

DETERMINANTS OF DESTINATION IMAGE, IMAGE RECOVERY AND PERFORMANCE OF THE TOURISM SECTOR: A LITERATURE REVIEW

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ABSTRACT

The basis of this paper is a DPhil study on destination image recovery and performance of a tourist destination. The paper looks at the variables which determine the perceived destination image in so far as they also influence image recovery and performance of the tourism sector. Destination image is generally accepted as a key aspect in successful tourism development and destination marketing owing to its impact on both demand and supply aspects of destination marketing. Literature indicates that the tourist's personal factors (socio-demographic and psychological characteristics) and the destination's natural resources, general infrastructure, political and economic factors, culture, history and art and others influence the perceived destination image. However, literature tends to be silent on the strong influence which a good number of these variables have on destination image recovery and performance of the tourism sector. This paper sought to contribute to knowledge on two fronts: through reviewing literature on the determinants of destination image illustrating their relevance for destination image recovery and highlighting the nexus between destination image and destination performance which is less pronounced in literature. Destination image influences both the tourist's destination choice and satisfaction with the destination. It plays a significant role in positioning tourism products, brands, and places. Thus destination image has implications for performance of the tourism sector. However, scholars have analysed determinants of destination image as detached from performance of the tourism sector and giving little regard to the link between the dimensions which determine the perceived destination image and image recovery. This is important because currently destination image recovery and tourism performance are very pertinent subjects across the globe. It is recommended that future research covers an evaluation of models for DI recovery and enhancement of tourism performance.

Keywords: Determinants, destination image, destination image recovery, performance, tourism sector.

INTRODUCTION

The intangibility of tourism products means that their image is the only way which potential tourists have of comparing destinations and choosing between them and therefore it is important to create and transmit favourable images to potential tourists in target markets (O'Leary and Deegan, 2005; Marino, 2008). In general, visitors have a limited knowledge of the destinations which they have yet to visit, thus bestowing an important role on image when it comes to attracting visitors (Blazquez-Resino, Rodriguez and Jimenez, 2016). This role of destination image (DI) is critical especially given the intense competition for tourists among tourist destinations globally. The intense rivalry in the tourism industry demands that destinations build and maintain a favorable image, develop attractive tourism offerings, and achieve visitor satisfaction and loyalty for their sustainable tourism development (Moreira

and Iao, 2014). Blazquez-Resino *et al.*, (2016) noted that destinations with strong, positive and recognizable images will become more probable to be included in the visitor's process of decision-making. This perspective was echoed by Becken *et al.*, (2017) who noted that the image of a country as a travel destination is an important factor in tourists' decision making. These statements including that by Artuger and Cetinsoz, (2017) who indicated that DI influences the tourist future behavior, point to the nexus between DI and the destination's economic performance. However, the DI-tourism performance nexus tends to be silent in literature. Several tourist destinations the world over are facing weak DIs leading to low tourism receipts and poor tourism economic indicators. Many destinations especially in the developing world, are desperate for DI recovery. However, it appears that demand and supply factors which determine the perceived DI are not given prominence when it comes to DI recovery. This will be discussed later in this paper.

Destination image and tourist satisfaction

The term DI refers to the sum of beliefs, ideas, and impressions that a person has of a destination' (Crompton, 1979); the perceptions of individual destination attributes and the holistic impression made by the destination (Echtner & Ritchie, 2003). A relationship between DI and tourist satisfaction has been detected in literature. If tourists perceive a positive image for any destination in their minds, then they will be satisfied with their experiences in the destination much easier than if they had a negative image of the place (Khan *et al.*, 2013). Marine-Roig and Salvador Clavé, (2015) made a similar observation and reported that perceived tourist images are extremely important for destinations as they affect tourist behavior and satisfaction. Therefore, DI is an antecedent of satisfaction and satisfaction has a positive influence on destination loyalty (Guzman -Parra *et al.*, 2016). Satisfaction can be used as a measure to study the product offered at the destination (Guzman-Parra *et al.*, 2016). In turn, tourist satisfaction is relevant to successful destination marketing since it influences variables such as the choice of destination, the consumption of products and services, and the decision to return (Kozak & Rimmington, 2000). This school of thought is shared by Ramseook-Munhurrun and Naidoo (2015) who pointed out that tourists' perceptions of destination image, perceived value, tourist satisfaction and loyalty are vital for successful destination marketing. In this regard, Kyalo and Katuse (2013) in their study of the perceptions of Kenya as a tourist destination, found out that the image of a place was important not only to a tourist but also to the tourist receiving country. This finding casts aspersions on the nexus between DI and performance of the tourism sector.

