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Msc in Tourism Management and Marketing

“Tourism in Ibiza Island and its destination life cycle”

by

Justyna Krendzelak
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Abstract

The following research will look at tourism offer on Balearic Island, Ibiza as well as attractiveness of particular holiday packages in regards to destination life cycle. Today’s competitiveness on holiday market requires certain originality from particular destination. Additionally in order to create high demand, offers on particular market should be affordable as well as meet customers needs and preferences. Therefore profile of current holiday options for tourist on Ibiza will be provided.

Additionally by using various qualitative and quantitative research methods, I will research whether Ibiza’s holiday offer have any positive or negative impacts on current demand.

The following part of the project will present findings and information gathered from interviews and questionnaires distributed amongst hotel management, management of VIP Services as well as tourists visiting Ibiza Island recently. Additionally, some graphs and tables will illustrate how the owners of exclusive services as well as hotel managers see tourism market on Ibiza Island. Moreover similar results will be presented from tourism point of view.

Furthermore, the discussion part will emphasize the major issues in Ibiza tourism regarding seasonality, popularity and attractiveness of holidays on Ibiza Island.

The last part of my study will conclude whether current holiday market offerings together with perceptions of holidaymakers has significant influence on life cycle stage of this particular destination. Additionally I will provide some recommendations on how to improve problematic issues.
Acknowledgements

There are a number of people that I would like to thank in making the completion of this dissertation possible. Firstly I would like to thank my tutor Anita Fernandez Young for all help, support and guidance thought this project. Moreover, I would like to thank for the time and effort to answer any queries.

Secondly I would like to thank the management and the workforce from selected hotels and companies on Ibiza Island for their precious time and help in gathering information for my research. Additionally, I appreciate the honesty, and providing detailed answers during the individual interviews.

Finally I would like to thank to my family and friends for mental support they have shown during the final year of my academic career.
1.0 Introduction.

1.1 Rationale.

This independent study research is going to investigate how current tourism offer in Balearic Island Ibiza may influence destination life cycle. Moreover it will look at the problematic issues that this particular destination may have to deal with in order to extend the the attractiveness and seasonality on Ibiza Island.

Generally tourism industry tends to be very competitive and undoubtedly has become the leading leisure activity in the 21st century. For Balearic Islands especially tourism play significant role in economic and social development of the regions as well as for people employed in this industry (Fayos 1996; Holjevac 2003). Generally Spain is ranked as a second in the world by , both by number of tourists and by tourism income (WTO, 2005).

Additionally it seems that Ibiza enjoy large popularity among tourist due to beautiful scenery, beach and sand holiday. Moreover according to Knowles and Curtis’ s (1999) classification, Balearic Islands can be defined as second generation destination which stand out as the world's most archetypal sun and sand tourism favorites. However the sun and sea mass tourism offer is characterized by lack of differentiation and high product standardization that pursues economies of scale through the sale of rigid tourist packages (Aguilo´ and Juaneda 2000). Consequently the three the most busy cities on the Island are the best examples.

In terms of holiday packages (flight only,full board, half board , Bed & Breakfast),as well as attraction available most of them is similar throughout the whole Island. Accommodation
standard most of the hotels available range from 1* to 4* and the seem to present very basic standard. According to Ibiza Now (July, 2008) there is a general lack of mid sized and reasonably priced accommodation to be found. Ibiza seems to have only few good hotels whereas majority of them should be urgently renovated and modernized. For instance, many buildings still need to have air conditioning installed in the rooms. On the other hand for customers which require higher quality of service can choose form two 5* hotels available on the Island.

Considering attractions Ibiza for many decades have been regarded as a party Island. It's Legendary nightlife and raucous parties have been bringing the crowds of tourists. Moreover main marketing activities are focused on promoting new parties around Ibiza Town and San Antonio where the biggest clubs are located. Besides there are many caffe's, restaurants, and bars where you can people watch and simply soak up the vibrant atmosphere.

The other holiday resort, Santa Eulalia, slightly differs because of its target market. Majority of tourist visiting the city would be middle age couples and families, looking for relaxing beach holiday far away from hectic noise and constant party. Additionally various events preformed during the summer season such as parades, festivals, and religious fiestas would be an entertainment serving more mature tourist.

Some authors (Fayos 1996; Poon 1993) argue that these represent Fordist tourism models which need to evolve and adapt to the new demands of tourists more accustomed to traveling and more demanding. Nowadays it seems that the new tourists have modified their values and lifestyles, becoming far more flexible and independent. Moreover as Knowles and Curtis (1999) explain that the main weaknesses of second-generation sun and sand mass destinations are their dependence on tour operators and low price marketing, environmental deterioration, and market changes which have triggered the appearance of new competitors and new tourist desires. All these factors exert a negative influence on the competitive dynamics of such destinations.
Therefore Ibiza is also specializing in very exclusive services that are specifically accustomed to the clients needs. There is couple of companies on the Ibizenco market which deal with the whole holiday creation from the very begging to the end. Typically they offer a large selection of villas and apartments to rent. Additionally such firms guarantee a safe, discreet and reliable transport service. Moreover other extras such as house maintenance as well as personal guide to the Island’s best attractions. Basically this types of services can organize absolutely everything that customer demands. However the bigger demands the prices for those services increase.

Furthermore similar packages can not be usually find in travel agent brochure, but mostly advertised on private web sites. Similarly as Claver-Cortes (2007) notes, those services re-adapt to up market needs through the use of the new information and communication technologies (ICT). Additionally they cerated different product aimed at specific segment that still demand a coastal environment with a wide variety of cultural and leisure activities. Accordingly typical tourists usually can not afford such luxury or simply do not know how to reach or organize private holiday.

In effect Ibiza Island faces serious issues regarding its attractiveness. It seems that most of the tourist offer is very basic. Additionally Agarwal (2002) suggests that this type of holiday destinations tend to be unsustainable and declining. The trusty formula for sun, sea and sangria is wearing thin, and faced with unprecedented drop in foreign visitors (Independent, Aug, 2008). In comparison to other booming destinations, Ibiza is also very expensive, hence foreign tourists prefer to visit Northern Africa and Turkey. Consequently this particular destination reached decline stage in destination life cycle (Butler) and something has to be changed in order to sustain demand from previous decades.
1.2 Aims and Objectives

This study will involve research and empirical investigation into the tourism Market on Balearic Island, Ibiza. Moreover, there will be some theoretical underpinning. Therefore the aims of study are as follows:

- Investigate the current tourism offer on Ibiza Island and its competitiveness.

The main aim is to present the most popular offer available for tourists in this particular region. Moreover, the first part of my research project will focus on holiday packages, accommodation systems and quality of specific offers. I will also look at regional offer and on Ibiza as well as available entertainment for tourists.

- Evaluate on current life cycle stage of Ibiza Island.

The main objective aims to evaluate on the current destination image and seasonality. Moreover I will look at current arrivals as well as motivations to visit Island for foreign tourists.

- Investigate whether actual attractiveness of holiday offers on Ibiza’s market has any influence on actual destination life cycle stage of Ibiza.

- Conclude on my findings and recommend possible solutions to increase attractiveness of the Island.
2.0 Literature Review.

2.1 Attractiveness of the destination.

A destination can be viewed as a uniquely complex product of the tourism industry comprising, among other factors, an area’s climate, infrastructure and supra structure, services, and natural and cultural attributes (Kim, 1998). Despite this complexity, it is nevertheless a product. It can then be argued that a destination also possesses an image. Therefore Hunt argues that all destinations have images, good bad or indifferent, that generally should be changed or exploited (Hunt, 1975). Accordingly tourists perceive potential holiday destination in a certain way, whereas their impressions are very important for business. Similarly as Davidoff and Davidoff suggests, sustaining positive impression is significant in order to maintain demand within the destination (Davidoff and Davidoff, 1994).

In order to do that destination has to be managed properly to create competitive advantage in tourism. Consequently it is widely accepted that competitive advantage of the destination is being central importance to the success of organizations, regions and countries Porter (1980).

However, within a destination, there are also other factors that contribute to overall perception of tourists. For instance many independent businesses as well as local authority, charitable and government organizations all contribute to the visitor experience in different ways. Accordingly as Mill and Morrison (1992) suggest, a tourist destination is composed of attractions, infrastructure, transportation and hospitality. Similarly Crouch and Ritchie (1999) note that attractiveness of the destination may be determined by core resources and attractors. The “core resources and attractors” include the primary elements of destination appeal. It is these “that are the fundamental reasons that prospective visitors choose one destination over another”. The factors included within this component of the model are physiography, culture and history, market ties, activities, special events and the tourism
superstructure. Physiography includes landscape and climate, market ties includes linkages with the residents of tourism originating regions, and the tourism superstructure is comprised primarily of accommodation facilities, food services, transportation facilities and major attractions. Consequently destination performance is therefore problematic since so many different elements contribute to tourist satisfaction.

2.2 Tourism market segments within the destination.

Tourism Market on Balearic Islands seems to be very well developed and focused mainly on mass tourism market. All popular resorts on Ibiza Island such as San Antonio, Ibiza Town or Santa Eulalia, generally offer tour package holidays, where everything seems to be customized in order to satisfy tourists needs and wants. Usually most of packages available on the Island is already organized holiday and purchased in home country in advance. As Cohen (1972) argues, organized mass tourists are willing to someone else to arrange their entire tourism experience for them, while they literally sit back and enjoy.

In general mass tourists, who are the clients of an ever-growing industry of package tours, are happy to be relieved of all responsibilities by a series of “surrogate parents”, in the shape of travel agents, couriers, tour coordinators, etc. (Turner and Ash 1975). Mass tourists typically purchase deal where most of the attractions will be provided and organized for them. Accordingly majority of the hotels have their own entertainment, whereas specific resorts contain all other attractions such as restaurants, bars, clubs as well as natural heritage sites.

