EVALUATION OF STAKEHOLDERS' EXPECTATIONS TOWARDS CONGRESS TOURISM BY KANO MODEL: THE CASE OF NEVŞEHIR

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Abstract

This study aimed to evaluate and weight the expectations of tourists for congress tourism in terms of Nevşehir destination. The Kano model was used as the basic theoretichal framework and method in the research. At the same time, the Analytical Hierarchy Process (AHP) has been integrated into the Kano model. As a method, it is proposed as a tool that can be used by decision makers. In total, data from 90 participants were used. For the Nevşehir destination, the criteria obtained from the literature are weighted using Kano model and AHP. In this context, the highest expectation for convention tourism in Nevşehir destination is the option of "establishing congress visitor's office" and "improving technical equipment of existing congress halls". Other options are ranked according to their importance. According to the findings, and guided theoretically by the Kano model, we could observe that if the expectations of the stakeholders' are met comments can be made about the degree to which the satisfaction of the destination will be affected. At the same time, due to the weighting of the activities that can be done towards the congress tourism expectancies, the suggestions that the destination decision makers can use are presented. Thus, the main contributions, the fact that there is no study evaluating tourist expectations for destinations increases the importance of this study. At the same time, there are implications for the practice is that the method is suggested to tourism researchers and tourism decision makers, as a tool useful in the in decision-making process.

Keywords: Congress Tourism; Stakeholders' Expectations; Kano Model.

AVALIAÇÃO DAS EXPECTATIVAS DOS STAKEHOLDERS EM RELAÇÃO AO TURISMO DE CONGRESSO PELO MODELO DE KANO: O CASO DE NEVŞEHIR

Resumo

Este estudo buscou avaliar e ponderar as expectativas dos turistas para o turismo de congresso no destino Nevşehir. O modelo de Kano foi utilizado como *framework* e método básico na pesquisa. Ao mesmo tempo, o Analytical Hierarchy Process (AHP) foi integrado ao modelo de Kano. Como método, é proposto como uma ferramenta que pode ser usada pelos tomadores de decisão. No total, foram utilizados dados de 90 participantes. Para o destino Nevşehir, os critérios obtidos pela literatura foram ponderados usando o modelo Kano e o AHP. Neste contexto, a maior expectativa para o turismo de convenções no destino Nevşehir é a opção de "estabelecer o escritório do visitante do congresso" e "melhorar o equipamento técnico das salas de congressos existentes". Outras opções são classificadas de acordo com a importância. Segundo os resultados, e guiado pelo *framework* de Kano, pode-se verificar que se as expectativas das partes interessadas forem atendidas, as avaliações podem ser feitas sobre o grau em que a satisfação do destino será afetada. Ao mesmo tempo, devido à ponderação das atividades que podem ser feitas em relação às expectativas do turismo do congresso, são apresentadas as sugestões que os tomadores de decisão do destino podem usar. Em termos de contribuições, o fato de não haver estudo que avalie as expectativas dos turistas quanto aos destinos ressalta a importância deste estudo. Ao mesmo tempo, para a prática, o método é sugerido como uma ferramenta útil para pesquisadores do turismo e tomadores de decisão do turismo, em seu processo decisório.

Palavras Chave: Turismo do Congresso; Expectativas de Stakeholders; Modelo de Kano.

EVALUACIÓN DE LAS EXPECTATIVAS DE LOS STAKEHOLDERS HACIA EL TURISMO DE CONGRESOS POR EL MODELO DE KANO: EL CASO DE NEVŞEHIR

