H. (2006). Market orientation, learning orientation, and innovation capabilities in SMEs. *European Journal of Innovation Management*, 9(4), 396–417.
- Kibara, O. N., Odhiambo, M. N. and Njuguna, J. M. (2012). Tourism and Economic Growth in Kenya: An Empirical Investigation. *International Business and Economic Research Journal*, May, 11(5), 517-528.

- Kirca, A. H., Jayachandran, S., and Bearden, W. O. (2005). Market orientation: a meta-analytic review and assessment of its antecedents and impact on performance. *Journal of marketing*, 69(2), 24-41.
- Kohli, A. K., and Jaworski, B. J. (1990). Market Orientation: The Construct, Research Propositions, and Managerial Implications. *Journal of Marketing* 54, 1-18.
- Kohli, A. K., Jaworski, B. J., and Kumar, A. (1993). MARKOR: A Measure of Market Orientation. *Journal of Marketing Research*, November 1993, 467-77.
- Krepapa, A., Berthon, P., Webb, D. and Pitt, L. (2003). Mind the gap. An analysis of service provider versus customer perceptions of market orientation and the impact on satisfaction. *European Journal of Marketing*, 37(1/2), 197-218.
- Kuada, J. (2005). An Inter-Industry Comparison of Market Orientation in Ghana. *The Consortium Journal*, 10(2), 63-74.
- Kuada, J. and Buatsi, S. (2005). Market orientation and management practices in Ghanaian firms: revisiting the Jaworski and Kohli framework. *Journal of International Marketing*, 1(1), 58-73.
- Kwak, H., Jaju, A., Puzakova, M., and Rocereto, J. F. (2013). The Connubial Relationship Between Market Orientation and Entrepreneurial Orientation. *Journal of Marketing Theory and Practice*, 21(2), 141–161.
- Lee, S., Jeon, S. and Kim, D. (2011). The impact of tour quality and tourist satisfaction on tourist loyalty: the case of Chinese tourist in Korea. *Tourism Management*, 32, 1115 – 1124.
- Liu, Y., Li, Y., and Xue, J. (2011). Ownership, strategic orientation and internationalization in emerging markets. *Journal of World Business*, 46, 381–393.
- Liljander, V., and Strandvik, T. (1993). Estimating Zones of Tolerance in Perceived Service Quality and Perceived Service Value. *International Journal of Service Industry Management*, 4(2), 6-28.
- Loubser, S. S. (2000). The relationship between a market orientation and financial performance in South African organizations. *South African Journal of Business Management*, 31(2).
- Mahmoud, M. A. and Hinson, E. (2012). Market orientation in a developing economy public institution: Revisiting the Kohli and Jaworski's framework. *International Journal of Public Sector Management: IJPSM*, 25(2).
- Massawe. D. (2013). Customer Satisfaction and Complaints as a Means of Gaining a Competitive Advantage in Hospitality Industry. *The Eastern African Journal of Hospitality, Leisure and Tourism*, 1(1), 1-12.
- Mbah, C., Ogbuehi, A., and Blankson, C. (2007). The Challenges of Market Orientation Strategies Implementation in An Emerging Economy. *Journal of Business Case Studies*, Second Quarter, 3(2), 29-40.
- McDougall. M.C.M. and Levesque. T. (2000). Customer satisfaction with services: Putting perceived value into the equation. *Journal of Services Marketing*, 14(5), 392-410.
- Mlozi, S., and Pesämaa, O. (2013). Adventure tourist destination choice in Tanzania. *Current Issues in Tourism*, 16(1), 63-95.
- Mlozi, S., Pesämaa, O., Haahti, A., and Salunke, S. (2012). Determinants of Place Identity and Dependence: The Case of International Tourists in Tanzania. *Tourism Culture and Communication*, 12(2), 97-114.

- Mitchell, J., and Ashley, C. (2010). *Tourism and poverty reduction: Pathways to prosperity*. Earthscan, London.
- Mitchell, J, A, C and Mann, S, (2007). Can tourism offer pro-poor pathways to prosperity? Examining evidence on the impact of tourism on poverty. ODI Briefing Paper No. 22. Overseas Development Institute, London.
- Mitchell, R., Wooliscroft, B. and Higham, J.E.S. (2013). Applying sustainability in national park management: balancing public and private interests using a sustainable market orientation model. *Journal of Sustainable Tourism*, 21(5),695-715.
- Mohamad. N.H, and Hamzah. A., (2013). Tourism cooperative for scaling up community-based tourism, *Worldwide Hospitality and Tourism Themes*, 5(4), 315 – 328.