Destination image and performance of the tourism sector

Diaz and Rodriguez (2016) noted that few articles have studied DI as the antecedent of destination performance. The nexus between DI and performance of the tourism sector is not quite pronounced in literature. The idea of destination image was introduced into tourism studies in the early 1970s by Hunt (1975), Gunn (1972) and Mayo (1973), and has since become one of the most researched topics in tourism-related research (Stepchenkova & Mills 2010) due to its association with tourism performance (Xu and Ye, 2016). However, some studies have focused on destination image and tourist loyalty (Rajesh, 2013; Moreira, 2014, Pratminingsih, 2014). Others have examined destination image and technology (film, Internet and others) (Sixt, 2013; Busby and Haines, 2013; Tham, Croy and Mair, 2013; Kim and Stepchenkova, 2014). Some have investigated destination image and information sources (Jeong, Holland, Jun and Gibson, 2012; Jamaludin, Aziz, Yusof and Idris, 2013; Park, 2015), while some have focused on destination image and branding (Sonnleitner, 2011; Kassaye, 2013; Ning and Lui, 2014). There is therefore an interstice in literature on the nexus between DI and the economic performance of the tourism sector.

People usually select places with stronger or more favourable images to visit (Ahmed, 1991; Bandyopadhyay & Morraais, 2005; Diaz and Rodriguez, 2016). Prayag (2009) investigated relationships among the destination's cognitive image (attributes), its overall image (holistic), tourists' satisfaction, and future behavior in a study of tourists to the island of Mauritius, and found a direct and positive impact of both the cognitive image and overall image on tourists' intentions to revisit the island and recommend it to others. This finding suggests that DI influences the economic performance of a tourist destination. The implication is that the more the arrivals in a destination, the higher the tourism receipts and the higher the tourism general economic indicators are. The tourism economic indicators include tourism direct contribution to GDP, total tourism contribution to GDP, tourism direct contribution to employment, tourism total contribution to employment, tourism contribution to capital investment and others. Baloglu (2000) found a direct and indirect relationship of cognitive image with visitation intentions, whereas affective image perceptions had a direct influence on intentions to visit the destination. The cognitive dimension pertains to the destination's tangible attributes, such as scenery and attraction (Cai and Wang, 2018) while the affective component of DI denotes a person's feelings toward and emotional responses to a destination (Baloglu & Brinberg, 1997; Shani & Wang, 2011). According to Gartner (1993), the affective component becomes operational during the evaluation phase of destination selection.

A destination with a strong image is very likely to generate positive word-of-mouth among those who visited it (Papadimitriou, Kaplanidou and Apostolopoulou (2018). The intention to engage in positive WOM, which can have a powerful effect in generating new tourists, arises from an overall positive evaluation of a destination and reflects high levels of attitudinal loyalty (Konecnik & Gartner, 2007). Interestingly, the dissemination of positive Word-of-mouth (WOM) communication, or intention to recommend the destination to others, is thought to be a better indicator of favorable image and a positive experience with a destination than one's intention to revisit (Papadimitriou et al., 2018). This is because tourists rarely visit one destination over and over again. Papadimitriou *et al.*, (2018) argue that variety-seeking tourists might not return to the same destination, even if they are fully satisfied with their experience, but they can propagate positive WOM.

Ramseook-Munhurrun and Naidoo (2015) remarked that tourist destinations are compelled to enhance their images in order to increase tourism receipts, income, and employment and government revenues among other contributions of international tourism. Regarded as "more important than reality", DI is a decisive factor for decision making behavior of potential tourists (Ahmadova, 2018:333). This suggests that DI drives tourism performance. A weak or poor performance of the tourism sector will in turn mean that a destination will fail to derive maximum benefits from tourism. According to literature, these benefits include foreign currency generation, employment creation, poverty alleviation, supporting downstream sectors such as agriculture and manufacturing, and reducing crime and prostitution levels, as well as improving the destination's happiness index. Cardenas-Garcia, Pulido-Fernandez and Pulido-Fernandez, (2016) alluded to the link between DI and the tourism economy when they researched on the influence of tourist satisfaction on tourism expenditure and found out that there was a correlation between the two.