However there are various types of market segments that are mostly apparent in similar mass tourist destinations.
2.1.1 Organized mass tourists (lower-middle class).

In many cases package tours appeal to people who for instance have less income and they prefer to have everything combined together. Usually they are not experienced with traveling; therefore they are the clients of an ever growing industry of package tours. Additionally as Smiths (1977) notes that stereotype conception of the participant lower-middle class individual, usually includes people from different walks of life which choose this type of trip for a variety of reasons.

Generally package tours seem to be less expensive than an individual trip to the same place. As Smith (1977) notes, the tour organizer, who buys in bulk, is able to offer hotel accommodation, meals and transportation at lower price than that which is available to the individual tourists. Moreover the packages are popular amongst tourists that because of advanced age or lack of language skills, are hesitant to travel on their own. Consequently some of them may feel that they will experience more of their holiday once guided by an expert.

However there are many disadvantages of package holiday tours. As Enoch (1996) argues they are not flexible, therefore once chosen, the tour has to progress accordingly to the specified plan in an entirely predictable way. Additionally Ritzer (1993) argues that those tourists very rarely visit the places they travel to. Generally it is claimed that they spend their days in isolation of the tour bus and their nights in the sterile environment of the hotel (as opposed to the local inn or bed-and-breakfast accommodation), they hardly experience the real, authentic world in the countries they travel through. At most they participate in specially organized events (e.g., dances, exhibits, or dinner parties), which are supposed to present a sample of local culture, but are in fact only illusions.
Furthermore it seems that it is the contractual duty of the tour operator to ensure that the tourist receives everything exactly as it was promised in the printed material describing the tour. However in many cases it seems that the client cannot alter the package en route.

2.1.2 Middle class tourists.

Pearce and Moscardo (1986) argue that touring is very much a middle class phenomenon. Exploring different parts of one’s own country, or preferably going to foreign lands, is part of an educated middle-class lifestyle. In general many middle-class tourists who travel in Europe or America belong to the category which has been termed “individual mass tourists” (Cohen 1972, 1979) or “incipient mass tourists” (Smith 1977).

With the help of a travel agent, they plan their journey by car or train and stay in hotels which they find each time as the need arises. They usually have some knowledge of foreign languages and regard planning their own trip an essential part of the tourist experience. Therefore people going to certain destinations require different kind of attractions to make their stay as much enjoyable as possible. Additionally Gottlieb (1982) notes that actual tourists experience involve the intervention of the everyday. Consequently, the middle-class tourist will seek to become a “peasant for a day” by traveling “rough”, whereas the working-class tourist wishes to be pampered and feel like a “king/queen for a day”. Whereas not every package tour market offers tours that accommodate this different types of requirements.

2.1.3 Upper class tourist.

According to Enoch (1996) exclusive tourism packages seem to appeal to people from upper class, with more disposable income, which are too busy to spend time on organizing the trip and therefore prefer to leave this in the hands of the professionals. Consequently VIP Services on the Island became increasingly popular in recent years because they are able to
arrange everything what is necessary to please demanding customers. For instance tourists are able to rent holiday villa with its own pool and home service. Moreover transport from and back to the airport is included.

Previously mentioned tour packages are characterized with lack of flexibility, whereas VIP packages are aimed at providing customer all privileges necessary. The main reason why whose services are so expensive is because customers are offered special value. It is not scheduled tour holiday. Actually tourist can pick activities they want to perform on a certain day. Additionally the team of specialists organizes all different attractions that are not available for typical mass tourists (Ibiza Now, 2008).

2.3 Tourism attractions and regional offer.

The attractions in tourism have been defined with both generic and specific aims in mind. During generations trends and preferences for different activities have changed. Additionally increased leisure time, as well as higher disposable income and greater mobility
heralded a boom in the attractions sector. According to Pearce (1991) attractions may be encompassed with many settings and circumstances. He also suggested;

“A tourists attraction is a named site with a specific human or natural feature which is the focus of visitor and management attraction “(1991, p.9)

Similarly Middeleton (1988) in Swarbrooke (1999) argued that a tourist attraction is

“A designed permanent resource which is controlled and managed for the enjoyment, amusement, entertainment and education of visiting public.” (1999, p.3)

Furthermore these broad classifications are also supplemented by a number of classifications. Table 2. sets out the selection of classifications that have evolved over the last decade.

<table>
<thead>
<tr>
<th>Classification emphasis</th>
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<tbody>
<tr>
<td>1. Natural</td>
</tr>
<tr>
<td>2. Outdoor</td>
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<tr>
<td>3. Heritage based</td>
</tr>
<tr>
<td>4. Special Global events</td>
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<tr>
<td></td>
</tr>
<tr>
<td>5. Drawing power ( high )</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>6. Ownership</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>7. Content themes: Historical, Cultural, Music, Sporting, Events (museums, events, halls of fame), Military, Art, Marine (Aquaria), Animals (zoos, sanctuaries)</td>
</tr>
</tbody>
</table>

Table 2. Some classifications of Tourist Attractions
It is also understandable that tourist attractions are inextricably linked with the growth of travel and tourism (Faulkner et al., 2001). Therefore, many destinations therefore are willing to attract as much tourists as possible creating interesting offer for potential customers.

In general, the classification emphasis revolves around the attractions itself, whereas little importance is given to the needs and motives of people travelling to the attraction. Additionally, nowadays visitors to site attractions have become increasingly discriminating and have high expectations. Hence, a successful site attraction or destination requires a critical mass of compatible products which have market viability and appeal (Pearlman 1989). Despite the availability of a wide variety of attractions, however, some destinations fail to fulfill their tourism potential mainly because their promotion is not themed or targeted effectively. Therefore there has been an increase in the need for specific classifications, whereas marketing activities, management style as well as promotion is significant in knowledge transfer and attraction of specific segment of tourists (Lew, 1994).

Similarly Screven (1999) suggests that market appraisals as well as interpretation research in specific tourists areas, would provide an important source of information for indentifying future attraction trends. Consequently, in order to create desirable tourist attraction at the destination, the whole process should be complete.

For instance, Gunn's ring model (1985) argues that any tourist attraction missing one of the three zones (Nuclei, Inviolate Belt, Zone of closure) will be incomplete. Moreover, attractions may be hard to manage and is likely to attract visitors’ criticism.
Attractions where the core is poorly defined where there is a limited context in which to experience the attraction or where visitor services are poorly developed will be unsatisfactory. Consequently attractiveness if the offer will significantly decrease, having negative effects on demand within tourism destination.

2.4 Accommodation facilities and quality of service.

Nowaday the variety of accommodation available to the tourists is vast. It ranges from purpose build conventional hotels to innovative conversions of old buildings, and includes accommodation suitable for one or two people to those which can cater for thousands. There is tremendous variety in accommodation sector and tourists are faced with wide choice of places to stay depending on their needs and the purpose of the trip (Callangham, 1994). Additionally flexibility regarding the taking of holidays, as well as increasingly sophisticated consumer tastes has been responsible for new developments in accommodation provision. Categories of accommodation include commercial and non commercial sectors.
These in turn can be classified as serviced and none serviced as shown below:

On Ibiza Island tourists may choose from both sectors. As indicated previously, holiday offer for mass tourism is mainly focused on hotel accommodation and, full inclusive, half board, bed and breakfast, or self catering offer. These tend to be serviced, low budget accommodation and entertainment for all the family. Tourists booking the deal in home country are able to choose the type of offer created by tour operator. Usually holiday deals in Ibiza start from 7 to 14 days holiday.

However non serviced accommodation also is very apparent on the Island, where customers are able to create their own package. As Martin and Mason (1998) suggests the chief attractions of renting the villa or private apartments are relative freedom it provides to the tourists, and cost effectiveness. Once few people decide to rent, economies of scale may be achieved. The more tourists will live in the holiday villa; cost of rental may be divided. Therefore these options sometimes tend to be cheaper than hotel accommodation. Comparably standard of living is higher, considering privacy as well as all other attributes such as house cleaning, shopping transport etc. However assumption is that villa rental is generally more expensive than some all inclusive holiday packages, therefore only some tourists can afford it.
An important aspect of the accommodation industry is the way it is classified for the benefit of the tourist and tourism industry. The central ideas behind classifying the accommodation are those of consumer protection and marketing. Throughout classification the prospective tourist can be provided with a guide as to what they should expect from an accommodation establishment. Furthermore, a marketing strategy which is being increasingly used within the accommodation sector is aimed to segment the market into clearly defined groups of current and potential customers who can be targeted more effectively (Wahab et al. 1986).

In major European markets, product segmentation has developed rapidly, therefore hotel groups have been developing distinct brands targeted at particular market segments. For instance, the market can be segmented as follows:

- Luxury hotels – usually 4-5 category.
- Mid-market hotels – usually 3-4 star category.
- Economy hotels – usually 1-2 star category.
- Budget accommodation - often non-hotel accommodation without en-suite facilities.

The way that the establishment is classified can also be used in its promotion to communicate the level of quality to the consumer (Littlejohn and Roper, 1991). Moreover, grading of any hotel facility assesses the quality standards and any services provided. Similarly, as Israeli (2002) suggests, classification system is a good indicator of price and, it is assumed to be also one of quality (Israeli, 2002) as he equates more quality with luxury and higher price. Consequently, quality of service has become a factor important in the overall tourism experience, and one which ultimately dictates the success of the tourism business.

