# Evaluation of Convention Destination Images for 2006 and 2010: Importance-Performance Analysis of Meeting and Exhibition Planners' Perceptions

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**Abstract** : This study compares the results of two Importance-Performance Analyses (IPA) on the convention destination images in Korea by meeting and exhibition planners. Meeting and convention planners carefully evaluate convention destinations by considering meeting room facilities, hotel service quality, safety/security, air transportation access and hotel room availability as the most important attributes of a convention destination. On the other hand, night life, exhibition facilities, scenery/sightseeing opportunities, food and lodging costs and restaurant facilities are considered as the least important attributes of a convention destination. The study revealed that convention destination attributes ranking is dynamic and continuous evaluation should be done to determine the current perception of the meeting and exhibition planners. Meeting and exhibition planners' importance grid of the convention attributes is dynamic and changed with the environment and needs of their clientele. In this study it was noted that the ranking for some attributes has dramatically changed.

**Keywords** : Importance-Performance Analysis, convention destination, convention destination image, meeting and exhibition planners

## 1. Introduction

In the recent several years the convention field has grown significantly. In four years from 2003 to 2007 seven international convention destinations registered more than 15% growth in the number of international meetings hosted, including Singapore (228.17%), Republic of Korea (91.43%), Japan (60.0%), China · Hongkong · Macao (52.69%), Netherlands (22.97%), Portugal (18.245) and Austria (16.93%) (http://community.etourkorea. com/convention). In order for a country to take advantage of the benefits of the tourism sector it should strive for bigger share in the market.

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In addition to this growth, the body of literature on various aspects of the convention industry is expanding (Go and Zhang, 1997). Up to recently, only a limited number of studies have focused on the criteria that measure the successful performance of convention destinations (McCleary, 1978; Hall, 1980; Pizam and Manning, 1982; Var, Cesario, and Mauser, 1985; Leo and Levite, 1986; Reed Travel Group, 1988; Heath, 1989; Shaw, Lewis, and Khorey, 1991; Go and Zhang, 1997).

In 2006, Kim made a study on Korean convention planners viewed the convention destinations in Korea. The studies showed that Goyang ranked first followed by Seoul, Gwangju, Jeju, Busan, Changwon and Daegu.

Tourism conditions are dynamic thus constant evaluation must be done to detect weakness on the strategy, and the effects of the changing circumstances (Go, Milne and Whittles, 1992; Kim, 2006). Convention industry is very important in tourism sector. However, few studies of convention destination image have been conducted. Meanwhile, the concerns with convention industry are increasing in Korea. Accordingly, researches of convention destination image have been demanded.

The purpose of the study is to look into again on how the convention planners of Korea view the convention destinations in their country using the Importance Performance Analysis. This research would make convention destinations find out their strong points and weakness and it will contribute on the creation of image differentiation of convention destinations.

# 2. Literature review

## 1) Convention industry in Korea

Presently, the convention industry in Korea has been experiencing its early stages of the development. The rapid growth of business activity has caused a commensurate increase in the convention market. According to the report of the Korea National Tourism Organization (KNTC, 2008), Korea's share in Asia's meeting market increased from 8.2% in 2000 to about 13.1% in 2007. During the same period Seoul ranked as one of the World's top 10 cities in the number of international meetings hosted per year (http://community.etourkorea.com/convention). In addition, Korea offers several dedicated facilities such as the Exhibition and Convention Center in Seoul, Jeju, Busan, Daegu, Gwangju, Goyang, Changwon, Incheon, Daejeon.

## 2) Importance-Performance Analysis (IPA)

The IPA was developed by Martilla and James in 1977 as a tool for understanding customer satisfaction and prioritizing service quality improvements (Bacon 2003). This tool has been effective in identifying the competitive advantages of the firm, identifying its opportunities for improvement and in creating strategic plans for the firm (Deng, 2007; Kim, 2006).

The IPA has been used to measure service quality of hospital services (Hemmasi, Strong and Taylor 1994). Evans and Chon (1989) used the IPA to formulate and evaluate tourism policy. Kryt,

Yavas and Riecken (1994) and Hsu, Byun and Yang (1997) adopted the IPA technique in restaurant positioning. Lewis (1985) used the IPA as a competitive analysis technique to identify tourists' perceptions of the hotel industry. Lewis and Chambers (1989) reported the effective use of IPA by the Sheraton Hotel in monitoring customer satisfaction.