It is imperative for destination managers to have an understanding of how the perceptions of a tourism product and service quality components are perceived across different target markets in order to gain insight into possible competitive advantages (Kyalo and Katuse, 2013) and achieving an advantage will automatically result in higher performance (Hanafiah,

Hemdi and Ahmad, 2016). In light of this, a positive image is regarded as an added advantage when competing for international tourists especially in developing countries in Africa which have similar tourist products (Mbiyu, 2014).

DI has been found to have a strong influence on destination competitiveness (Hanafiah *et al.*, 2016). Kemuto (2016) define performance of the tourism sector as the level of a destination's competitiveness. Competitiveness is linked to the ability of a destination to perform better than its rival destinations on aspects that are considered important by tourists (Moreira and Iao, 2014).

Determinants of destination image and performance of the tourism sector

Most studies (Baloglu & McCleary, 1999; Beerli & Martín, 2004; Sancho & A'lvarez, 2010) tend to consider image to be a concept formed by the consumer's reasoned and emotional interpretation as the consequence of two closely inter-related concepts: the individual's perceptive/cognitive evaluations, and the affective appraisals. The combination of these two factors produces an overall or compound image related to the positive or negative evaluation of the product or brand (Molina, Frias-Jamilena and Castaneda-Garcia, 2013). Although every individual forms a unique image of a destination, there are several factors that are common in all individuals which assist in determining the perceived DI and arguably for reputation repair (Avraham and Ketter, 2016). Given that DI is an antecedent of the economic performance of the tourism sector, determinants of DI are also determinants of the economic performance of the tourism sector. The determinants can be categorized as demand and supply factors.

It is worth pointing out that the demand and supply factors are equivalent to those indicated in the model concerning the pre-travel stage of destination image formation which was suggested by Baloglu and McCleary (1999). Iordanova and Styliadis (2017) noted that the model distinguishes between two types of image determinants-personal factors (tourists' socio - demographic characteristics such as age and their psychological identity) and stimulus factors (quantity and type of information sources used by tourists and their previous destination experience). These factors are also equivalent to Beerli and Martin's (2004) and personal factors and information sources (Figure 1).

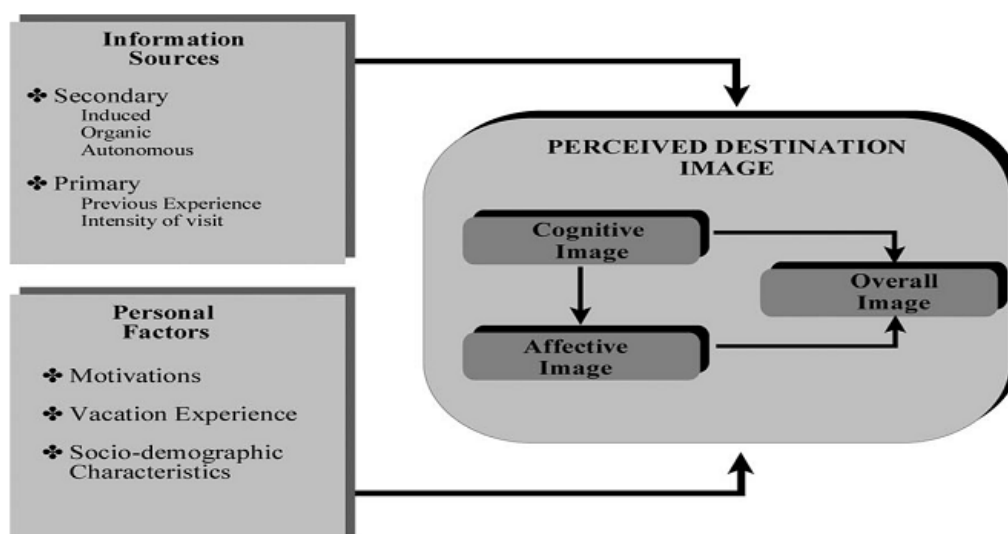


Figure 1. Model of the Formation of Destination Image (adopted from Beerli and Martin 2004: 660)

Source: Lopes (2011)

Beerli and Martin (2004) highlight the role of cognitive and affective image in the construction of the overall image. However, the Beerli and Martin do not touch on the role played by the cognitive and affective images in DI recovery and with regards to DI and performance of the tourism sector.