Additionally, Kandampully argues that when tourists participate in the production and consumption of services, they interact intimately with various aspects of the firm. This inside knowledge presents them with the opportunity to assess services critically, in particular the quality of service (Kandampully, 1997). Consequently, tourists visiting the Island pay certain
amount of money for accommodation or the whole holiday package expecting certain standards. Therefore as (Parasuraman, Zeithaml, & Berry, 1985) note, definition of quality is also related to the satisfaction of client expectations and necessities.

### 2.5 Destination life cycle.

In discussing tourism, the term destination becomes ubiquitous; however, it is not always clear what a destination is. Is it a hotel, a city, a region, or a country?

Bierman (2003) defines a destination as “a country, state, region, city or town, which is marketed or markets itself as a place for tourists to visit.” Regardless of what geographic scope one assigns to the term destination, a destination is a product that must be marketed to its consumers.

#### 2.5.1 Butler's Model.

Like most products, destinations have a life cycle. At each stage of destinations development certain changes take place that have to be appropriately managed in order to maintain life cycle. The following *Tourism Area Life Cycle (TALC) model* is a widely accepted model of the life cycle of a tourist destination. Butler (1980) analyzed destination life cycle and presented the various stages that represent each destination.

According to the graph (Fig 1) destination begins as a relatively unknown and visitors initially come in small numbers restricted by lack of access, facilities, and local knowledge, which is labeled as *Exploration* in Figure 1 (Miller and Gallucci, 2004).
As more people discover the destination, the word spreads about its attractions and the amenities are increased and improved \textit{(Development)}. Tourist arrivals then begin to grow rapidly toward some theoretical carrying capacity \textit{(Stagnation)}, which involves social and environmental limits. According to the graph the possible trajectories indicated by dotted lines A-E in Figure 1 are examples of a subset of possible outcomes beyond \textit{Stagnation}. Examples of things that could cause a destination to follow trajectories A and B toward \textit{Rejuvenation} are technological developments or infrastructure improvements leading to increased carrying capacity. Examples of things that could cause a destination to follow trajectories C and D are increased congestion and unsustainable development, causing the resources that originally drew visitors to the destination to become corrupted, or no longer exist. The trajectory in Figure 1 of most interest to this research is trajectory E, which is the likely path of a destination following a disaster or crisis.

Considering the fact that tourism on Ibiza is a motor of Island's economy and has been for many generations, the destination together with physical and natural resources are exploited. For decades Ibiza's was improving providing to visitors new attractions, especially
in terms of night life entertainment. However it seems that those times are changing. Legendary clubbing and parties do not bring as many tourists as they used to. Similarly the holiday offer and its quality make it difficult to attract as many tourists as possible. Only specific market segments seem to be the only remaining tourists on the Island. Moreover government of Ibiza tries to change image of the island, however noise, alcohol, drugs and high accident rate are hardly the things that could be associated with high class tourism. According to Ibiza NOW (July 2008) new measures have to be taken into consideration by creating policies that will establish new tourism strategies for the future. This situation clearly indicates that Island's attractiveness as well as tourism seems to be at the end of Stagnation stage and some action has to be taken in order to attract different clientele. Moreover current problems have significant effect on other aspects of tourism on Ibiza.

2.5.2 Seasonality.

When destination life cycle reaches the stage for stagnation or crisis, attractiveness of this particular area may be in doubt. Regarding Ibiza Island, problems holiday offer may have clear effect on length of the season. In tourism seasonality seems to have several faces. These usually include the relationship of seasonality to demand and visitation, particular regional and destination characteristics of seasonality as well as effects of seasonality on employment and financial well being of tourism.

According to Baum and Lundtrop (2001) holiday season at the destination may be influenced by the following factors;
• Climate certain destination that dramatically is changing during the year.
• School holidays, industrial holidays and calendar holidays.
• Destination may have some special characteristics influencing season. Thus some resorts have summer and winter season.
• Marketing of the destination.

Much of the literature which examines the economic aspects of seasonality does it from he point of view of management of tourism supply and identifies seasonality of demand as a problem (McEniff, 1992). Consequently there is a question regarding supply of certain attractions and quality of tourism offer. Additionally considering the fact that certain destination depend merely on tourism activities during the season, it is vital that holiday season is extended to maximum. Since Ibiza Island have characteristic party image it is apparent that major clubs on the Island dictate when the summer season starts and ends. According to Ibiza NOW (2008) when clubs opening night events bring in the crowds to the Island, whereas their closing parties are followed by general exodus (Ibiza NOW, July 2008). As a result holiday season on the Island serves specific market segments and tourists which are looking for fun. Whereas overall holiday offer as well as quality service and other attractions may not be satisfactory for different type of tourists. On the other hand other sun and sea destinations serve their needs in more appropriate way. Consequently gap that exists on Ibiza’s current tourism market could significantly affect length of the season. Furthermore as Jeffery and Hubbard suggest in the future there may be a problem in respect to tourism investment (Jeffery and Hubbard, 1986). Because of the frequent shortness of the business season in tourism destination areas, the amount of the available resources for development and investment is minimized. Although it has been said (Ibiza NOW, July 2008) that Ibiza doesn’t appear to be lacking money, willpower or skills and there is a vast of experience it has gained from half of the century at the epicenter of tourist trade, problems have to be recognized and solutions implemented in order to shake off current identity crisis.
3.0 Research Methods.

Collection of data and information aims to study tourism market on one of the Balearic Islands, Ibiza. Since tourism largely contributes to the economy of the Island I wish to investigate whether tourism packages available on the market continuously attract visitors. Moreover my research questions will consider life destination cycle in regards to Ibiza Island.

In this particular study a few methods of research will be used. Accordingly to Denzin (1994), the more methods is used, the comparison of answers is available. Moreover results of research are more reliable and valid.

All questions will be based on theories presented in Literature Review. In order to examine whereas certain statements about competitiveness of Ibiza as well as attractiveness of the current tourist offer reflect reality, I will use Interviewing methods as well as questionnaires.

3.1 Interviews.

The aim of the interview is to collect qualitative data from appropriate person.

Therefore in order to analyse attractiveness of Ibiza’s market, interviews will:

- Investigate, what holiday packages ate the most popular nowadays.

- Examine if season is getting shorter considering quality and attractiveness of offer available on Ibiza Island.

- Find out what are the most common issues on Ibiza's holiday market.

- Observe whether, destinations competitiveness characteristics and attractiveness of the holiday offer are linked to findings from literature review.
• Provide information about scope of work and current market position of certain Hotels and VIP companies on the Ibiza Island.

Interviews will be constructed in order to evaluate development, as well as investigate. Accordingly to Saunders (2003), use of open format questions allows discussion to flow. Additionally interviewee is relaxed and talks freely about issues in relation to the subject.

Zikmund et al (2000) notes that in order to identify appropriate person for the interview few criteria have to be met:

• Does an interviewee have information I need?

• Interviewee has to fully understand the topic and nature of the questions.

• Is the person able to give an interview?

• Without interview there is no data to study, therefore making appointments in advance is essential.

• Will I get right information from this person?

• Interviewee has to regard interviewer as reliable person, in order to provide true and honest answers.

• Can the person transmit information accurately?

Some difficulties in communication might occur due to secrecy or agenda within company.

By using theory in order to proceed with selection, two representatives form VIP company have been chosen for the interview. Additionally, there are two people from different hotels suitable for providing information.
Deliciously Sorted Ibiza – VIP Company.
Mrs. Anna Golebiewska – Office administrator

- Mrs. Golebiewska works for Deliciously Sorted Ibiza for 3 years and is responsible for coordination of the main office, and cooperation with majority of the clients. She is capable of providing information regarding scope of work in Deliciously Sorted Ibiza. Moreover other specific information about current trends on Ibiza holiday market and what clients actually expect from the VIP service.

- We have established regular telephone contact and via email.

- Mrs. Golebiewska assured she will help as much as she can.

Fenicia 5* Hotel
Mr. Matias Alexandro - Managing Director

- Mr. Matias Alexandro was assigned to Manage the hotel since the opening, which is year 2007 and he is mainly responsible for cooperation with travel agencies and coordination of a hotel. However has been working on Ibiza Island for more than 20 years in tourism industry, therefore he has appropriate knowledge of this particular market.

- Personal contact as well as email communication has been established. Mr. Alexandro was informed about purpose of my dissertation.

- Communication with Mr. Alexandro served to enquire whether there would be any problems with cooperation and restriction on information. He has committed to help and provide information regarding work with UK. Date of the interview was already set and agreed on.
Mr. Carsten Stager - Entertainment Manager.

- Mr. Stager is working on the Island for more than 10 years and is cooperating with many hotels.

- Personal contact with Mr Stager was established during my stay on the Island therefore no restriction to information was confirmed.

- Mr. Carsten was asked to take part in research regarding his knowledge of the industry as well as long term experiences.

CO-OP Holidays UK, Derby
Mrs. Natalie Wesley – Travel Agent

- Mrs Wesley works for CO-OP for 4 years now. She is mainly responsible for direct contact with customers, holiday booking etc.

- She was asked to participate in the research in order to provide information regarding popularity of Ibiza Island amongst British Tourists. Additionally because she is directly involved with booking process she is able to establish which packages are usually reserved when travelling. Moreover her overall experience in the industry will be helpful.

- Personal contact has been established and Mrs. Wesley agreed to contribute to the research.

Areas to be covered in interviews.

In order to investigate on attractiveness and current marketing offer on Ibiza, interviews will contain questions constructed upon each of these sections.

Articles relating to seasonality and competitiveness of the destination mentioned in literature review will be used as a basis for following questions raised during the interview.
Due to many advantages that audio recording holds, the interviews will be recorded in order to remain clear, and original answers, as well as avoid any errors. (Hussey & Hussey, 1997). Additional notes will be taken as well, in order to make analysis. It might bring up further questions during the interview.