- Mossberg, L. (2003), in Kvist and Klevsjo (2006). Att skapa upplevelser – fran OK till wow, Studentlitteratur, Lund.
- Muganda, M., Sahli. M., and Smith, K.A. (2010). Tourism’s contribution to poverty alleviation: A community perspective from Tanzania. *Development Southern Africa*, 27(5), 629-646.
- Muganda, M., Sirima, A. and Ezra, P. M. (2013). The Role of Local Communities in Tourism Development: Grassroots Perspectives from Tanzania. *Journal of Human Ecology*, 41(1),53-66.
- Narver, J. C. and Slater, S. F. (1990). The Effect of a Market Orientation on Business Profitability. *Journal of Marketing*, October 1990, 20-35.
- Narver, J. C., Slater, S. F. and MacLachlan, D. L. (2004). Responsive and Proactive Market Orientation and New-Product Success. *Journal of Product Innovation Management*, 21, 334–347.
- Neal, J. D., and Gursoy, D. (2008). Travelers’ satisfaction with hospitality and tourism services. *Journal of Travel Research*, 47(1). 53-62.
- Nwokah, N. G. (2008). Strategic market orientation and business performance: The study of food and beverages organisations in Nigeria. *European Journal of Marketing*, 42(3/4), 279 – 286.
- O’Cass, A., and Ngo, L.V. (2011). Achieving customer satisfaction in services firms via branding capability and customer empowerment, *Journal of Services Marketing*, 25(7), 489 – 496.
- Ofoegbu, O. E. and Akanbi, P. A. (2012). The Role of Market Orientation on the Perceived Performance of a Manufacturing Firm in Nigeria. *European Journal of Business Management*. 4(20), 18-27.
- Oh, H. (1999). Service quality, customer satisfaction, and customer value: a holistic perspective. *International Journal of Hospitality Management*, 18(1), 67-82.
- Oliver, R.L. (1999). *Value as excellence in the consumption experience*. in Holbrook, M.B. (Ed.). *Consumer Value: A Framework for Analysis and Research*, Routledge, London, 43-62.
- Opoku, R.A. and Essien, V.B. (2011). Employee perceptions of market orientation in the banking industry: A case from a developing country. *Journal of Financial Services Marketing*, 16, 139–152.
- Oppermann, M. (2000), Tourism destination loyalty, *Journal of Travel Research*, 39, 78-84.
- Osuagwu,L. (2006). Market orientation in Nigerian companies. *Marketing Intelligence and Planning*, 24(6), 608 – 631.

- Osuagwu, L., and Obaji, R. (2009). Market orientation in Nigerian manufacturing companies. *International Business and Economics Research Journal (IBER)*, 8(9), 67-72.
- Owusu-Frimpong, N., Nwankwo, S., Blankson, C., and Tarnanidis, T. (2013). The effect of service quality and satisfaction on destination attractiveness of Sub-Saharan African countries: the case of Ghana, *Current Issues in Tourism*, 16(7-8), 627-646.
- Pansiri, J., and Mmereki, R. N. (2010). Using the Servqual Model to Evaluate the Impact of Public Service Reforms in the Provision of Primary Health Care in Botswana, *Journal of African Business*, 11(2), 219-234.
- Parasuraman, A., Zeithaml, V.A. and Berry, L.L. (1985). A conceptual model of service quality and its implications for future research, *Journal of Marketing*, 49, 41-50.
- Parasuraman, A., Zeithaml, V. A., and Berry, L. L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. *Journal of retailing*, 64(1), 12-40.
- Park, S-Y., and Vargo, S.L. (2012), The Service-Dominant Logic Approach for Tourism Marketing Strategy, in Rodoula Tsiotsou and Ronald E. Goldsmith (eds), *Strategic Marketing in Tourism Services*, Bingley, UK: Emerald Group, 231-246.
- Peña, A. I. P., Jamilena, D. M. F., and Molina, M. A. R. (2012). Market Orientation as a Strategy for the Rural Tourism Sector: Its Effect on Tourist Behavior and the Performance of Enterprises. *Journal of Travel Research*, 52(2), 225-239.
- Petrick, J.F., Morais, D.D. and Norman, W.C. (2001). An examination of the determinants of entertainment vacationers' intentions to revisit. *Journal of Travel Research*, 40, 41-8.
- Petrick, J.R. and Backman, S.J. (2002). An examination of golf travelers' satisfaction, perceived value, loyalty, and intentions to revisit. *Tourism Analysis*, 6(3-6), 223-37.
- Pisam, A., and Ellis, T. (1999). Customer satisfaction and its measurement in hospitality enterprises. *International Journal of Contemporary Hospitality Management*, 11(7), 326-339.