Demand factors include motivations, perceptions, psychological characteristics and experiences. Yang (2016:12) conducted a study on how tourists co-create DI. The study found out that tourists' enjoyment of the destination may be compromised or reinforced by other tourists physically or emotionally. It also found out that tourist-to-tourist interaction incidents significantly influence the quality of the interaction, either negatively through unfavorable encounters, that is, "inconsiderate" and "malcontent and vandalistic incidents", or positively through favorable behaviors such as "sociable incidents". However, the study does not highlight the relevance of the tourist or the cognitive and affective dimensions in DI recovery.

The cognitive dimension pertains to destination's tangible attributes, such as scenery and attraction (Cai and Wang, 2018). The nine categories of dimensions of DI which were suggested by Li, Ali and Kim, (2015) (Table 1) are associated with the cognitive image which is an antecedent of the affective image (Cai and Wang, 2018). Together, these variables produce the overall image which can negatively or positively influence performance of the tourism sector.

Although Ali et al., (2015)'s classification of the determinants DI and performance of the tourism sector is heavily biased towards the supply side, the pivotal role of the destination marketing as a determinant of DI and performance is downplayed in this classification. Destination marketing is often spearheaded by Destination Marketing/Management Organisation (DMOs). Stabler (1990) highlighted the role of tourist marketing as a determinant of DI but, like Ali et al., (2015), did not highlight the association between this determinant of DI and performance of the tourism sector. However, Stabler (1990), unlike Ali et al., (2015), recognised the role of the demand side as a determinant of DI and consequently tourism performance.

DMOs play a key role with regards to the generation of the perceived image and performance of any tourist destination. Destination management calls for a collaboration of different organisations and their interests in working towards a common goal (Pratap, Kaurav and Baber, 2015). Also, DMOs lead and coordinate activities under a coherent strategy (Pratap et al., 2015). As a body which, more often than not, represents government, the DMO has a vested interest in the provision of sound infrastructure such as roads and airports as well as the destination's political and economic stability and the provision of health services. In fact, the quality of airport services, quality of airline services and the airport density comprise the set of number one drivers of tourism performance, according to Assaf and Josiassen (2012). The DMO also has a vested interest in the undertakings of the private sector. The DMO therefore influences both DI and the economic performance of the tourism sector. The tragedy however, is that the DMOs do not really control the activities of their associates but bring together expertise and resources, blending them with a degree of independence and objectivity in order to lead the way forward (Assaf and Josiassen, 2012). The DMO aims to position the destination in the minds of a target group and this is critical for the overall success of the destination's communications strategy (Johann, 2014). Destination promotional campaigns by the DMO generate an induced image of the place while personal

experience creates the organic image and the media creates an autonomous image (Seraphin et al., 2016). However, the role of the DMO is not given prominence in DI recovery.

Natural Resources	General Infrastructure	Tourist Infrastructure
Weather Temperature Rainfall Humidity Hours of sunshine Beaches Quality of seawater Sandy or rocky beaches Length of the beaches Overcrowding of beaches Wealth of countryside Protected nature reserves Lakes, mountains, deserts, etc. Variety and uniqueness of flora and fauna	Development and quality of roads, airports and ports Private and public transport facilities Development of health services Development of telecommunications Development of commercial infrastructures Extent of building development	Hotel and self-catering accommodation Number of beds Categories Quality Restaurants Number Categories Quality Bars, discotheques and clubs Ease of access to destination Excursions at the destination Tourist centres Network of tourist information
Tourist Leisure and Recreation Theme parks Entertainment and sports activities Golf, fishing, hunting, skiing, scuba diving, etc. Water parks Zoos Trekking Adventure activities Casinos Night life Shopping	Culture, History & Art Museums, historical buildings, monuments, etc. Festival, concerts, etc. Handicraft Gastronomy Folklore Religion Customs and ways of life	Political & Economic Factors Political stability Political tendencies Economic development Safety Crime rate Terrorist attacks Prices
Natural Environment Beauty of the scenery Attractiveness of the cities and towns Cleanliness Overcrowding Air and noise pollution Traffic congestion	Social Environment Hospitality and friendliness of the local residents Underprivileged and poverty Quality of life Language barriers	Atmosphere of the Place Luxurious Fashionable Place with a good reputation Family-oriented destination Exotic Mystic Relaxing Stressful Fun, enjoyable Pleasant Boring Attractive or interesting

Table 1: Dimensions/Attributes determining the perceived destination image
Source: Li et al., (2015)

Destination image recovery, destination image determinants and tourism performance