### 3.1.2 Questionnaires.

The purpose of questionnaires is to measure:

- Tourists’ attitude towards offer on Ibiza Island.
- The Quality of regional holiday offer.
- Attractiveness of Ibiza’s tourism market.
- Measure weather seasonality is getting shorter due to current holiday offer.

Format and structure is important. Due to Saunders, Lewis & Thornhill (2000) design of questionnaire reflects reliability and validity of data. Layout, format, and title of questionnaire gives clear view about the subject to the respondent. Moreover high rate of response is possible.

Questionnaire will contain most of the close questions where respondent will be asked to choose from set of fixed or alternative answer. This format will allow quicker and time effective response. However according to Edwards (1997) respondent may not reflect on the answer, thus it results in unreliable data. Therefore only few questions will be descriptive, where more detailed explanation is provided.

Moreover, with the purpose of avoiding confusion statements in questionnaire should be kept in the same order. Therefore multiple choice questions will have rating sale system. Likert - Style five points scale (see fig. 1), will be used to measure, whereas respondent agrees or disagree with the statement. Accordingly to Edwards (1997) multiple choice responses prompt to select among possible answers.
In order to obtain general view about attractiveness of the Ibiza’s offer, tourists spending holidays on the island will be asked to complete specially constructed questionnaire.

Tourists:

- 59 out of 84 tourists approached in Ibiza Island agreed to fill in particular questionnaire. The profile of tourists varied between first time visitors as well as regular holiday fans on Ibiza Island.

Moreover, greater knowledge about destination attractiveness and image could be gained from various types of tourists. They previous international experiences will reflect that.

### 3.1.3 Secondary Research

According to Kervin (1999) secondary data includes quantitative and qualitative research resources, which can be both used in explanatory and descriptive research. Moreover secondary research have been already concluded and analyzed for the rationale of another research project.

The following study does contain secondary research in terms of magazines; leaflets as well as promotional materials form different tourism establishments on Ibiza Island.

Additionally travel agent brochures were used in order to examine current holiday Offer on Ibiza Island.
Moreover various statistics regarding tourist arrivals at the destination, both from current season as well as previous one, were obtained. There is also background history of Ibiza Island together with maps and digital images. All these documents contribute to the research study.

4.0 Findings.

This chapter will report on the research findings introduced in previous chapter. Additionally collected information will provide basis for the discussion in the following part of dissertation.

4.1 Attractiveness of the destination.

Without the doubt majority of my interviewees admitted that Ibiza is an attractive destination for holidays. According to my research majority of surveyors visited the Island previously and definitely have intention to revisit.

![Graph showing the results of the question: Would you consider revisiting Ibiza Island?](image-url)

**Fig1.** Would you consider revisiting Ibiza Island?
However image of the destination varies across different interviewees. Naturally travel agents have very clear perception of Ibiza considering marketing activities and brochures that advertise this particular destination. According to travel agent Mrs. Natalie Wesley majority of people booking holiday to Ibiza Island represent young groups of people. As she said “most of our clients booking holidays to Ibiza are looking for fun, whereas club 18-30 is very popular…..As far as I remember not many families booked with me this season … usually people prefer other destinations such as Bulgaria or Croatia… long distance flight are also popular…for families”

The most popular resorts such as San Antonio and Ibiza Town generate majority of tourists mainly because of its club scene. Therefore it is apparent that the most popular image would be Clubbing on the Island. Also statistics from questionnaires conducted amongst tourists indicate the same belief.

![Image of Ibiza Island](image)

**Fig2. Image of Ibiza Island.**

Similar opinion shared, 5* Hotel manager, Mr. Matias Alexandro. He revealed that, “Since I have worked on Ibiza clubs and parties was the main attraction. Obviously there are more quiet resorts which serve people in different age groups; however the main picture is younger, crazy tourists partying till morning…Cities like Ibiza Town are the always busy and
full of people... In my opinion there is space for lots of improvement. Ibiza has lots to offer, however its potential cannot be explored for so many years now…”

On the other hand according to Mr. Stager, entertainment manager working in many hotels on the Island, Ibiza’s image slowly moves away from typical party Island. As he stated, “Ibiza changes every year and develops new trend and activities…. I would say this year was more about nature and freedom than clubbing… New developments on the Island such as new beach resorts, beach bars, chill out zones and health retreats try to offer people much more than few night clubs… “

Additionally Mrs. Anna Golebiewska from Deviously Sorted Ibiza said in the interview that “Over the last 50 years Ibiza created certain perception in people’s mind, however You don’t have to be young raver to enjoy this Island’s secret delights…Once you get to know Ibiza properly, you will find a magical island far removed from its hardcore clubbing image...”.

This also indicates that core attractors and main competitive advantage (Porter, 1980) of the Island would be beautiful natural resources. Therefore is no doubt that Ibiza’s popularity increased all over the decades due to very satisfactory landscape and scenery. As questionnaire results shown, majority of approached tourists agreed with this statement. Moreover access to information as well as special events turn out to be adequate. Surprisingly in terms of exposure to history and culture most of the tourists regarded this dimension as average. The most unsatisfactory factor in terms of destination attractiveness appeared to be accommodation standard. Apparently tourists booking hotels regarded this area of Ibiza’s tourism as average.

The following graph represents various attributes of the destination and shows attractiveness perceived by questioned tourists in more detail.
Fig3. Attractiveness of the destinations attributes.

As above figures shows Climate and Ibiza’s landscapes are satisfactory. However attractions such as special events seem to be regarded as not very attractive. Also regardless many “fiestas” that take place during the summer season, my surveyors found them on the average level.

4.2 Tourism market segments within the destination.

According to market segments that Ibiza as holiday destination serves variety as well as discrepancy is great. The whole Island has a few resorts which are especially designed to the needs and financial abilities of their tourists. However my research reveals which are the most popular types of tourists visiting this destination.
4.2.1 Organized mass tourists (lower-middle class).

According to my survey large number of people could be classified as mass tourists. 56% of the surveyors booked their holidays via tour operator. Also majority agreed that they do trust they travel agent regarding advice and booking the holiday in regards to their preferences. Similarly the most popular Image promoted through the travel agencies and marketing specialist attracts certain age group. As travel agent Mrs. Natalie Wesley revealed, Ibiza holiday offer is mainly attractive amongst young people, usually from 18-30, who are looking for fun summer break. They specifically ask for lively and busy resorts. It is simple and easy to book and organize the trip via the travel agency because we are able to direct them to the right place. Also Mrs. Wesley admits that Ibiza Town and San Antonio are the most popular due to the budget as well as various attractions and prestigious clubbing scene. She says, “Clubbing is usually the main concern for the young tourist, and to be honest I am not sure that they see much of Ibiza besides clubs and the beach “. 
4.1.2 Middle class tourists.

According to my research also large number of people organized their holidays. 36% of surveyors admitted that they prefer to book their tickets and arrange the hotel online. Additionally in regards to spending time in the holiday resort significant part of tourists prefer to do it within their own time limits.

<table>
<thead>
<tr>
<th>Spending time on holidays</th>
</tr>
</thead>
<tbody>
<tr>
<td>I prefer to plan my own time at the destination</td>
</tr>
<tr>
<td>I usually follow the group</td>
</tr>
<tr>
<td>I take part in organized excursions</td>
</tr>
</tbody>
</table>

Fig5. Spending time on holidays.

The chart above indicates that 44% of surveyors tend to plan their own activities.

Similarly large part of people admitted that they enjoy holiday excursions as a part of holiday attraction. For instance *Mr. Matias Alejandro* - hotel manager, also mentioned during the interview that many people staying at the hotel show their interest in organized activities that Ibiza has to offer. He said “Usually people ask about various sea sight trips, different sport activities etc. Also many visitors are interested in Ibiza’s culture and art. “Accordingly survey reflects this view in 39%.
4.1.3 Upper class tourist.

In regards to upper class tourism on Ibiza Island my findings show that small number of people (7%, fig.) tends to leave all the necessary arrangements such as airport transfer, transport, accommodation and attraction to the professionals. Although statistics show the numbers, interview with Anna Golebiewska from Deliciously Sorted Ibiza proves differently. She says that Ibiza Island in the recent years has been very popular amongst celebrities, wealthy customers in general that can afford luxuries that agencies like hers have to offer.

As she stated “We provide all kind of services, starting from limousine transfer and private security to the e.g. special food requirements... Of course the price is adequate to the service required. However our customers are aware of the various cost. They also know that we keep our promises”

Apparently demand for this kind of attractions is high. For Instance Mr. Matias Alexandro admitted that “…prices are high, and not every customer can afford them. However there are many people on the Island which tend to spend their holiday in luxury just because they are use to it. Although not many hotels on the Island provide appropriate standard. Therefore many stay at private villas “.

4.3 Tourism attractions and regional offer.

My secondary research conducted during my stay on the Island was also very much focused on the attractions available to tourists on Ibiza. Therefore I looked at various types that could serve the masses, as well as more demanding customers. Naturally clubbing scene is one of the most apparent and popular propositions and study proves that.

Specifically Ibiza is a very popular tourist destination, especially due to its legendary and at times riotous nightlife centered on two areas: Ibiza Town, the island's capital on the eastern shore and Sant Antonio to the West. Ibiza Town has become a popular destination for
tourists. The most famous clubs include Privilege (the largest club in the world), Eden (the busiest nightclub in Sant Antonio), Es Paradís (noted for its water parties), Amnesia (known for foam parties), Space (an after party club), Pacha, and DC10. These clubs have become the centre of the worldwide electronic music movement (Source: http://www.ibiza-spotlight.com/night/ibiza_clubs_i.htm)

Similarly this year majority of the tourists approached by me agreed that main attraction for them were various clubs on the island. 43 % of tourist admitted that main attraction was visiting the clubs. Additionally many tourists, 26% were simply visiting friend on the Island, therefore attractions were not the main motivation for arrival. Surprisingly not many tourists considered Ibiza as family holiday destination. Only 12 % of approached tourists came to the Island with family to rest and spend their time off.