Resumen

Este estudio busca evaluar y ponderar las expectativas de los turistas para el turismo de congresos en el destino de Nevşehir. El modelo de Kano fue utilizado como *framework* y método básico en la investigación. Al mismo tiempo, el Proceso de Jerarquía Analítica (AHP) se ha integrado en el modelo de Kano. Como método se propone como una herramienta que puede ser utilizada por los responsables de la toma de decisiones. En total, se usaron datos de 90 participantes. Para el destino Nevşehir, los criterios obtenidos de la literatura se ponderan utilizando el modelo Kano y AHP. En este contexto, la mayor expectativa para el turismo de convenciones en el destino de Nevşehir es la opción de "establecer la oficina de visitantes del congreso" y "mejorar el equipamiento técnico de las salas de congresos existentes". Otras opciones se clasifican según la importancia. De acuerdo con los hallazgos, y según el modelo de Kano, si se cumplen las expectativas de las partes interesadas, se pueden hacer comentarios sobre el grado en que la satisfacción del destino se verá afectada. Al mismo tiempo, debido a la ponderación de las actividades que se pueden llevar a cabo hacia las expectativas del turismo de congresos, se presentan las sugerencias que los responsables de la toma de decisiones pueden utilizar. En cuanto a las contribuciones del estudio, el hecho de que no haya un estudio que evalúe las expectativas de los turistas respecto de los destinos aumenta la importancia de este estudio. En términos de contribuciones para la práctica, se sugiere que el método es una herramienta útil a los investigadores del turismo y a los tomadores de decisiones de turismo, en su proceso de la toma de decisiones en esta área.

Palabras clave: Turismo de Congreso; Expectativas de los Interesados; Modelo de Kano.

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1 INTRODUCTION

This study aimed to evaluate and weight the expectations of tourists for congress tourism in terms of Nevşehir destination. The Kano model was used as the basic theoretichal framework and method in the research. At the same time, the Analytical Hierarchy Process (AHP) has been integrated into the Kano model. As a method, it is proposed as a tool that can be used by decision makers. In total, data from 90 participants were used. For the Nevşehir destination, the criteria obtained from the literature are weighted using Kano model and AHP. In this context, the highest expectation for convention tourism in Nevşehir destination is the option of "establishing congress visitor's office" and "improving technical equipment of existing congress halls". Other options are ranked according to their importance. According to the findings, and guided theoretically by the Kano model, we could observe that if the expectations of the stakeholders' are met comments can be made about the degree to which the satisfaction of the destination will be affected. At the same time, due to the weighting of the activities that can be done towards the congress tourism expectancies, the suggestions that the destination decision makers can use are presented. Thus, the main contributions, the fact that there is no study evaluating tourist expectations for destinations increases the importance of this study. At the same time, there are implications for the practice is that the method is suggested to tourism researchers and tourism decision makers, as a tool useful in the in decision-making process.

2 THEORETICAL REVIEW

As it is known, one of the main determinants of a product or service's success is its quality concept (LANDRUM; PRYBUTOK, 2004). Unfortunately, businesses are not always able to accomplish this. Because the concept of quality is a concept that is directly related to consumers' product-related expectations (PHILLIPS; CHANG; BUZZELL, 1983) the determination of the expectations of the consumers is a critical step. The extent to which expectations can be met is directly related to the consumer's perception and satisfaction with the product (CARDOZO, 1965; CRONIN; BRADY; HULT, 2000). In other words, the way to achieve business goals is through satisfaction by producing products that can meet consumer expectations. To do this, the consumers must be well-recognized, the target audience must be well analyzed and the voice of the customer should be reflected in all activities.

However, if the consumer is satisfied with each expectation, the effect on each satisfaction will not be the same level for the consumer (MATZLER; HINTERHUBER, 1998). Because some expectations are basic ones, thus the satisfaction of this expectations do not leads to higher satisfaction. When these expectations are not satisfied they lead to dissatisfaction. In the other hand, some expectations are also attractive and high satisfaction will arise if these expectations are satisfied. For this reason, the determination of the importance weights of the levels of value to be attained by meeting these expectancies after the determination of the consumer expectations may allow an optimization in terms of cost and usefulness.

At this point, the Kano model (KM) reveals the relationship between the level to which businesses can meet consumer expectations and customer satisfaction (LOFGREN; MARTIN; WITELL, 2005). The main issue to be addressed here is that, the increase in the level of customer satisfaction is considerably high despite the fact that when a small improvement is made in meeting some consumer demands and needs, much greater improvements in meeting other needs and needs have not seen the same effect. From this point of view, it should be taken into consideration that meeting the needs of every consumer does not have the same effect, and therefore the likelihood of success can be increased by taking this into consideration in product design.