The IPA or expectancy value models which have been used in previous tourism performance of convention destination may be expressed as the following formula (Kim, 2006; Oppermann, 1996):

$$CDA_d = {}_{a=1}\sum (I_a)\,(P_{ad})$$

where

$CDA_d$ = convention destination attractiveness of
　　　　destination d

$I_a$ = importance attribute a (a=1, ..., N)

$P_{ad}$ = performance of destination d with respect to
　　　　attribute a

The variables of this design are directed towards meeting planners and their choice or criteria and not towards pleasure tourists who may seek different attributes in a destination. The CDA of meeting and exhibition planners may be slightly different from conference attendees (Kim, 2006; Oppermann, 1996).

Another approach aside from the mathematical model above is the graphical technique of the IPA (Chon and Evans, 1989; Chon, Weaver and Kim 1991; Kim, 2006). The I-P matrix is divided into four quadrants. The most common approach in dividing the matrix is to divide the importance dimension at the average score that is all attributes and to use an average value to divide the performance dimension as well. Using this method, the researcher is assured that the attributes are almost equally divided into more and less important attributes and that not all variables fall into one half or even quadrant of the I-P matrix (Kim, 2006; Oppermann, 1996).

Quadrant I is the "Keep Up the Good Work", The convention attributes are perceived to be very important to respondents and the destination's performance level is also high. This indicates that



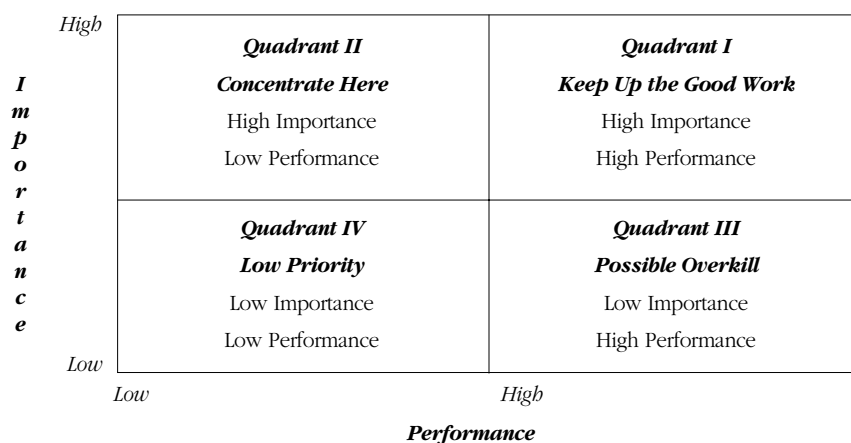| | Quadrant II | Quadrant I |
|---|---|---|
| | **Concentrate Here** | **Keep Up the Good Work** |
| | High Importance | High Importance |
| | Low Performance | High Performance |
| | Quadrant IV | Quadrant III |
| | **Low Priority** | **Possible Overkill** |
| | Low Importance | Low Importance |
| | Low Performance | High Performance |

Figure 1. Importance-Performance Analysis Grid

this where the destination's competitive advantage lies. Quadrant II is the "Concentrate Here". The convention attributes are perceived to be high by the destination fails to give a good performance. This needs immediate attention. This area contains the opportunities to be tapped in order to gain or further maintain competitive advantage of the destination. Quadrant III the "Possible Overkill". Here the convention attributes are perceived to be low but the destination performs very well. The efforts rendered here should be shifted by the destination to Quadrant I and Quadrant II in order to maximize the efforts of gaining market share. Quadrant IV the "Low Priority". Convention attributes are viewed to be not important and the destination performance is also low. This area should be given less importance but should be also be monitored in order for it not to become a threat to the destination.

The four identifiable quadrants are: "Keep Up the Good Work", "Concentrate Here", "Possible Overkill" and "Low Priority". Sources: Adapted from Evans and Chon (1989), Hemmasi, Strong, and Taylor (1994), Kety, Yaves, and Riecken (1994), Martilla and James (1997), and Martin (1995).