Fig 10. Purpose of visiting Ibiza Island.

For amateurs of active holidays there is many sport activities that could be performed individually or by the whole family. The main attractions on the Island would be classifies as Outdoor and Containing special themes. The most popular are listed below together with short description.
Kite surfing

In order to do kite surfing participants must have some basic knowledge, mainly because the wind may be too strong and dangerous. Approximate time of activity is max: 2 hours. All equipment is provided.

Diving

Diving usually starts at all levels. Beginners firstly do pool and open sea diving. Moreover, Boat takes tourists to the protected area where they can discover the beauty of Ibiza’s coastline. Equipment is also provided. Approximate time of activity is max. 3 hours.
Horse Back Riding

There are over five horsemanship schools on the island. Horse riding is a big thing there. The horsemanship is also an integral part of the island’s history and culture. Ibiza Horse riding is an overall memorable experience for all ages and level of advancements.

Mountain Riding

The mountain bike tour is leading through shady woods and walls. This activity could be performed by whole family. All equipment is provided and time of activity is max. 3 hours.

Sailing Sports

Naturally, both water conditions and climate of Ibiza are ideal for practicing the SAILING sports, windsurfing and since more recent kite surfing. There are many schools available teaching those new sports.
**Boat Trips and charters**

Different types of boats and yachts are available for a charter. Usually it is a day long trip, visiting the best spots around the Island.

**Jeep Safari**

‘Beach & Nature Tour’

Usually they are organized during the day. The whole trip last approximately up to 5 hours. Experienced driver takes tourists all over the island showing the best spots and beaches of the island. Tourists are also able to purchase drinks and other refreshments while traveling. Moreover tourists are picked up from their accommodations as well as dropped to the destinations of their choice.

‘Sunset Tour’

The aim of the tour is to show different spots on the island with the most beautiful sunsets. Additionally those places are not accessible with the normal rented cars. The tour heads to the west of the island, crossing mountings where both Ibiza town and San Antonio can bee seen. Similarly the whole trip lasts up to 5 hours and is accompaniment with music and cold drinks.
Throughout the year on Ibiza there are numerous cultural events, in the streets or in exhibition halls, that enable tourists to get to know the local artists as well as artists from beyond the island, offering a great variety of styles. Every month there are various regional “Fiestas” performed, whereas tourists may be the part of celebration.

Also large portions of the island are registered as U.N. World Heritage Sites, and thus protected from the development and commercialization of the main cities. A notable example includes “God’s Finger” in the Benirrás Bay as well as some of the more traditional Ibicenco cultural sites (source: http://whc.unesco.org/).

As above list reveals there is variety of different attractions available to the tourists. My interviewees admit that access to the information and attractions was general is satisfactory. Large party of holidaymakers admitted that they did not have a problem with organizing their time on the Island.

Additionally hotel manager Matias Alejandro revealed in the interview that their hotel provides necessary information of attractions available to tourists. He said “When the customers find it difficult to move around the town or they seek advice, especially when they are first time visitors, we organize various excursions... we also provide maps with the Island guide.”

Similarly according to Anna Golebiewska from VIP company access to information is quite convenient. As she said," All activities are easily accessible online. There is plenty of websites that have addresses of sport centers listed both with phone numbers. Once the car is available it so easy to discover the Island”.

On the other hand Mr. Carlsten Gronholtz, Entertainment manager had completely different views regarding attractiveness and accessibility of some local
attractions. As he said, "Image of Ibiza I very much classified and represents other type of destination. Although the Island in general has so much to offer….There is loads attractions out there, however they are not promoted properly. Customers are expected to go out and look for them, but they should have a choice straight away… for instance many people don not have access to the internet on their holidays or have private accommodation, so the excursions are not advertised". Consequently in regards to the type and condition of certain attractions, many of the holidaymakers confirmed this opinion (Fig10).

![Attractions Characteristics](image)

**Fig 10. Attraction characteristics.**

As the above graph shows the condition and the state of some attractions was unsatisfactory. Also my secondary research revealed that the main problem was to find decent water sport center with the new equipment. Moreover on the main beaches, there were not many specialized attractions such as scuba diving or kite surfing. The only accessible activities would be jet ski or ring ride. Therefore majority of questionnaires shown that promotion of various activities was indeed not very effective. In regards to mountain riding or Horseback riding there is not many advertising near the beaches or main busiest point in the cities. On the other hand Tourist Information Centers were very helpful with hotel directory or information about upcoming events.
Majority of questionnaires proved that Island’s offerings were regarded as average which account for 42% of answers.

On contrary 27% of research participants thought the level of attractions were good. Also one of my interviewees, Anna Golebiewska form VIP Company, revealed that quality of attractions on the Island is exceptional. As she noted “ Majority of our customers is very satisfied with our offer… Moreover we always provide top quality entertainment for our special guests”.

According to Mr. Carlsten Gronholtz entertainment wise Ibiza is looses on its attractiveness. Although the Island is the resident for the best clubs, attractions for different age groups and profiles for people are poorly developed.

For instance he stated that “Many tourists are only provided with an evening entertainment like restaurant, bars or local concert in a hotel. I think there should be more theme bars that provide late night shows for people different age. Simply because Ibiza’s tourists it’s not only young generation willing to listen to their favorite DJ’s in the loud club.”

On the other hand Fig.11 shows the amount of tourists that were very satisfied and unsatisfied was fairly similar. Consequently, only 4% of participants regarded attractions as very poor and seemed to be very disappointed.
4.4 Accommodation facilities and quality of service.

According to my research there are plenty of hotels around the Island. However most of them represent very similar standard. Majority of the hotels represents 2* and 3* Standards whereas Ibiza’s is claimed to establish its sophisticated image (Ibiza now, 2008). Moreover significant part of surveyors regarded accommodation offered to them as rather average and poor (Fig3). Only small number was satisfied with the hotel they’ve stayed in.

The table below represents the following categories’ of hotel available around the Island.

<table>
<thead>
<tr>
<th>Hotels on Ibiza Island</th>
</tr>
</thead>
<tbody>
<tr>
<td>1*</td>
</tr>
<tr>
<td>12</td>
</tr>
</tbody>
</table>

As above graph shows, majority of serviced accommodation represents medium standard. However according to 5* Hotel manager, Mr. Matias Alejandro the Island can impress the tourists crowds by citing the increasing number of 5* hotels. As he said: “For many years, Sant Miguel’s Na Xamena single – handedly ruled the roots, but now it has been joined by the likes of such equally stellar establishments as our Fenicia Prestige, as well as El Mirador de Dalt Vila and Grand Hotel Ibiza. Plus this summer Aguas de Ibiza is about to open its doors to guests. Additionally Residenzia di Palladium, which has been upgraded from four to
five stars following extensive attractions, and you have an island with six top notch hotels to its name”.

On the other hand majority which is 35% of tourist approached has chosen low category hotels. Motels and apartments were also popular amongst various visitors. Namely 22% occupied this type of service. On the other hand only 11% of visitors had chosen high quality accommodation.

![Accommodation occupancy on Ibiza Island](image)

Fig7. Accommodation occupancy on Ibiza Island.

According to the interview with travel agent Mrs. Natalie Wesley this tendency is very apparent. She has claimed that not many people are currently interested in expensive accommodation and they trying to budget their holidays a little bit more.

Consequently not many tourists take advantange of non serviced accomodation either. Survey had revealed that private accomodation as well as rented villas were similarly popular,which accounts for only 7%. However none of the participants had chosen yach for rental.
Regarding quality of accommodation, results indicating satisfaction of tourist were mostly adequate to type of accommodation occupied. Namely the better standard of accommodation the satisfaction of customers was greater.

![Perceptions of value and quality of accommodation](image)

**Fig8. Perceptions of value and quality of accommodation.**

However in some cases surveyors admitted that price was definitely too high for the services that they have been offered. Surprisingly more than half of questionnaires proved that although accommodation satisfied customer’s need, the price was too high for the standard. Also 17 % of surveyors admitted that hotels they have stayed in did not match their requirements. (Fig. 8).

Consequently it is very apparent that most of the holiday brochures advertising Ibiza Island provide basic standard accommodation. The graph below (Fig. 9) represents typical tour operators’ accommodation offer across the Island.
My secondary research proved that majority of hotel advertised represent 3* quality. Similarly 2* hotels and apartments are usually advertised. It is also evident that some tour operators prefer not to advertise higher quality hotels mainly because there is no demand.

According to travel agent Mrs. Natalie Wesley “agencies are not impressed by the new range of top hotels. We earn our living by catering to the crowds and we are not interested in taking on the more exclusive end of accommodation market. Overall there is general lack of midsized and reasonably priced accommodation to be found”.

In regards to Quality of service and courtesy of staff majority of the tourists approached revealed that they are pleased with the experiences they had.
The above graph illustrates also that people in many cases regarded staff as skilled and professional. In that case ability to communicate with the international tourists has to be feasible. Similarly hotel manager Matias Alexandro admitted that HR aim is to employ the best qualified people to provide the highest quality standards. Moreover the interview revealed that very important for the hotel image is overall presence of the front staff and other employees providing regular face-to-face service. Naturally the competences of employees are also very significant, therefore when recruited must have at least 2 years experience, no matter what the position is. Additionally ability to speak 2 foreign languages is a must when working on the Reception or when the role requires regular contact with the customer. However questionnaires also reveal that many tourists experienced difficulties with quick problem solving and reliable service. Also Entertainment manager Mr. Carsten Gronholtz said, “There were times when service in restaurants is terribly slow. When problems with the meal occur, it takes ages to sort this out. There are places out there that I would not recommend. People pay a lot for things, their holiday in general. However sometimes it is not worth it. It is a shame that Island that lives from tourists and is so expensive can not provide the quality.”
4.5 Destination life cycle.