The concept of tourism product is quite complicated due to the nature of tourism activities (BENUR; BRAMWELL, 2015). It can help us to examine the tourism product, which contains many elements, at two levels (MIDDLETON, 1989), in order to understand the complexity of the product structure. The first of these levels is to address a product specifically. For example, a sightseeing tour, a hotel room, or an aircraft seat alone is a tourism product alone. On the other hand, we see the other level of tourism product when it is integrated. The experience that the individual experiences throughout the whole trip, etc. refers to a single product that incorporates everything. When we consider destinations as a tourism product, it will be correct to examine it at the second level, as Middleton (1989) mentions. One of the preconditions for the success of destinations as a tourism product is the ability to accurately determine the expectations of tourists (GNOTH, 1997). However, it is important that not only tourists, but also other stakeholders should be taken into consideration in order for the destination which having a complex structure as mentioned to be successful.

No matter what mechanism the destination decisions are made, the decisions making is complex,

the results are long-term and affect many people, the risks are high due to high investment costs, the number of decision makers is high and there are many intangible elements. Each of the reasons mentioned makes decision making as difficult as possible (EKEL; PEYCZ; PARREIRAS, 2013; KAHRAMAN, 2008). Therefore, before making decisions about the destination, the expectations of the stakeholders related the tourism activities that will take place need to be analyzed well. At this point, both the inclusion of opinions of different types of stakeholders, and the weighting of expectations with the KM increases the importance of this work.

During the process of tourist's decision of purchase, the destination needs to be an alternative to be taken place of purchasing (KARAKUŞ; KALAY, 2017). To understand the expectations of visitors, it will give important clues about increasing attraction of destinations and developing tourist products (AKSU; İÇIGEN; ve EHTIYAR, 2010). As known, the satisfaction of the tourist from tourism product is related to the level of the meeting expectations (SEVERT; WANG; CHEN; ve BREITER, 2007). In other words, when viewed from the tourism standpoint, satisfaction arises when the visitor compares the pre-travel expectations with the post travel experience, and the expectation is met (ALIMAN; HASHIM; WAHID; ve HARUDIN, 2016). For this reason, it is very important to know what tourists expecting from the product when making decisions about the product mix. At the same time, it will allow categorization of the visitors' expectations that must be met by clarification of the relation on their satisfaction and each of the expectations belong to visitors.

When the tourism literature is examined, it is possible to talk about the studies mentioned about relationship between expectation and ultimately the satisfaction (AKSU; İÇIGEN; EHTIYAR, 2010; ALIMAN et al., 2016; GNOTH, 1997; LUK et al., 1994; OKELLO, [s.d.]; SEVERT et al., 2007). However, from the point of view of touristic products, the expectation to visitors is changing according to product characteristics. For this reason, it will be possible to obtain more specific findings by researching through on a specific example in the process of evaluating expectations.

Nevşehir, which was visited by approximately 1.4 million tourists in 2017 (MINISTRY OF CULTURE AND TOURISM, 2018), is located in the center of the Cappadocia region and is a world famous destination. As a destination, visitors to the Nevşehir region, where culture tourism is heavily concentrated in terms of its characteristics, have a similar demand in itself. When cultural tourism is the issue, it is expected that the demographic structures, education levels, income status and average age of the visitors are relatively high. Therefore, Nevşehir is a destination that should be affected slightly by the seasonality problem in terms of its market segment. However, despite the potential, the region faces problems such as being affected by the seasonality problem and not being able to meet expectations in terms of average duration of stay or per capita expenditures (KARAMUSTAFA; TOSUN; ÇALHAN, 2015; ŞAHBAZ; KESKIN, 2012; ŞAMILOĞLU; KARACAER, 2011). Within the scope of this study, For the Nevşehir destination, the expectations for congress tourism (ARSLAN; ŞIKOĞLU, 2017; EREN; BOZKURT, 2018; ERSUN; ARSLAN, 2009; MASTER PLAN, 2013; ÖZER, 2010) which is the type of tourism recommended in the literature, were evaluated.
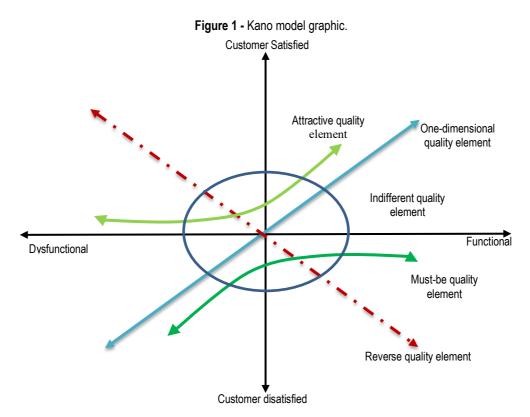
3 METHOD