- Potha, A-M., De Wet, A., G., and De Wet, J., M. (2001). Customer satisfaction: Keeping tabs on the issues that matter, *Total Quality Management*, 12(1), 83-94.
- Raju, P.S., Lonial, S. C., and Crum, M. D. (2011). Market orientation in the context of SMEs: A conceptual framework. *Journal of Business Research*, 64, 1320-1326.
- Ravald, A. and Gronroos, C. (1996). The value concept and relationship marketing. *European Journal of Marketing*, 30(2), 19-30.
- Reichheld, F. F. and Teal, T. (1996). *The loyalty effect: The hidden force behind growth, profits, and lasting value*. Boston: Harvard Business School Press.
- Rodrigues, A. P. and Pinho, J. C. (2012). The impact of internal and external market orientation on performance in local public organizations. *Marketing Intelligence and Planning*, 30(3), 284-306.
- Ryu, K., Han, H. and Kim, T.-H. (2008). The relationship among overall quick-casual restaurant image, perceived value, customer satisfaction and behavioural intentions. *International Journal of Hospitality Management*, 27, 459-69.
- Scheyvens, R. (2011), *Tourism and Poverty*. Routledge, New York.
- Shahin, A., and Samea, M. (2010). Developing the Models of Service Quality Gaps: A Critical Discussion. *Business Management and Strategy*, 1(1) E2, 1-11.

- Slater, S. F., and Narver, J. C. (1994). Market Orientation, Customer Value and Superior Performance. *Business Horizons*, March/April, 22-28.
- Sun, A., Chi, C. G. and Xu, H. (2013). Developing destination Loyalty: the case of Hainan Island, China. *Annals of Tourism Research*, 43, 547-577.
- Sureshchandar. G.S., Chandrasekharan. R. and Anantharaman. R.N. (2002). The relationship between service quality and customer satisfaction – A factor specific approach. *Journal of Services Marketing*, 16(4), 363-379.
- Tam, J.L.M. (2000). The effects of service quality, perceived value and customer satisfaction on behavioral intentions. *Journal of Hospitality and Leisure Marketing*, 6(4), 31-43.
- Tortosa, V., Moliner, M. A., and Sánchez, J. (2009). Internal market orientation and its influence on organisational performance. *European Journal of Marketing*, 43(11/12), 1435-1456.
- Ugboma, C., Ogwude, I. C., Ugboma, O., and Nnadi, K. (2007). Service quality and satisfaction measurements in Nigerian ports: an exploration., *Maritime Policy and Management: The flagship journal of international shipping and port research*, 34(4), 331-346.
- UNWTO (2013). Annual report.
- UNWTO (2014). Annual report.
- UNWTO (2015a). Tourism Highlights, available at: <http://www.e-unwto.org/doi/pdf/10.18111/9789284416899>. Downloaded February 12, 2016
- UNWTO (2015b). Tourism and the Sustainable Development Goals.
- Urde, M., Baumgarth, C., and Merrilees, B. (2013). Brand orientation and market orientation — From alternatives to synergy. *Journal of Business Research*, 66, 13–20.
- Vanegas. M., (2014). The triangle of poverty, economic growth, and inequality in Central America: does tourism matter? *Worldwide Hospitality and Tourism Themes*, 6(3), 277 – 292.
- Vargo, S.L., and Lush, R.F. (2004). Evolving to a new dominant logic for marketing. *Journal of Marketing*, 68, 1-17.
- Vega-Vazquez, M., Revilla-Camacho, M. Á., and Cossío-Silva, F. J. (2013). The value co-creation process as a determinant of customer satisfaction. *Management Decision*, 51(10), 1945-1953.
- Wang C., G., Y., (2015). How manufacturer market orientation influences B2B customer satisfaction and retention: empirical investigation of the three market orientation components, *Journal of Business and Industrial Marketing*, 30(2), 182 – 193.
- WEF report (2013). <http://www.weforum.org/issues/global-competitiveness>. Downloaded March 10, 2016.
- World Bank (2011). Tourism in Africa Harnessing Tourism for Growth and Improved Livelihoods.
- WTO (2003), World Tourism Organization, available at: www.world-tourism.org. Downloaded August 20, 2014.
- Yang. X., and Hung. K., (2014). Poverty alleviation via tourism cooperatives in China: the story of Yuhu. *International Journal of Contemporary Hospitality Management*, 26(6).
- Zeithaml, V. A., and Bitner, M. J. (2012). *Service marketing* (international ed.). New York: McGraw Hill Inc.