For many years Ibiza Island was developing in order to bring holidaymakers the best experiences. Overall image of the place has classified this destination so the stage of the Stagnation in its life cycle had been achieved. Stagnation means that for decades the amount of international tourists visiting was steady and easy to predict. Moreover destination did not bring any new attractions or activities to the public.

According to Ibiza Now (2008) for so many years Ibiza has definitely changed into one of the holiday destinations that attract tourists from all over the world.

Mrs. Golebiewska also shares an opinion that Ibiza is able to generate good customers and profitable clients. She said that “Company in general does not complain for the lack for customers. We operate from early May until late October. During this season we have variety of respectable and wealthy clients; various assignments. Therefore I can not say that demand for the Island, the holiday destination declined. Island is developing in a way, it also promotes different venues thus there is a constant interest from different parties and tourists.”

On the other hand majority of my research revealed that Ibiza’s seasonality and its destination life cycle is changing. As Mr. Matias Alexandro from Hotel says, “August is the time of year that allows people to decide whether the season has been 'good' or 'bad', if the streets are less busy than last summer, if the beaches are less crowded... everyone uses this month as a reference on just how well the summer is going “. Namely interviews as well as secondary research show that changes in popularity, number of tourists and attractiveness of the Island itself seems to decline slightly in comparison to previous years. According to travel agent Mrs. Wesley admits that customers seem to pick different destination which may offer them more for less. As she stated “Majority of customers going to Ibiza decline year by year simply because it is expensive destination. Also often receive enquiries younger clientele on a budget which can not afford 1 week or 2
week holiday on Ibiza, therefore they go for Greece or Bulgaria. They get the same package, same beaches, and same clubs for up to 100 less."

Similarly Mr. Alexandro admitted that he had noticed a change. As he says "The demand for certain services is very low……the room prices are high, and not every customer can afford them. However there are many people on the Island which tend to spend their holiday in luxury just because they are use to it. Also not many hotels provide appropriate standard. Therefore many stay at private villas. On the other hand tourism demand in general changes. Bars and streets are not that busy as in previous years, whereas some of them are getting closed earlier".

The Institute of Tourist Strategy (Inestur) produces statistics for Ibiza and the other Balearic Islands. Is also seems that with the world economy in dire straights, credit crunches, increasing interest rates and the falling stock markets and Pound Sterling, these statistics have become more important than ever. Those numbers represent aspects such as flight numbers, hotel occupation.
Tourism Industry Statistics

- In 2007 around 2.2 millions holidaymakers travelled to Ibiza and Formentera by plane or ferry, 1.37 million of whom were foreign nationals.
- In 2007, the majority of foreign tourist (664,188) was from Britain, and accounted for 33.7 percent of all tourists on the Island. The Germans follow with 26.3 percent, followed by the Spanish (11.9 percent), the Italians (8 percent) and, finally the French (4.9 percent).
- The number of tourists travelled to Ibiza by air was down by 1.5 percent in the first three months of year 2008 comparing to the same time in 2007.
- Whereas 100 percent of available hotel beds were occupied as usual in August 2007, this had gone down to just percent four months later in December (compared to 8.6 percent on Mallorca) in other words: almost all of the Islands hotels were closed.
- The number of hotel rooms occupied in May has been decreasing steadily since 2003 from 60.9 percent to 45 percent (whereas Mallorca the occupation rate for the same period increased from 62.7 percent to 67.1 percent).
- In the second half of May 2008, the number of Ibiza hotel rooms occupied fell by 2.73 percent: the downturn hit Sant Josep (-50.16 percent) and the northern part of island (-17.28 percent) particularly hard.

Source: [www.inestur.es](http://www.inestur.es)
Additionally questionnaires filled in by the repeated visitor to Ibiza Island admitted that this season was similar to the previous one. Also significant number of people confirmed that season was quieter. Also length of holiday was very apparent. As graph below shows majority of tourists approached was only able to spend one week at the destination.

![Length of Holiday](image)

**Fig12. Length of holiday.**

On the other hand significant amount surveyors admitted that they would visited the Island again in the future.
5.0 Discussion.

The following section aims to look at both theories from the literature review as well as findings. Moreover I will compare both and check whether my investigation supports theory.

5.1 Attractiveness of the destination.

In order for the destination to be attractive one it has to be appealing for its visitors. Additionally Hunt (1975) suggested that images that one represents also should be exploited and developed, so the tourists find their interest. In general people tend to go places that they enjoy and and spend relaxing time. In regards to Ibiza Island, this particular destination has been perceived as an interesting one, especially bearing the fact that most of the surveyours would gladly revisit.

Davidoff and Davidoff (Davidoff and Davidoff, 1994) suggested that maintaining a positive image within the destination is important to create demand. Government organizations as well as independent businesses greatly contribute to the overall image and attractiveness of the place. Nevertheless images of any destination may vary depending on tourists needs and preferences.

Although many people that have been participating in my study revealed that Ibiza Island is a decent holiday destination, it is very apparent that mainly younger generation of travellers is interested in spending their holidays in Ibiza. This proves the Crouch and Ritchie (1999) theory which says that main attractiveness of the destination is determined by core resources which are easily accessible for tourist.

Findings of my study clearly suggested that Ibiza’s current advertising and marketing activities focus mainly on party tourism as well as clubbing scene which seems to be the competitive advantage of the Island (Porter, 1980). Attractors such as the biggest clubs, famous parties and DJ’s form around the world are exposed as fundamental reasons to visit destination. Unfortunatelly only few of the findings suggested that the Island has more to
offer and its image is slowly changing. Nevertheless the constanlty tourists are exposed to
diferent messages about this particular destination and it is hard to get away from them.
Accordingly travel offices create those images for tourist. For instance holidays deals such as
“18-30 Club” in UK are designed for specifying social group which have different reasons
behind visiting the Island rather that family of four for instance. Interviews with travel office
representatives revealed the same assumption, that very image of Ibiza that has been created
for years and currently is still mainained is not appropriate for families. Accordingly this fact
proves Mills and Morrison (1992) theory that destination should be composed from the right
factors in order to suit needs and wants of visitors.

5.2 Tourism market segments within the destination.

5.2.1 Organized mass tourists (lower-middle class).

On one hand tourism in Balearic Island Ibiza is foc used on mass tourism mainly because of
the type of holiday packages that are purchased by tourists. Findings of my research show
that holidaymakers clearly prefer to have all their arrangements regarding the stay at the
destination organized via travel agency. Clearly majority of surveyors admitted that they trust
they travel agency and it is much more comfortable
and relaxing way of preparing they trip. This fact also proves Cohen´s (1972) theory and
shows how mass tourists are looking for easy deal, whereas packages from travel agency
save them hussle of dealing with all arrangements independently.

On the other hand majority of resorts on Ibiza Island are also prepared to accomodate mainly
mass tourist with lower income. The fact that majority of holiday packages to Ibiza are tailored,
last minute, also proves Smiths (1977) theory. It has been proven that some of the
holidaymakers choose budget packages mainly because they provide them with necessary components at once. Accommodation, food, flights and for instance attractions such as clubbing are very often organized and suggested beforehand. Therefore tourist, that seek for short ultimate experience at low cost, usually choose this option.

Additionally findings proved Ritzer’s (1993) theory and suggested that customers purchasing packages in Ibiza, very rarely experience particular destination to its full potential. It has been shown that holidaymakers participating in organized activities have limited options of spending time in a way. Namely 24/7 attractions that are offered to the tourist during their one week stay make it difficult for them to discover other advantages of the Island. Usually it is not only the mass activities that they have to participate in but also time constraints, such as 7 days in a resort that limit their overall holiday experience.

5.1.2 Middle class tourists

In regards to middle class tourist requirements and their needs slightly differ. According to Cohen (1979) mass tourists prefer to spend time on their holidays within their own limits. Usually the freedom of choice is important, therefore they tend to not participate in organized events. Similarly planning the trip is individually organized, without help of intermediaries. Although majority of tourists, as mentioned before, go for package holidays and take part in group excursions, significant group also prefer to plan their own time on holidays. Similarly my primary research revealed that indeed many tourists ask for various activities that are available on the island, not necessarily clubbing. Additionally Gottlieb (1982) notes that middle class tourists tend to be highly involved in everyday activities at the destination. However different leisure time suggestions should be presented and advertised to them up front, so they can freely choose and plan their time accordingly. Whereas findings prove that access to information is average and a bit disappointing.
5.3 Tourism attractions and regional offer.

Pearce (1991) suggested that visitors attractions should be composed from both human and natural features. Additionally it is important that they are especially designed to attract, amuse and educate tourists. Secondary research proves that Ibiza Island is certainly aims to amuse its visitors. Majority of attractions are classified as Special Events which gather holidaymakers from around the world. The variety of clubs on the Island and specially composed theme parties suite different music tastes, as well as personalities. Findings also proved Middleton’s (1988) theory suggesting that destination attractions are specially composed to satisfy as well as entertain masses. Accordingly majority of the surveours admitted that they main purpose it to visit the most popular clubs. On contrary only insignificant part of questionnaires considered Ibiza Island as a family destination.