## 3) Literature review of convention destination

The subject of convention destination image has received a lot of concern in tourism geographical research. A few convention destination selections have been proposed and discussed and a number of studies have investigated images of different places (Oppermann, 1996). Echtner and Ritchie's reviews of destination image studies showed that most research concentrated on the images of states or countries but none on cities (Echter & Ritchie, 1993). Similarly, recent publications on urban tourism or marketing only touched briefly on that subject (Oppermann, 1996). A literature review of convention destination revealed a general lack of destination image studies except for a few exceptions. Alkjaer (1976) examined differences in perceptions of several Asian conference cities. Bonn *et al* investigated differences in perceptions of Caribbean island destinations as held by association meeting planners (Oppermann, 1996). This research on convention destination images has already been deplored by Oppermann (1996). Even though convention destination occupies one of the most important markets of the tourism industry, little academic research has focused on this industry.

Some studies on the image of states or countries used and analysed MDS (multi-dimensional scaling) (Alkjaer, 1976) but recently, IPA is being utilized for analyzing convention destination image (Oppermann, 1996; Kim, 2006). Accordingly, IPA will be used for this study.

## 4) Attributes of convention destination

Heightened competition among destinations is one of the characteristic of tourism. It is important to evaluate the relative importance of the competitive attributes. This information can assist managers in allocation of the limited destination resources available to them (Crouch, 2006). Convention destination attributes were defined by Lewis (1983) as features of the products or services that lead consumers to choose one product over the other while Wuest, Tas, and Emenheiser (1996)

Table 1. Attributes of convention destination

| Year | Author (s) | Attributes of convention destination |
|------|-----------|--------------------------------------|
| 1994 | Edelstein & Benini | availability of facilities, access to location, transportation costs, distance from attendants, climate, recreation facilities, tourist attractions, mandated by-laws, location image |
| 1996 | Oppermann | meeting rooms/facilities, hotel service quality, hotel room availability, clean/attractive location, safety/security, air transportation access, food and lodging costs, overall afford ability, city image, transportation costs, restaurant facilities, exhibition facilities, scenery/ sightseeing opportunities, climate, night life |
| 1998 | Crouch and Ritchie | Accessibility (Cost, Time, Frequency, Convenience, Barriers), Local Support (Local Chapter, Subsides, Convention Bureau), Extra Conference Opportunities (Entertainment, Shopping, Site Seeing, Recreation, Professional Opportunities, Accommodations, Meeting Facilities, Information, Site Environment, Others (Novelty, Profitability, Risks, Association Promotion) |
| 2006 | Kim | meeting rooms/facilities, hotel service quality, hotel room availability, clean/attractive location, safety/security, air transportation access, food and lodging costs, overall afford ability, city image, transportation costs, restaurant facilities, exhibition facilities, scenery/sightseeing opportunities, climate, night life |

defined perceptions of convention destination attributes as the degrees to which meeting and exhibition planners find various services and facilities important to customers' satisfaction. Table 1 shows the attributes of convention destination.

# 3. Methodology

In order to compare results, the questionnaire for this was patterned after the 2006 study of Kim. It has four sections. The first section of the questionnaire consisted of 15 convention destination selection attributes, for which meeting and exhibition planners were asked to indicate the perceived importance of the attributes when they choose a convention destination. For this study, 15 convention destination attributes were selected and used on the basis of the studies done by 5 authors

and reporters of the table 1 in the above. The 15 convention destination attributes identified by Kim in 2006 were used and the respondents were asked to rate these attributes in terms of importance when choosing a convention destination, on a 7-point Likert scale ranging from 'extremely important' to 'extremely unimportant'.

The second section included a evaluation of an 15 convention destination selection attributes for 9 convention destinations (Seoul, Jeju, Incheon, Busan, Goyang, Daejeon, Daegu, Gwangju, Changwon) in Korea on a scale from 1 to 9.

In the third section, the respondents were asked to evaluate the same 9 destinations in respect of the above 15 decision criteria. The questionnaire was designed so that each convention destination selection attribute was rated using a seven-point Likert scale, ranging from 1, strongly disagree, to 7, strongly agree, in the performance part of the destinations with regard to the attributes. The last

section covered some personal questions such as state of gender, age, education level and occupation were asked for comparative purposes.

The respondents of the questionnaires were selected at random among the active PCO-members in Korea. The total number of them is 980. The survey was sent by e-mail and regular mail to every single person. The survey period was from May 11 to 30, 2010 with a response rate of 25.6 or 251 respondents returned the completed questionnaire.