Destination image recovery is also called 'reputation management', 'recovery marketing', image restoration and 'image repair' (Dwi and Putra, 2010; Avraham and Ketter, 2013; Avraham and Ketter, 2017). Image recovery is used in this paper to refer to restoring the DI and performance of the tourism sector which prevailed when a tourist destinations achieved the highest level of performance economically; a level of activity which the tourism authorities were proud of and wished to sustain and possibly, to improve upon. In Zimbabwe, 1999 is often used as the base year. In that year the destination received 2, 249, 615 international tourists and tourism economic indicators were generally more sound than those of 2016. The tourism general economic indicators include tourism direct contribution to

GDP, total tourism contribution to GDP, tourism direct contribution to employment, tourism total contribution to employment, tourism contribution to capital investment and others.

Destination promotion by the DMO can be undermined because places experience difficulties and crises due to external factors including, natural disaster, war, terror attack, crime waves, and political tensions. However, Poiruroo (2001) argued there are internal factors as well and pointed out that tourism crisis can be categorized into two main events dealing with: *Mother Nature* (hurricane, flood, earthquake, tornado, avalanche, health, wildfire, and environmental) and *human nature* (crime, scandal, political, civil unrest, war, and terrorism). Such occurrences keep potential visitors from the destination (Richie, 2009; Beirman, 2003) thereby negatively impacting the economic performance of the tourism sector). In the global arena, a poor or problematic DI is a major challenge to attracting tourists, high-quality residents and investors so it is critical for destinations to restore their images (Baker, 2007; Ritchie, 2009; Ryu, Bordelon and Pearlman, 2013). Africa is known as the 'dark continent' partly because of the many dreadful reports of violence, famine, abuse and genocide. In recent times, many Sub-Saharan African (SSA) countries have faced issues of political instability, violent conflicts, underdevelopment, serious corruption, severe droughts, and extreme poverty (Boniface, Cooper, & Cooper, 2012). As a result of these issues and other historical factors, a number SSA countries have suffered from prolonged negative place image, stereotypes and generalizations (Ketter & Avraham, 2017). The economic performance of the tourism sectors of these destinations declined. This has presented a case for DI recovery and improvement in the performance of their tourism sectors.

The determinants of DI which are depicted in Figure 1 and Table 1, the personal factors and information sources also serve as agents of image restoration and drivers of tourism performance. The media for example, is central in both DI formation and DI recovery. Ryu *et al.*, (2013) noted that besides controlled and directed messages, other sources of media contribute to the popular perception and image of a tourism destination. Especially in times of crises, the news media feature repetitive images of destruction, devastation, and mayhem. Milo and Yoder (1991) found that extensive national and international news coverage following a disaster could affect the recovery as well as cause misinformation or an exaggerated account of the crises. As part of the destination recovery cycle, the immediate news coverage following a natural disaster is hard news or factual and trails off into featured stories (Ryu *et al.*, 2013).

Bali experienced bombings in 2002 which disrupted destination image and performance of its tourism sector. In Bali the main marketing response by tourism authorities was through the media in an attempt to limit the damage to the DI which was vulnerable to terrorist attacks (Carlsen and Hughes, 2008). Measures to recover image and destination performance included the establishment of media centres in Kakarta and Kuta, calls by the Ministry of Tourism and Culture for foreign governments to revoke travel warnings (which had been issued in several Western and Asian countries) and the series of meetings and workshops in Bali to show confidence in the safety of Bali as a tourist destination (Carlsen and Hughes, 2008). This suggests critical role of the media in both image formation and recovery. Muhoho-Minni (2016) also highlighted the key role played by the media in DI recovery in Kenya. Political instability in Kenya caused tourist arrivals to drop from 1.686.00 in 2007 to 1.141.000 (Muhoho-Minni, 2016). However, by 2010, peace and stability had returned and arrivals rose to 1.470.000 (Kenya National Bureau of Statistics, 2012, World Bank, 2012). Television news reports and television travel documentaries, travel guides and newspapers

were identified as the most influential. Both potential and actual visitors depended mostly on the Internet and travel guides. The same determinants are critical in image formation.