A quantitative method was used in the present research. In the study the visitors' expectations on convention tourism in Nevşehir destination were examined with the help of the Kano Model. The Kano model was developed by Prof. Noriaki Kano in order to classify the customers' wishes and needs (SHAHIN, 2004). It is a tool based on the maximization of the level of benefit the customers plan to get as a result of purchasing behavior. In this regard, the total cost and losses should be minimized, as well. Thus, it is aimed to reach perfection.

$$Perfection = \frac{\sum benefit}{\sum cost + \sum loss}$$

Through the classification of product properties in line with the customers' perceptions, the Kano model provides decision-makers with the opportunity of prioritizing at the designing stage. In Figure 1 the classification in the Kano model is shown (MENG; WEI; MENG, 2016).

In the Figure the horizontal axis shows how successfully the quality-related features of product or services satisfy the customers' needs. When moving from left to right on this axis, it is seen that the features of products and services satisfy customers' needs more.

On the other hand, the vertical axis on the graphic indicates the customers' satisfaction levels regarding the quality-related features of goods or services. It is seen that the higher it is moved along the vertical axis the more the customers' satisfaction levels increases whereas the customers' dissatisfaction levels increase to the extent it is moved downwards on the axis.

Figure 1 - Kano model graphic.

Source: Meng, Wei & Meng (2016, p. 3).

Based on the Kano model graphic (Figure 1) it is possible to classify the customers' wishes and needs on goods and services. According to this classification, it will be logical to examine the subject under six titles based on the level of significance. These titles can be put into an order as follow (IQBAL; SALEEM; AHMAD, 2015; MATZLER; HINTERHUBER, 1998; TAN; SHEN, 2000; TAN; PAWITRA, 2001).

1.Must-be attributes: These needs are main criteria of goods or services, therefore they are of vital importance for businesses. Goods or services' failure to satisfy these needs might result in customers' not showing any purchasing behavior. If these needs cannot be found on the good or service in question, customers would feel deeply unsatisfied. However, customers' satisfaction levels will not be remarkably affected although they believe their needs will be met by the goods and services they would like to purchase. In other words, these needs only prevent customer dissatisfaction because they are already expected to be provided by the goods or services. Therefore, this type of needs is generally learned from the customer complaints. For instance, the presence of a bed in a hotel room is related to basic needs of customers. The absence of the bed is a reason of dissatisfaction whereas its presence does not affect the satisfaction level because bed must already be present in an accommodation facility.

2.One-dimension attributes: Customer satisfaction level is directly proportional to the extent these needs are met. When the needs are met at a large extent, customer satisfaction increases, or vice versa. In general, these needs are clearly demanded by customers. In other words, they refer to the answer regarding what the customers would expect to find in a product or service. It can be regarded as the basic performance the customers expect from a product or service. For instance, what a customer would expect from a car is that it would have good km indicators (fuel or gasoline use). A better km indicator brings along customer satisfaction whereas a worse indicator results in customer dissatisfaction.

3. Attractive attributes: These are beyond the needs customers would expect from a product or service. Therefore, they have the largest impact on customer satisfaction. These needs are not frankly mentioned and expected by customers. Meeting these needs brings along higher customer satisfaction whereas the contrary case does not cause any dissatisfaction. For instance, a car using 2 liters gasoline per 100 km could create a high customer satisfaction; however, the similar amount of gasoline used by other cars would not cause a remarkable dissatisfaction. These attributes provide the product with distinctiveness and competitive advantage.

Besides the main categories mentioned above, there are three additional categories called as 'indifferent, reverse and questionable attributes'. These can be regarded as characteristics due to the fact that they are not actual customer needs (TONTINI, 2007).

4. Indifferent attributes: They refer to the needs satisfied following the use of goods or services, but not affecting the customer satisfaction level neither in a positive nor negative way. In other words, satisfaction of these needs does not make a difference for customers. The customers feel neither satisfaction nor dissatisfaction. For instance, the absence of a cigarette lighter in a car is not a vital quality feature.

5. Reverse attributes: They refer to the attributes customers would like and not like to see in a product at the same time. For instance, under normal circumstances a house with a southern frontage would be preferred in winter times to warm the house more easily whereas the same house might not be preferred considering the summer times.