# 4. Results

## 1) Demographic and characteristics of the respondents

The majority of respondents were male (54.58%) and between 41~50 years of age, hold a

baccalaureate (62.15%) or master's degree (20.72%). The survey also indicated that 20.71% held occupation field 'international meeting planning', whereas about 4.78% were 'events planning'.

## 2) Importance-Performance Analysis (IPA)

### (1) Importance of destination attributes

The respondents were asked to rate the importance 15 preselected destination attributes in their planning decision process for meetings and conventions. These attributes were derived from a literature analysis of previous inquires into importance of convention destination attributes (Edelstein and Benini, 1994; Oppermann, 1996; Crouch and Ritchie, 1998; Kim, 2006).

### (2) Destination perceptions

Of the 9 convention destinations in Korea given,

Table 2. Demographic Characteristics of Respondents (N=251)

| Factor | Variable | Frequency | Percent | Factor | Variable | Frequency | Percent |
|--------|----------|-----------|---------|--------|----------|-----------|---------|
| Gender | Male | 137 | 54.58 | Occupation Field | Corporate | 43 | 17.13 |
| | Female | 114 | 45.42 | | Association | 28 | 11.16 |
| Age | 30 or below | 25 | 9.96 | | Government Official Worker | 27 | 10.77 |
| | 31~40 | 67 | 26.69 | | Education & Research Institute | 29 | 11.55 |
| | 41~50 | 86 | 34.26 | | Intern. Meeting Planning | 57 | 20.71 |
| | 51 or above | 73 | 29.08 | | Exhibition Planning | 30 | 11.95 |
| Education Level | College or below | 43 | 17.13 | | Travel Agent | 25 | 9.96 |
| | University | 156 | 62.15 | | Event Planning | 12 | 4.78 |
| | Postgraduate | 52 | 20.72 | | | | |

Table 3. Importance of Convention Destination Attributes

| Attribute | Mean score | 2010 Rank | 2006 Rank |
|---|---|---|---|
| meeting rooms/facilities | 5.70 | 1 | 1 |
| hotel service quality | 4.55 | 2 | 2 |
| safety/security | 4.37 | 3 | 9 |
| air transportation access | 4.24 | 4 | 8 |
| hotel room availability | 4.23 | 5 | 4 |
| clean/attractive location | 4.17 | 6 | 3 |
| climate | 4.21 | 7 | 13 |
| overall afford ability | 4.13 | 8 | 11 |
| transportation costs | 3.98 | 9 | 5 |
| city image | 3.97 | 10 | 7 |
| restaurant facilities | 3.92 | 11 | 14 |
| food and lodging costs | 3.90 | 12 | 6 |
| scenery/sightseeing opportunities | 3.87 | 13 | 10 |
| exhibition facilities | 3.84 | 14 | 12 |
| night life | 3.83 | 15 | 15 |

Table 4. Convention Destination Attributes: Comparison of Meeting & Exhibition Planner Survey Results

| Author (s)/ Reporter (s) | Edelstein & Benini | Oppermann | Kim | This Study |
|---|---|---|---|---|
| Year | 1994 | 1996 | 2006 | 2010 |
| Major convention destination attributes (ranked results) | availability of facilities | meeting rooms/facilities | meeting rooms/facilities | meeting rooms/ facilities |
| | access to location | hotel service quality | hotel service quality | hotel service quality |
| | transportation costs | room availability | clean/attractive location | safety/security |
| | distance from attendants | safety and security | hotel room availability | air transportation access |
| | Climate | Air transport access | transportation cost | hotel room availability |
| | recreation facilities | Food and lodging costs | food and lodging cost | clean/attractive location |
| | tourist attractions | Overall affordability | city image | climate |
| | mandated by-laws | City image | air transport access | overall afford ability |
| | location image | Transportation cost | safety and security | transportation costs |
| | | Restaurant facilities | scenery/sightseeing opportunities | city image |
| | | Exhibition facilities | overall afford ability | restaurant facilities |
| | | Scenery/sightseeing opportunities | exhibition facilities | food and lodging costs |
| | | | climate | scenery/sightseeing opportunities |
| | | | restaurant facilities | exhibition facilities |
| | | | night life | night life |