Faulkner’s (et al. 2001) theory sugessted that destinations aim to create interesting offer to attract as many tourists as possible. In regards to Ibiza this phenomena would be very apparent. Namely secondary research proved that there is a big chioce if different type of outdoor sporting events. Attractions such as scuba diving, surfing or jeep safaris are locate at different part of the Island , thus easily accessible for the public. Additionally considering the price range, there are also different options for every budget. For instance tourist with more desponsible income may rent the private charter and scuba dive on a private yach, whereas holidaymakers on the budget may use organize trip. This also proves Pearlman’s (1989) theory which suggest that successful site attraction requires compatible products which have market viability and appeal.

Although variety of attractions on the Island seems to be satisfactory, findings bring attention to the promotion as well as information accessibility in regards to those activities. Lew (1994) suggested that management of marketing activities and knowledge transfer regarding attractions is very important for the success of the destination. Smilarly Gunn’s model (1985) shows that effective management of attractions is comprised of three zones
which have to complete each other, whereas one of them is information access. Accordingly my research findings prove that hotels as well as organizations that provide the service to the public make sure that customers are well informed of the forms of leisure. Both interviews with hotel representatives as well as VIP concierge service agents revealed that advice is available at any time. Additionally variety of information web sites and Ibiza’s directories are available online, therefore customers are able to make their own research.

However survey shows that majority of tourist that have been approached regarded promotion of Ibiza’s attractions as unsatisfactory apart from clubbing scene. Nevertheless Gunn’s (1985) theory also paid attention to the infrastructure of attractions such accessibility to various attractions as well as their condition. Without this particular Zone of Closure (Gunn, 1985) attractions may be hard to manage and may attract public criticism. Accordingly my research findings prove this theory by revealing that poorly managed attractions are considered as average, and in many cases as poor. Moreover condition of many attractions has been rated as unsatisfactory.

Furthermore it has been mentioned that appropriate market research provides appropriate source of information and help to identify future attractions (Screven, 1999). This theory has been proven by the findings stating that Ibiza Island tourist attractions should be developed and different types of tourist and their needs should be taken into consideration. Basically interviews reveal that for instance families or older generation should be able to have a great time while spending holidays in Ibiza, whereas this type of entertainment is not very apparent. This fact for instance also proves the theory that poor attraction offer negatively influence demand for those attractions (Gunn, 1985).
5.4 Accommodation facilities and quality of service.

Callangham (1994) suggests that tourist destinations nowadays should be prepared to accommodate any kind of tourists depending on their needs and wants. Developing consumer tastes allowed accommodation sector to grow accordingly, offering different types of both services and non serviced accommodation. In regards to Ibiza Island my findings suggest that majority of serviced accommodation is in average condition and ranges from 2* to 3* hotel standard. Usually holidaymakers book the full package deals at the travel agent, although research clearly indicates that the variety of offers could be greater. Nevertheless it doesn’t change the fact that majority of tourist occupy lower budget accommodation anyway.

In regards to non serviced accommodation, when usually breakfast and cleaning service is not included and has to be paid for separately, there are many advantages (Martin and Mason, 1998). The privacy and freedom of choice for the customer is the main reason why people decide to go for those particular type of package. Usually there is no neighbours, customers may do what they fancy or come back to the villa at any time they want. In comparison to the hotel accommodation that in many cases would a privilege. Additionally findings and interviews show that customers that are willing to pay more for their package are well taken care of. Concierge Service Agents or intermediaries that look after the customers are always available on the phone and sort out inconvenient issues in urgent matter. Nevertheless only small percentage of my surveyours opted for this type of accommodation, even if there is a lot private villas for rent in Ibiza.

My research also suggest that accommodation establishments are classified accordingly in order to communicate level of quality to the customer (Littlejohn and Roper, 1991). Considering the fact that majority of my surveyours picked middle class 3* accommodation, we can assume that expected average standard. Similarly Israeli (2002) theory suggests that classification system is a good indicator of quality and price. Additionally
it is believed that the higher the price, the standards of accommodation as well as service would be higher. It has been mentioned that private villas that are in a different price range, offer high quality private service. However when we look at budget accomodation, the one that is apparently in demand, Israeli’s (2002) theory contradict with reality.

Firstly secondary research shows that advertised accomodation represents mainly 2* & 3* hotels, however prices are higher in comparison to other destinations. Secondly primary research also suggests that accomodation was considered as overpriced for the standard and quality that was offered. Also quite significant part of survey admitted that standards were very low and it was not worth the money they paid for.

This particular outcome of the findings also proves Kandampully’s (1997) theory. It is very evident that customer while participating in the consumption of services is able to evaluate the quality and standard of service, whereas in that case tourists had negative experience. Additionally bearing in mind that quality perception is related to satisfaction with the service (Parasuman et al. 1985) it has been revealed that overall quality and standard of budget accommodation in Ibiza is low. On the other hand quality of service and staffs’ reliability and skills has been quite satisfactory. The only problems was connected to ability to deal efficiently with various queries and issues, which in a long term may be unpleasant and problematic for the tourists.

5.5 Destination life cycle.

Theory regarding destination life cycle (Butler, 1980) clearly illustrates each stage of the destination development. When we consider ‘stagnation stage’, it is very apparent that destination is no longer able to attract the same amounts of tourist as at its ‘development stage’. Moreover it is the time when destination’s position is well established, however no
improvements are implemented and attractions are not exciting for tourists any more. My secondary research proves this theory stating that the Island has definitely achieved certain standard and became famous around the world for its clubbing scene. However raising competition between holiday destinations can definitely threat Island’s position simply by offering similar entertainment at cheaper price or by differentiating supply for other attractions.

In order to avoid this stage Miller and Gallucci (2004) notes that destination may hit the ‘rejuvenation stage’ where various developments and improvements are introduced. Accordingly my primary research revealed that Ibiza Island is still expanding its attactions by promoting diferent types of venues. Nevertheless it has been also revealed that those are available only for a minor group of tourists, regarding the budget.

Theory also suggests that once destination achieve its ‘stagnation stage’, demand may also gradually decline due to lack of improvements. This situation is considered as ‘Decline stage’ (Miller and Gallucci, 2004) and research findings show that in regards to Ibiza Island this phenomena has slowly occured. Namely majority of interviews , both with business owners as well as hotel managers, reveal that tourist demand is slightly decreasing in comparison to previous seasons. As mentioned before attractions remain unchanged over the years , whereas prices are incerasing. Therefore my findings also suggest that tourist simply choose chaper holidays instead of Ibiza.

Furthermore issues regarding demand may also have significant effect on seasonality. Findings of my research seem to prove this theory ( Baum and Lundtrop, 2001) and reveal that actually season in Ibiza is getting shorter. It has been stated in the interviews that tourists arrive at the destination in June/ July, instead of May. Statistics (www.inestur.es) also illustrate that occupancy of hotels is steadily decreasing from May 2003. Additionally my primary research reveals that , streets of Ibiza’s cities seems to be emptier by the end of August, whereas couple of years ago September, up to middle of October was a busy for many businesses.
The following theory also states that seasonality may be influenced by marketing activities within the destination. On Ibiza Island very often Closing parties are extensively advertised. Accordingly, clubbing as the main attraction for many tourist, in that case would communicate end of the season. Similarly clubs seems to organize their final venues few weeks earlier than in a previous years. Nevertheless it is proven (Ibiza Now, 2008) that the Island is aiming for the change in order to reach 'rejuvenation stage'. Specific policies regarding clubbing hours as well as development strategies are in the project, therefore there is a chance for improvement.

Jeffrey and Hubbard (1986) argued that length of the season, in that case its shortening, may have significant influence on future investments. Namely businesses which close earlier due to small demand would not be able to put extra fund into the improvement. In fact this theory has been proved by my research, considering the fact that tourists tend to budget their expenses and spend usually 1 week at the resort, not 2 weeks.
6.0 Conclusion.

Tourism in Ibiza has been a motor for Island’s economy for years. During those years the Island managed to create specific image that has been attracting various tourist into the destination. The clubbing Island is basically known for the best parties, its hostility as well as an inspiration and home for many artists, considering its beauty and natural environment. However today’s competitive travel market is characterised by variety, both in terms of price offer as well as attractions that are available. Nowadays customers have choice that allows them to enjoy combination of various packages. Additionally in many cases quality of the offer is combined with lower price.

Therefore main objective of this particular research was to examine attractiveness of the Ibiza’s holiday offer while taking into consideration the length of the season. The reason for this was to check weather Ibiza’s current market positioning, and attractions that Island is offering are still able to keep holiday season profitable.

The result of the study revealed both opinions form managers, business owners as well as tourists that recently have visited the Island. Additionally factors such as destination image and its attractiveness, quality of services and accommodation, as well as attractions has been taken into consideration.

All of above have significant influence on destination success and its life cycle, which according to findings has been decreasing gradually. Considering that fact destination Government representatives proposed various strategies in order to boost tourism in Ibiza (Ibiza Now, 2008). Even though the main idea was to introduce different options for tourists, such as more winter flights in order to extend the season, reducing clubbing scene to create more quality tourism, changes are hardly visible. Additionally research clearly revealed that application of those strategies is a very slow process.

Nevertheless destination is perceived as interesting and attracts loads of tourists in the summer. Specifically younger generation was easily entertained by clubbing scene and
various venues happening throughout the whole season. Although some tourists perceived that offer was only targeted into one market segment and they found it difficult to participate in different activities for various reasons. Usually the communication and advertising was not efficient. The others for instance could not find activities that would interest them. It is believed that attractive destination should be composed from right factors that will serve needs and wants of the tourists (Mills and Morrison, 1992), although it is apparent that Ibiza fails to satisfy some of them.

Furthermore considering holiday packages available on the market, Ibiza’s offer also should be differentiated. Particularly travel agencies offer bulk packages which are relatively cheap, however tourists are restricted only to certain activities which is not connected with quality tourism and exploring the Island to its full potential. At the moment one week of holiday on Ibiza is enough considering the budget and entertainment. On the other hand there are also tourists, who pay more for their holidays, enjoy the VIPs treatment, however length of their stay is mainly dictated by trends of Ibiza such as clubs openings and closing parties at the end of the season.