6. Questionable attributes: In this type of needs, either the question was asked in an unclear way, or understood by customers in an incorrect way or answered in an illogical way.

Within the scope of the present study, customers' expectations regarding the tourism in Nevşehir were obtained from the study of Karakuş (2017). These expectations were obtained through content analysis as Pimentel et al. (2016) did after the data collection by semi-structured interviews as Lamnadi (2017) did. The activities to be realized for the development of convention tourism in the region are as shown in Table 1.

Table 1 - Expectations on Convention Tourism.

Establishing of Destination Management Organization (DMO)	B1
Increasing accessibility of destination	B2
Increasing the facilities of the accommodation enterprises for congressional activities	B3
Establishing of Multipurpose Congress Centers	B4
Cooperation with congress organizers	B5
Training of qualified personnel to operate in congress tourism	B6
Conducting image studies for congress tourism	B7
Stakeholders should be encouraged to participate to fairs in terms of congress tourism	B8
Establishing of Congress Visitor Bureaus	B9
Improving of the technical equipment of existing congress halls	B10
Increasing the competence of travel agencies in congress tourism	B11
National and international promotional activities should be carried out	B12
Increasing the tendency of nearby universities to congress activities	B13

Source: Karakuş (2017, p. 83).

Expectations on convention tourism were assessed via the Kano model. One of the conditions required for the success of tourism activities in general and convention tourism example in specific is the satisfaction of need at optimum level. At this point, the advantage of Kano model is that it will help determining the extent to which expectations would overlap with customer satisfaction. It is a fact that all expectations cannot be satisfied. One of its reasons is that the existing resources might not be sufficient to do so.

Another important reason is the conflicting expectations of stakeholders. In both cases, the weightings obtained via the Kano model will be beneficial for us. By its nature, the Kano model is a method to provide the optimum weighting considering the possible conflicts. In addition, the weighting to be obtained from the Kano model will indicate where to start.

The Kano model is about respondents' evaluations on certain statements or product features from positive and negative aspects. In this way the benefit we get is the difference between the presence and absence of certain features in a product. With the help of this difference, we will be able to clarify how the presence or absence of the feature in question would influence customer satisfaction.

For instance, the presence of a television in a hotel room would not increase the satisfaction whereas its absence would cause a remarkable dissatisfaction. As another example, let's assume a free massage service is offered by the hotel. In this case, customer satisfaction would increase; however, it would not noticeably decrease in the absence of this service.

Activities regarding the expectations on convention tourism were translated into positive and negative statements and collected under a questionnaire format. Table 2 below show the positive and negative statements in question which is generated from Table 1.

Table 2 - Positive and negative statements developed for the Kano model.

Positive Statements	Negative Statements
What do you think about that the destination management organization carry out activities?	What do you think about the non-existence of the destination management organization?
What do you think about the high accessibility of the destination?	What do you think about the low accessibility of the destination?
What do you think about that accommodation facilities have many facilities regarding the convention activities?	What do you think about that accommodation facilities have few facilities regarding the convention activities?
What do you think about that multi-purpose convention centers operate?	What do you think about the non-existence of convention centers operate?
What do you think about the cooperation with convention organizers?	What do you think about the non-existence of cooperation with convention organizers?
What do you think about the training of qualified personnel to work in the field of convention tourism?	What do you think about not training of qualified personnel to work in the field of convention tourism?
What do you think about the image works on convention tourism?	What do you think about not carrying out any image works on convention tourism?
What do you think about ensuring participation in fairs within the scope of convention tourism?	What do you think about not ensuring participation in fairs within the scope of convention tourism?
What do you think about that Convention Visitor Bureaus operate in the region?	What do you think about that Convention Visitor Bureaus do not operate in the region?
What do you think about good conditions of technical equipment on the existing convention centers?	What do you think about bad conditions of technical equipment on the existing convention centers?
What do you think about high capabilities of travel agencies on convention tourism?	What do you think about low capabilities of travel agencies on convention tourism?
What do you think about that national and international promotion activities are carried out?	What do you think about that national and international promotion activities are not carried out?
What do you think about the intense tendency of universities' on convention activities?	What do you think about the lack of tendency of universities' on convention activities?

Source: Table 2 generated from Table 1.