Table 5. Overall and Attribute Perceptions of Convention Destinations in Korea

| Destination | General Mean | Rank | Distribution attributes, ranked results | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | A | B | C | D | E | F | G | H | I | J | K | L | M | N | O |
| Seoul | 4.64 | 1 | 2 | 1 | 2 | 2 | 7 | 2 | 5 | 1 | 5 | 8 | 1 | 1 | 1 | 1 | 2 |
| Jeju | 4.62 | 2 | 1 | 2 | 1 | 1 | 2 | 3 | 1 | 2 | 1 | 9 | 5 | 9 | 2 | 4 | 1 |
| Incheon | 4.42 | 3 | 6 | 4 | 5 | 7 | 8 | 1 | 4 | 3 | 9 | 1 | 7 | 4 | 8 | 3 | 4 |
| Busan | 4.29 | 4 | 5 | 3 | 3 | 4 | 6 | 4 | 2 | 4 | 6 | 5 | 3 | 2 | 5 | 5 | 3 |
| Goyang | 4.16 | 5 | 7 | 5 | 4 | 6 | 9 | 5 | 8 | 6 | 7 | 4 | 2 | 3 | 6 | 2 | 6 |
| Daejeon | 3.97 | 6 | 8 | 8 | 6 | 3 | 3 | 8 | 3 | 7 | 2 | 2 | 6 | 7 | 3 | 8 | 5 |
| Daegu | 3.92 | 7 | 4 | 6 | 9 | 9 | 5 | 6 | 6 | 5 | 7 | 3 | 8 | 6 | 7 | 7 | 7 |
| Gwangju | 3.90 | 8 | 9 | 9 | 8 | 5 | 4 | 7 | 9 | 9 | 4 | 7 | 4 | 5 | 4 | 6 | 8 |
| Changwon | 3.85 | 9 | 3 | 7 | 7 | 8 | 1 | 9 | 7 | 7 | 2 | 6 | 9 | 8 | 9 | 9 | 9 |

Note: General rank refers to results from scaling of destinations on a scale from 1 to 7.
Attributes: A: meeting rooms/facilities, B: hotel service quality, C: hotel room availability, D: clean/attractive location, E: safety/security, F: air transportation access, G: food and lodging costs, H: overall afford ability, I: climate, J: transportation costs, K: night life, L: exhibition facilities, M: scenery/sightseeing opportunities, N: restaurant facilities, O: city image.

Seoul (4.64) achieved the highest average score on a 7-point scale. It was followed by Jeju, Incheon, Busan and Goyang. At the other end of the scale were Changwon, Daegu and Gwangju (Table 5).

This very general impression of destinations is obviously of limited value to convention destination planners since it does not provide any information regarding the convention destination's perceived strength and weaknesses. Table 5 also exhibits the rank order for all 9 convention destinations with regard to all 15 attributes. Seoul and Jeju achieved top rank in six attributes.

A second approach to analyze the overall convention destination performance is to sum the all 1 attribute ranks for each convention destination and compare the means. The results are presented in Table 6. It reveals substantial differences between the general mean and the mean attribute rank approach. Busan attains third place while Incheon drops to fourth, owing to Busan's better performance across all attributes while Incheon is

the 9th rank for climate, and the 8th rank for safety/security and scenery/sightseeing opportunities respectively made Incheon's average down. Busan and Daejeon improved their rank by one position. On the other hand, Incheon and Goyang lost one rank position.

Table 6 gives the summed scores of the destination performance $P_{ad}(_{a=1}\Sigma^N P_{ad})$ with respect to attributes or all 9 examined convention destinations. A comparison with the previously discussed general mean scores reveals considerable differences between the two approaches. Whereas, Goyang had the 5th general mean it was 6th with regard to its summed score. Daejeon even dropped from 6th to 8th place. On the other hand, general mean and summed score improved their ranks by two positions for Daegu and one position for Gwangju.

In another step, the CDAs (convention destination attractiveness) were computed and they are also given in Table 6. Again some differences

emerge between the summed score and the weighted score approach. Generally, the rank differences between summed score and weighted score were -1~+3 and four destinations were ranked exactly the same. Relatively higher ranks in the weighted score approach suggest that the destination is performing better in more important attributes than its direct rank competitors. On such destination appears to be Goyang, which moved from 6th to 3rd position after the weighting. On the other hand, Daejeon jumped from 8th to 6th rank. Daegu, Incheon and Gwangju, on the other hand, appears to be performing better on the less important attributes and, therefore, dropped from 5th to 7th rank for Daegu, from 3rd to 5th rank for Incheon and from 7th to 8th rank for Gwangju after the weighting procedure.