Prices play an important role both in DI formation and in DI recovery. In cases of security misperceptions, governments and companies can incentivize tourism demand by reducing prices of tourism products and services. For example, after the 2002 Bali bombings, about three-quarters of hotels dropped their prices, by an average of 37% (WEF, 2015). In Greece, in order to avoid the perception of insecurity arising from unrest and protests in Athens undermining tourism in other parts of the country, the government waived levies on airline and ferry tickets and almost halved VAT on tourist accommodation (WEF, 2015). Hotels bookings beyond the capital recovered as prices fell significantly. The WEF (2015) added that in Thailand, to facilitate image recovery following the country's 2014 military coup, the Thailand Authority for Tourism organized the "Amazing Thailand Grand Sale" with discounts for tourists in more than 15,000 shopping malls, department stores and restaurants. However, price reduction strategies can be problematic. Unless they are subsidized by the government, they often imply reducing staff salaries or numbers. More fundamentally, they can negatively affect the perceived value of the destination, making recovery more difficult. However, if prices were perceived to be uncompetitive before recovery, price reduction could be effective. Assaf and Josiassen (2012) ranked the drivers of tourism performance and found out that tourism price levels were number four out of the eight drivers of tourism performance. When asked about their future behavior, tourists to Zimbabwe who were in the negative (63.2%) cited high prices (2016) as the reason they were reluctant to return or recommend the destination to others. This suggests the centrality of prices in image formation, image recovery and tourism performance.

According to the World Economic Forum (2015), DI recovery measures should be targeted at four key stakeholders that influence whether a tourist decides to visit a destination: the tourists themselves, the media, tourism businesses and governments of potential tourists. This view is largely premised on demand and supply factors of DI with the tourists and governments of potential tourists being the demand variables and the media and tourism businesses representing supply factors (Figure 2). However, media firms could also belong to the demand side if they are of the stature of media houses such as CNN, BBC and others, and the same applies for tourism businesses if they are inbound travel agents and inbound tour operators.