In regards to accommodation standards on Ibiza high price does not always mean high quality. Research clearly revealed that many tourists considered their accommodation as overprized, whereas service seems to be not reliable on many occasions, which spoiled holidays for many. However it is important to create positive experience for tourists so they come back to the destination.

In conclusion research show that there are various issues regarding tourism in Ibiza. Majority of those create certain perception for tourists that make them to choose other holiday destination. On some occasions price may be an issue, whereas others find entertainment and quality of service dissatisfying. Nevertheless the fact is that season has been getting worst year after year. Therefore tourism officials should work on different ways of improving those conditions to make Ibiza desirable destination. Strategies for development regarding Ibiza definitely have potential.
Additionally the Island itself has resources and ability to create more for people visiting. However in my opinion, projects that have been proposed may be too ambitious for the time being. Furthermore findings of the research show that there is a big clash between current destination image and proposed destination image, which cannot be, achieved in short amount of time. Although holiday offer that has been presented to Ibiza’s tourists have always been attractive, there is an urgent need for improving certain factors.

Firstly advertising and communication with the tourists has to be improved and more money should be invested in creating new channels of marketing communications such as web sites, tourists information centres etc. Additionally independent business owners should take more active part in approaching customers, perhaps by investing in street advertising. Moreover accommodation standards should be either improved or prices should be decreased.

There are also alternatives to tourist attractions such as extreme sports, or field trips. For instance Spain having such a rich heritage should use its resources and make tourists a part of the culture. This way Ibiza would slowly move from mass tourism into middle class tourism where people could find different purpose of visiting the Island. Therefore in my opinion once those changes are implemented and summer holiday offer improves, Ibiza could introduce winter activities, which automatically extend the season. Than perhaps variety of the offer would create more sophisticated clientele willing to explore true beauty of the Island.
7.0 References

• Enoch, Y (1996), Contents of Tour Packages: A cross cultural Comparison, Annals of Tourism Research, Vol. 23, No.3

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• http://www.ibiza-spotlight.com/night/ibiza_clubs_i.htm
• http://www.100proibiza.com/en/Island_Tours.html
• http://www.inestur.es
• http://whc.unesco.org/).
8.0 Appendix.

Appendix 1 - Research Questionnaire

This is a copy of the questionnaire that conducted amongst tourists of Ibiza Island. Some of the questionnaires were conducted personally and some via email contact.

Dear Sir / Madam

My name is Justyna Krendzelak, I am a student from the University of Nottingham. I am currently researching for my dissertation on attractiveness of the tourism market on Ibiza Island. I would be grateful if you could take few minutes of your time and fill out this questionnaire, which will help me to find out the necessary information.

Yours sincerely
Justyna Krendzelak

Q1. Into which age group do you fit?

<table>
<thead>
<tr>
<th>Age Range</th>
<th>Box</th>
</tr>
</thead>
<tbody>
<tr>
<td>16 - 25</td>
<td></td>
</tr>
<tr>
<td>25 - 40</td>
<td></td>
</tr>
<tr>
<td>40 +</td>
<td></td>
</tr>
</tbody>
</table>

Q2. Please choose one of the following statements.

a. It is my first time abroad
b. I have been travelling before

Q4. How did you book your holiday?

<table>
<thead>
<tr>
<th>Method</th>
<th>Box</th>
</tr>
</thead>
<tbody>
<tr>
<td>Independently</td>
<td></td>
</tr>
<tr>
<td>Via tour operator</td>
<td></td>
</tr>
<tr>
<td>Via VIP Services company</td>
<td></td>
</tr>
</tbody>
</table>

Q3. I choose this method of booking because.... Please finish the sentence.

<table>
<thead>
<tr>
<th>Reason</th>
<th>Box</th>
</tr>
</thead>
<tbody>
<tr>
<td>I prefer to organize holiday on my own</td>
<td></td>
</tr>
<tr>
<td>I do not have time to do all arrangements</td>
<td></td>
</tr>
<tr>
<td>I trust travel agent to do it for me</td>
<td></td>
</tr>
</tbody>
</table>

Q4. Please finish one of the following sentences..

<table>
<thead>
<tr>
<th>Sentence</th>
<th>Box</th>
</tr>
</thead>
<tbody>
<tr>
<td>I prefer to plan my own time at the destination</td>
<td></td>
</tr>
<tr>
<td>I usually follow the group</td>
<td></td>
</tr>
<tr>
<td>I take part in organized excursions</td>
<td></td>
</tr>
</tbody>
</table>

Q5. What is your image of Ibiza Island?

<table>
<thead>
<tr>
<th>Image Description</th>
<th>Box</th>
</tr>
</thead>
<tbody>
<tr>
<td>Party Island</td>
<td></td>
</tr>
<tr>
<td>Family Holiday Destination</td>
<td></td>
</tr>
<tr>
<td>Simply sun and Beach holiday</td>
<td></td>
</tr>
</tbody>
</table>

Q5. What was your purpose for travelling to Ibiza?
Q5. How would you describe the Ibiza Island?
On the scale: 1=the most, to 5=least.

| Attractive | 1 | 2 | 3 | 4 | 5 | Not very appealing |
| Friendly   | 1 | 2 | 3 | 4 | 5 | Unfriendly          |
| Interesting| 1 | 2 | 3 | 4 | 5 | Boring             |

Q6. During my stay on Ibiza Island I was.

Exploring the Island independently □
Exploring the Island with the tour guide, Going on the excursion offer □

Q7. How would you describe Ibiza's destination attributes?
On the scale 1=very satisfactory, to 5=very poor.

| Accommodation standard | 1 | 2 | 3 | 4 | 5 |
| Transportation        | 1 | 2 | 3 | 4 | 5 |
| Attractions           | 1 | 2 | 3 | 4 | 5 |
| Special events        | 1 | 2 | 3 | 4 | 5 |
| Culture and History   | 1 | 2 | 3 | 4 | 5 |
| Access to information | 1 | 2 | 3 | 4 | 5 |
| Climate and landscape | 1 | 2 | 3 | 4 | 5 |

Q8. Accordingly to Ibiza's tourist attractions
To what extent do you agree with the following statements?

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Not sure</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Tourist attractions were interesting</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>b. Access and information to each attraction was satisfying.</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>c. Promotion of tourist attraction was effective.</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
</tbody>
</table>
d. Attractions were in a good condition

Q9. What type of accommodation on Ibiza did you choose?

a. Hotel
   2.0 1-2*
   3.0 3-4*
   4.0 4-5*  □

b. Motel / Apartments

c. Private Villa

d. Rented/Private Yacht

e. Private accommodation

Q10. With which of the following statements would you agree?
(If you choose private accommodation, skip the question)

The quality of accommodation was:

a. worth the price, and satisfied all my needs  □

b. satisfying, however the price was too high  □

c. wasn't what I expected and not worth the price □

Q11. Please describe the quality of service on the Island.
On the scale 1=very good, to 5= very poor.

<table>
<thead>
<tr>
<th>Service</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reliable service</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Problems solve quickly and effectively</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Staff are pleasant and courteous</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Staff are skilled and professional</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Facilities are in the good conditioning</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Premises are safe</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

Q12. Is that your first time on Ibiza Island?

a. Yes □

b. No □
If yes, does the current season:

a. Is definitely busier than previous one
b. Seems to be very similar to previous one
c. Is a lot quieter than previous one

Q13. What was the length of your holiday?

7 days
14 days
21 days

Q14. Would you consider to revisit Ibiza Island?

a. Yes
b. No
Appendix 2- Interview Questions for hotel managers.

Dear Sir/ Madam what is the current Image of the Island?

1. On average, what age group would be your current customer base?

2. Please give me an example of attractions that you provide for your customers.

3. Have you made any improvements to your service recently? If yes, please provide me with an example.

4. Do many tourists book in your hotel independently

5. Do many of the hotel quests use your facilities, such as hotel entertainment / bar / restaurants?

6. Do you receive many direct complains / recommendations from hotel guests?

7. How would you describe high quality standards at your hotel?

8. Do you provide any information regarding tourist attractions?

9. Have you noticed any changes in demand comparing to previous season?

10. Do you do any promotional activities in order attract more tourists into your hotel?
Appendix 3- Interview Questions for VIP Company.

1. Dear Sir/ Madam what is the current Image of the Island?
2. On average, what age group would be your current customer base?
3. Does many tourists use your services?
4. Could you please tell me what is the main competitive advantage of your business?
5. Please give me an example of attractions that you provide for your customers.
6. Have you made any improvements to your service recently? If yes, please provide me with an example.
7. Do you receive many direct complains / recommendations from guests?
8. Do you provide any information regarding tourist attractions?
9. Have you noticed any changes in demand comparing to previous season?
10. Do you do any promotional activities in order attract more clients into your business?
Appendix 4- Interview Questions for travel agents.

1. Dear Sir/ Madam what is the current Image of the Island?
2. Could you please tell me what is the main competitive advantage of this destination?
3. On average, what age group would be your current customer base interested in holidays on Ibiza?
4. Please tell me what types of hotels are on your current offer?
5. Please tell me which tour packages are the most popular? All inclusive/ Half board etc?
6. Please give me an example of attractions that tour operator provides for customers?
7. Do you receive many direct complains / recommendations from customers coming back from Ibiza?
8. Do you provide any information regarding tourist attractions at the destination?
9. Have you noticed any changes in demand comparing to previous season?
10. Have you noticed any differences in prices of packages in comparison to previous season?
11. What would you improve in Ibiza's holiday offer?
12. What are the most popular holiday destinations at the moment?