Comparing the results in 2006, it is surprising to note that Goyang as convention destination was able to maintain its ranking in 2010. It will be interesting to see the strategies implemented in Goyang and Gwangju to look at what went wrong and to look at Seoul, Jeju and Busan's strategies to

see on how they were able to maintain their positions. But one must take note of Incheon and Daejeon which were not part of the survey in 2006. Incheon's performance is significant since it was able to enter the top 5 convention destinations.
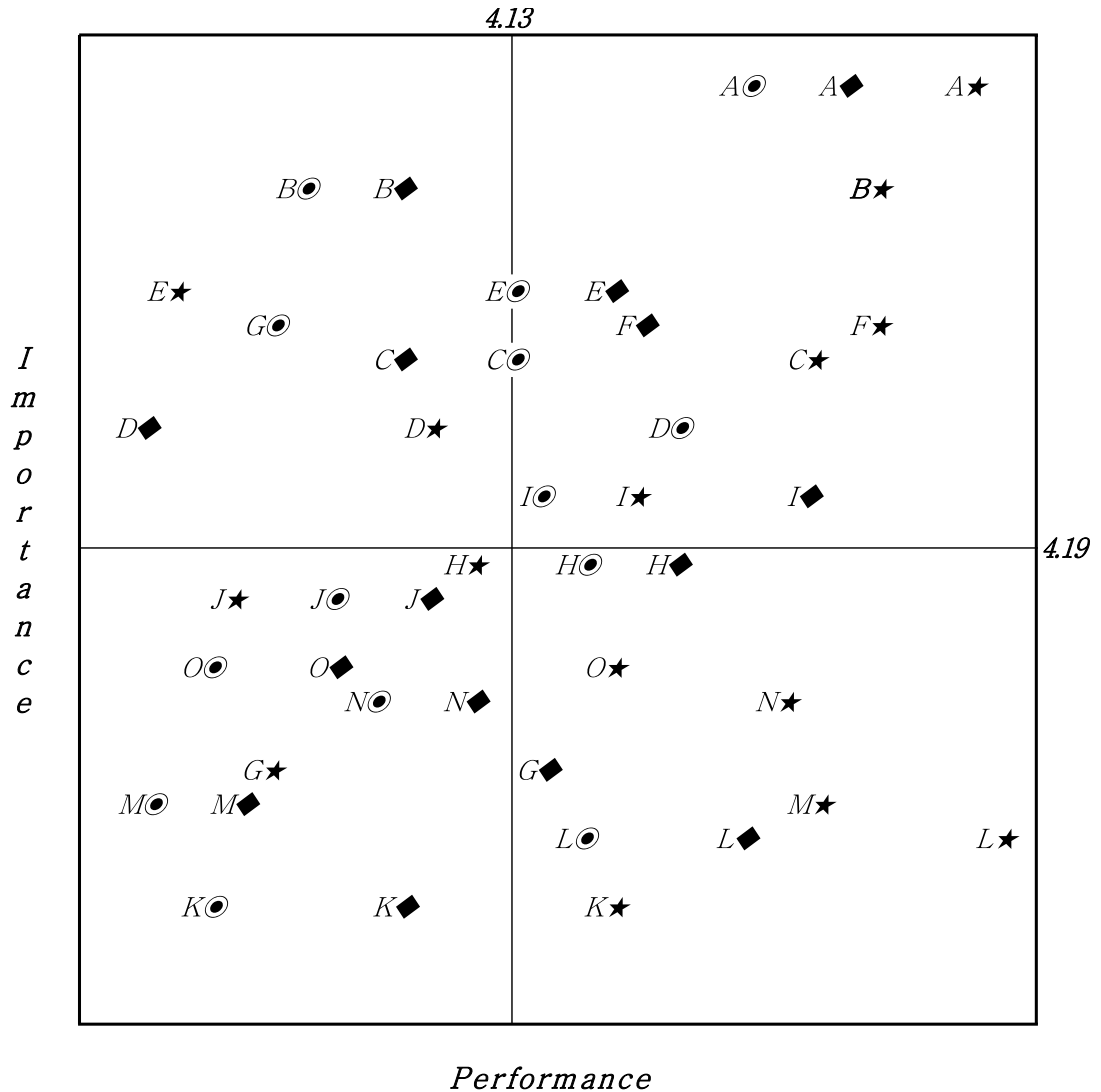
## 3) Case studies