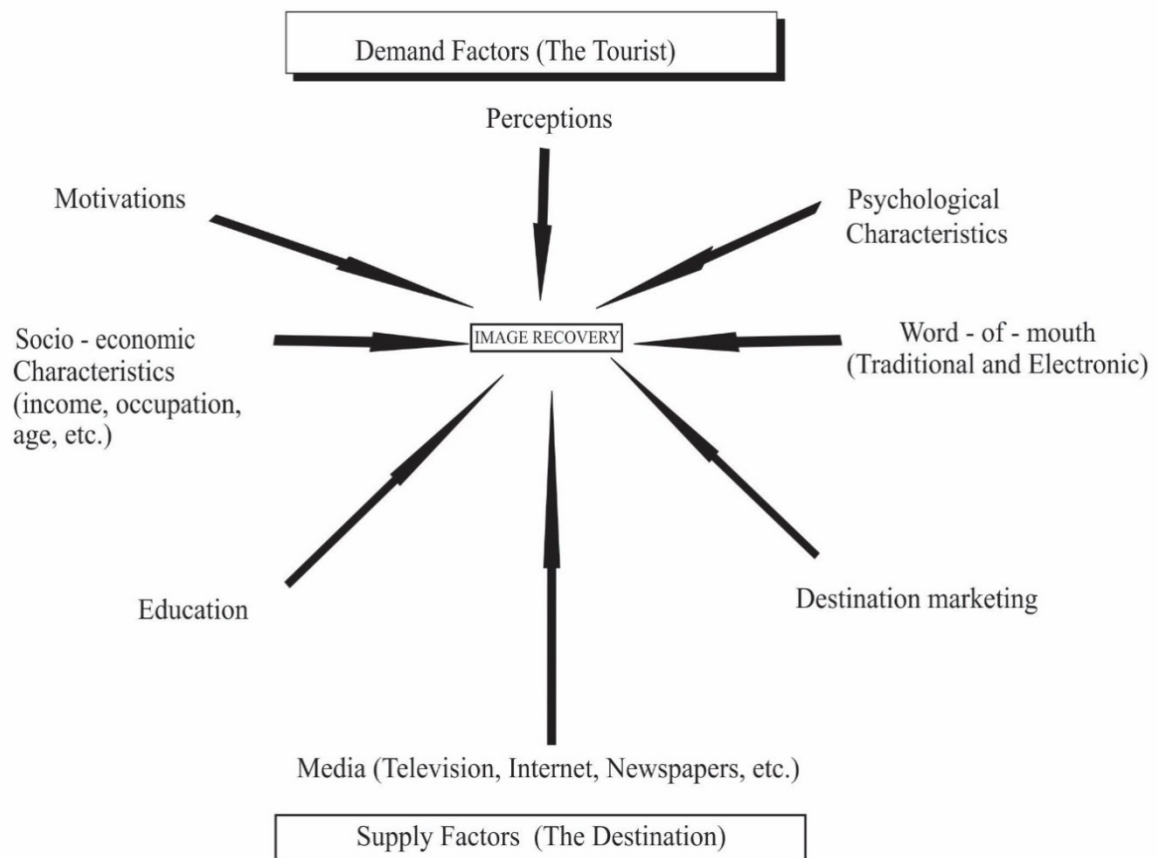


Figure 2: Factors influencing destination image recovery

Source: Stabler (1990)-Adapted from Harahsheh (2009)

Avraham (2014) argued that the cognitive image can be quite useful in image repair (recovery). Avraham's analysis concerned seven kinds of events' hosting: (1) mega sports events; (2) sports events; (3) cultural events; (4) events that brand a destination contrary to the stereotype; (5) events with opinion leaders and celebrities; (6) conferences and conventions; (7) events that convert negative characteristics into positive. Avraham (2014) noted that one strategy applied by destination marketers to improve the image of places experiencing an immediate or prolonged crisis is hosting spotlight events. However, Zimbabwe has hosted spotlight events without achieving much in terms of image restoration and turning around tourism performance. Events influence the cognitive dimension of DI. Thus their role is similar to that of natural resources, general infrastructure, tourist infrastructure, tourist leisure and recreation, culture, history and art, political and economic factors, social environment, atmosphere of the place and others. They should not be underrated as determinants of DI recovery. Extant literature tends to be silent on this role of these factors (Beerli and Martin, 2004; Assaf and Josiassen, 2012; Avraham and Ketter, 2014; Diaz and Rodriguez, 2016; Cai and Wang, 2018). Literature highlights the role played by three groups of media strategies, focusing on the source of the message, the target audience, the target audience and the message itself (Avraham and Ketter, 2013; Avraham and Ketter, 2017), the Berkley Model, and other factors. According to the Blakeley Model (2007), when individuals pay attention to new cues, learn new emotions with regard to the cues (for example, increasing self-confidence in relation to a skill), make sense in ways

which expand understanding and change behavior, they get outside the comfort zone and into the learning zone where they begin to experience a range of emotions, depending on how novel the learning is, or how threatening it is to self. According to the recovery model which was suggested for Haiti's DI recovery, the problem of the tourism industry goes beyond tourism management skills as suggested by Destinations' Blind Spots. Blind Spots are those areas where people or organisations resist learning and prevent them from adapting and/ or learning (Blakeley, 2007). The problem of the tourism industry is perceived by Seraphin *et al.*, (2016) as first and foremost a human issue that needs to be fixed (the primary needs of the local people need to be met). It is the improvement of the well-being of the local people which is going to result in the improvement of the performance of tourism in the destination (Seraphin *et al.*, 2016). Also, the country needs visionary leadership (the right context needs to be put in place and the 'yes, we can spirit' encouraged) (Seraphin *et al.*, 2016). Given the increased competition among places that are eager to capture scarce resources, such as capital, labour and tourists, the leadership should be innovative; doing new things in new ways (Morgan, Pritchard and Pride, 2011).

While education is known to be a potent tool for influencing the perceived DI, its relevance in DI recovery is less pronounced. There has been a limited effort to educate tourists in order to change their perception about destinations with a negative image (Orams, 1996; Ballengee-Morris, 2002; Séraphin, 2013). Seraphin *et al.*, (2016) recommended that Haiti engages in a pre-visitation marketing strategy to change the negative image of the destination. Educating potential tourists about the destination at a pre-visitation stage can help reduce the difference between the projected and perceived images. The success of this marketing strategy would largely depend on how tourism partners (tourism promoters, residents and government) envision the future of tourism for the country. According to Seraphin *et al.*, (2016), it would also be premised on the Blakeley model (Figure 3). The Blakeley Model was first undertaken to address the question of how people learn or resist learning when their organisation goes through changes (Blakeley, 2007). As part of this model, blind spots are identified, that is to say, those areas where people or organizations resist learning and prevent them from adapting and/ or learning (Blakeley, 2007). The economic performance of Haitian tourism has been negatively affected by largely the same issues over the years. These issues include safety, poor customer services and lack of equipment (Dupont, 2004; Theodat, 2004 Seraphin, 2014, 2015). According to Blakeley Model, it appears that the Haitian tourism authorities have been resisting learning. They have been resisting to move from the Comfort Zone into the Learning Zone.