Although this study investigated all 9 destinations with regard to the already addressed 15 destination attributes, the following will discuss only three selected destinations (Seoul, Busan, Gwangju) with the features of the type of destination and geographical distribution. Figure 2 illustrates the I-P results for convention destinations in Korea. The matrix was divided using the mean attribute importance score (4.19) and the mean attribute performance score (4.13) across all 9 destinations. These destination represent a wide spectrum in respect of overall perception result (1st, 4th and 8th), weighted score approach (1st, 3rd and 6th), type of destination and geographical

Table 6. Comparison of Four Approaches to Convention Destination in Korea

| Destination | General Mean | Rank | | Mean attribute rank | Rank | | Summed scores | Rank | | Weighted scores | Rank | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 2010 | 2006 | | 2010 | 2006 | | 2010 | 2006 | | 2010 | 2006 |
| Seoul | 4.64 | 1 | 2 | 2.73 | 1 | 3 | 69.55 | 1 | 1 | 364.74 | 1 | 1 |
| Jeju | 4.62 | 2 | 4 | 2.93 | 2 | 1 | 67.00 | 2 | 2 | 352.35 | 2 | 2 |
| Incheon | 4.42 | 3 | * | 4.93 | 4 | * | 63.36 | 3 | * | 318.54 | 5 | * |
| Busan | 4.29 | 4 | 5 | 4.00 | 3 | 4 | 62.26 | 4 | 3 | 326.72 | 4 | 3 |
| Goyang | 4.16 | 5 | 1 | 5.33 | 6 | 2 | 60.88 | 6 | 4 | 335.43 | 3 | 4 |
| Daejeon | 3.97 | 6 | * | 5.27 | 5 | * | 58.47 | 8 | * | 321.13 | 6 | * |
| Daegu | 3.92 | 7 | 7 | 6.33 | 7 | 7 | 61.14 | 5 | 5 | 319.04 | 7 | 5 |
| Gwangju | 3.90 | 8 | 3 | 6.53 | 8 | 4 | 59.91 | 7 | 7 | 311.57 | 8 | 6 |
| Changwon | 3.85 | 9 | 6 | 6.73 | 9 | 6 | 54.60 | 9 | 6 | 292.39 | 9 | 7 |

* Not included in the 2006 Survey

4.13

*I m p o r t a n c e*

A⊙    A◆    A★

B⊙    B◆                                    **B★**

E★              E⊙    E◆                          F★
     G⊙                          F◆
          C◆    C⊙                          C★

D◆              D★              D⊙

                    I⊙    I★              I◆
                                                        4.19

               H★    H⊙    H◆
     J★    J⊙    J◆

          O⊙    O◆              O★

               N⊙    N◆                    N★

          G★              G◆

M⊙    M◆                                        M★

                              L⊙    L◆              L★

K⊙              K◆              K★

*Performance*

*Convention Destination:*  ★: *Seoul,*  ◆: *Busan,*  ⊙: *Gwangju*

*Attributes:*

A:  *meeting rooms/facilities*   F:  *air transportation access*   K:  *night life*
B:  *hotel service quality*      G:  *food and lodging costs*      L:  *exhibition facilities*
C:  *hotel room availability*    H:  *overall afford ability*      M:  *scenery/sightseeing opportunities*
D:  *clean/attractive location*  I:  *climate*                     N:  *restaurant facilities*
E:  *safety/security*            J:  *transportation costs*        O:  *city image*

Figure 2. Importance-Performance Matrix of Convention Destinations in Korea

distribution.

### (1) Seoul

The I-P matrix for Seoul shows that it is performing well in 4 attributes out of the top 5 most important attributes in its "keep up the good work quadrant" these are 'meeting room/facilities', 'hotel service quality' 'air transport access' and 'hotel room availability'. However, it needs to improve on its 'safety and security attribute' and it has the lowest performance score compared to Busan and Gwanju. In the "overkill quadrant" it has 4 out of the 5 least important attributes, Seoul convention organizers should now minimize their efforts here since these are the attributes of least important, these are 'restaurant facilities, scenery/sightseeing opportunities, exhibition facilities and night life'. In 2010, Seoul was able to maintain its strength in 'meeting room facilities', 'hotel service quality' and 'air transportation accesses'. It failed to improve in its performance in the field of 'hotel room availability'. This could be attributed that improvements in this are would signify investments in new hotel rooms which could not be done overnight. Its performance is 'safety and security is something that Seoul should look at. According to the results, Seoul showed higher performance rather than importance in general among all the convention destinations in Korea. Seoul consequently occupied the 1st rank between 2006 and 2010. Therefore, no change in the image of convention destination.

### (2) Busan

Busan's is performing well in 3 out of the 5 important attributes namely meeting rooms/facilities, safety and security and air transport access. It needs to improve in its performance in two important attributes: hotel service quality and hotel room availability. On the "overkill" quadrant it has only two attributes: food and lodging cost and exhibition facilities. Busan is relatively far from the international airport in Incheon. Nevertheless, hotel service quality and hotel room availability were improved, being compared to its 2006. The results showed that Busan did well, improving one position as a convention destination in Korea.

### (3) Gwangju

Gwangju is doing good in 3 out of the 5 important attributes. These are meeting room/facilities, 'safety and security' and 'hotel room availability'. But it should be noted that its performance in safety and security and hotel room availability are just a little above the mean of good performance even tough it is already doing good they should still strive harder to make sure that their performance will not go down. On the 'overkill' quadrant shows that Gwangju has the best strategy compared to Seoul and Busan in allocating its limited resources it has only 2 out of the 5 least attributes and the their performance is just a little above the mean of good performance thus it could also be noted that efforts on their performance are not that high. In the "concentrate here" quadrant it has two air transport access and hotel service quality and its performance is the lowest compared to Seoul and Busan. Gwangju is also relatively far from the international airport in Incheon. Meeting room/facilities, 'safety and security' and 'hotel room availability' were improved, being compared to its 2006, notwithstanding, The image of convention

destination for Gwangju performed less well, so that it ranked second from the bottom.

## 5. Conclusion

Meeting and exhibition planners' importance grid of the convention attributes is dynamic and changed with the environment and needs of their clientele. In this study it was noted that the ranking for some attributes has dramatically changed.

Meeting rooms/facilities and hotel service quality have remained consistent as the top 2 attributes, representing two major facilities of a convention for the meeting room and lodging (hotel service). Night life remained at the bottom in the past two studies and this maybe attributed that the major goal of the participants of the convention is to attend the conference and to spend more leisure time at night, which may hinder their attendance in the following days session. The safety and security was revealed to move from the least important bracket going up to the more important.

The analysis matrix technique that was applied in this study helps identify that the attributes of the convention organization have to maintain its performance and where to improve. The matrix will also help the convention organization look on how 'well' they performed, how 'overly' performed and how 'badly' they performed. This would be good data for developing strategic plans for the upcoming year.

This study showed that continuous research should be done in order to identify the importance grid of the attributes and if any new attributes will appear in the future. And using the IPA tool results will be a good basis for the developing the strategies of the convention destination.

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# IP분석에 의한 회의 및 전시 기획가의 컨벤션 개최지 이미지 평가

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**요약**: 본 연구는 회의 및 전시 기획가 관점에서 중요도−성취도 분석에 의한 국내 컨벤션 개최지의 이미지를 평가하였다. 회의 및 전시 기획가는 '회의장 시설, '호텔 서비스 질, 안전과 보안 시설, 공항 이용의 접근성 및 호텔객실 수용성'을 컨벤션 개최지의 선택에서 가장 중요한 선택속성들로 평가하였다. 다른 한편으로는 야간활동, 전시시설, 경관 및 관광 기회, 숙식비용 및 레스토랑 시설 등은 컨벤션 개최지 선택에서 대체적으로 중요하지 않은 선택속성들로 나타났다. 한편 회의 및 전시 기획가의 관점에서의 컨벤션 개최지 선택속성에 대한 중요도 순위의 평가 결과에서 동일한 것으로 평가되었다. 국내 9개 컨벤션 개최지 이미지를 회의 및 전시 기획가 대상으로 한 IP분석 결과 2006년과 2010년 사이에 순위의 변화가 있었던 것으로 평가되었다.

**주요어**: 중요도−성취도분석, 컨벤션 개최지, 컨벤션 개최지 이미지, 회의 및 전시 기획가

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