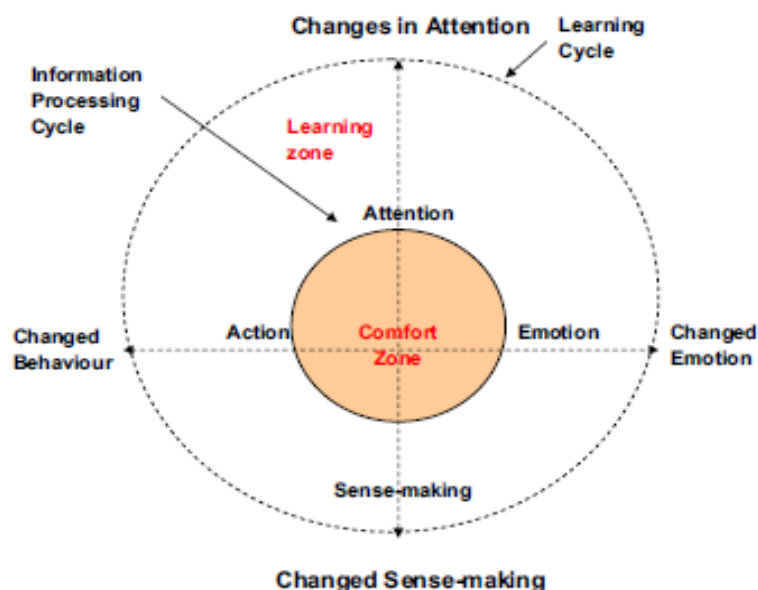


Figure 3. The Blakeley Model (2007)

Source: Seraphin *et al.*, (2016)

In a sense, the Blakeley Model indirectly illustrates the relationship between the cognitive and affective components of DI. It also touches on the conative component of DI. The affective components of DI are associated with the feelings an individual has towards a destination (Lin, Morais & Kerstetter, 2007), and it is assumed that feelings generated in individuals are an important component of the destination experience (Slobbert and Martin, 2017). The conative component represents action such as the individual's action to revisit the destination or even recommend it to others (Pike & Ryan, 2004; Tasci & Gartner, 2007; Lopes, 2011; Artuger and Cetinsoz, 2017; Ahmadova, 2018).

In the field of image restoration it is customary to distinguish between two types of negative destination image (Avraham & Ketter 2008). The first is a negative image caused by an unexpected crisis, such as terrorism, natural disasters or sudden epidemics. The second is a prolonged negative image caused by long-lasting problems, such as economic hardship, high crime rates, continuous war or political instability (Avraham and Ketter, 2016). This classification resembles that by Poimiroo (2001) which uses Mother Nature and human nature respectively, as two broad categories of crisis which can befall a tourist destination.

It is widely accepted in literature that DI is a bipolar concept which builds on cognitive and affective components in which cognitive image is an antecedent of affective image (Gartner, 1993; Ryan & Cave, 2005; Artuger and Cetinsoz, 2017; Ahmadova, 2018). In the same vein, DI recovery is also a bipolar concept which is achieved in a situation whereby cognitive image is an antecedent of affective image.

CONCLUSION

Competition for the tourist's money has intensified among destinations across the globe. This has put pressure on every tourist destination not only to project a favourable DI, but to ensure that tourists perceive the DI as indeed positive. There is convergence in literature on the view that destinations with strong, positive and recognizable images will become more probable to

be included in the visitor's process of decision-making. Literature indicates that DI is a multi-dimensional construct, shaped by determinants from both the demand and supply sides. This literature review on the determinants of DI, DI recovery and performance of the tourism sector has illustrated the nexus between DI and the destination's economic performance. Furthermore, it indicated the relevance of determinants of perceived DI for DI recovery. These links are generally less pronounced in literature.

RECOMMENDATIONS

This literature review revealed that there is common ground in terms of the determinants of perceived DI, image recovery and performance of the tourism sector. It is recommended that a further review of literature on DI could focus on models of DI recovery and tourism performance. Further research could also rank the determinants of DI and DI recovery and evaluate them *vis-s-vis* the ranking of the determinants of tourism performance in literature. This will contribute towards the comprehension of DI, DI recovery and destination performance. These phenomena are very relevant to our times in so far as they are key functions of any tourism authority in this competitive world.

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