The data collected via questionnaires from 90 people in total including those responsible for local management, professional tourist guides, managers of tourism firms and 60 persons visiting the region for touristic purposes were analyzed according to the assessment table of the Kano model and the frequencies were determined. In accordance with the assessment of positive and negative statements, the categories of the activities that would improve the convention tourism in the region are as follows:

In the light of the responses of the respondents, it was determined which statement would fit into which category. Evaluation of this categorization is presented in Table 3 (CHEN; CHUANG, 2008; DELICE; GÜNGÖR, 2008).

In Table 3 it is seen how the categorization was realized. For instance, for an attribute to be attractive for a consumer, the customer should not feel uncomfortable in the absence of the attribute whereas should feel pleasant in the presence of the same attribute. If the consumer considers the presence of an attribute normal and feel uncomfortable in its absence, this attribute should be included in the category of basic attributes.

If there is no difference between feeling pleasant and non-pleasant in the presence or absence of an attribute, it would be appropriate to include this attribute into the category of indifferent attributes.

Under certain circumstances these attributes could create a reverse impact. For instance, sound-proof feature of a car could not be welcome by some individuals whereas it could be main reason why a person keen on sport cars prefers the same car. Therefore, the similar situation is very much likely to be observed in tourism culture, as well.

Table 3 - The Kano Model Evaluation Table.

		Insufficiency				
		Satisfied	It should be that way	I am indifferent	I can live with it	Dissatisfied
Sufficiency	Satisfied	Q	A	A	A	O
	It should be that way	R	I	I	I	M
	I am indifferent	R	I	I	I	M
	I can live with it	R	I	I	I	M
	Dissatisfied	R	R	R	R	Q

Source: Chen & Chuang (2008, p. 617); Delice & Güngör (2008, p. 195).

In order to turn the frequencies of the statements under the categories developed for the Kano Model into weighting values, the categories in question were weighted with the help of the AHP method. In this method developed by Thomas L. Saaty (SAATY, 2003), data are collected from bilateral comparisons. Considering the relevant criteria, all statements are subject to bilateral comparisons. Each variable's

bilateral comparisons contribute to consistency and reliability of the responses. For the comparisons the 9-point scale (Table 4) developed by Saaty is utilized and bilateral comparison matrices are obtained as a result of the digitization of argument values via quantitative weighting on this scale (BERRITTELLA, LA FRANCA, ZITO, 2009).

Table 4 - Bilateral Comparison Scale used in AHP.

Numerical values	Verbal scale	Explanation
1	Equal importance of both elements	Two elements contribute equally
3	Moderate importance of one element over another	Experience and judgment favour one element over another
5	Strong importance of one element over another	An element is strongly favoured
7	Very strong importance of one element over another	An element is very strongly dominant
9	Extreme importance of one element over another	An element is favoured by at least an order of magnitude
2,4,6,8	Intermediate values	Used to compromise between two judgments
1.1–1.9	When two elements are very close but often one would be guessing	Better, the elements are compared with other contrasting elements using 1–9 and good answers are obtained

Source: Berrittella, La Franca & Zito (2009, p. 251).

It is seen on the matrix that all values are indicated as a_{ij}. These values refer to quantitative arguments regarding the comparison between K_i (i-th criterion) and K_j (j-th criterion). For instance, a_{12} is a value obtained as a result of the comparison of K_1 with K_2. The value of a_{11}, a_{22},…, a_{nn} elements on the main diagonal of the matrix is 1 and $a_{ij}=1/a_{ji}$.

$$A = [a_{ij}] = \begin{bmatrix} a_{11} & a_{12} & ... & a_{1n} \\ a_{21} & a_{22} & ... & a_{2n} \\ \vdots & \vdots & \vdots & \vdots \\ a_{n1} & a_{n2} & ... & a_{nn} \end{bmatrix}$$

In order to find value of importance, the total of each column of the matrices is calculated at first. Next, each element on the matrix is divided by the total of the column where each element is included. As a result of the calculation, the total of each column should be 1. It is ensured that each element on the matrix refer to a value ranging between zero (0) and one (1). In other words, the matrix is normalized. The mean values of all lines on the matrix calculated with the help of normalization are calculated one by one. These mean values create a column matrix and show the weightings of each criterion. The W matrix below is the matrix of nx1 column showing the weightings.

In order words, the average value of each line is the weighting of its related criterion. Based on the weightings of the criteria, they are put in order among themselves. According to the order, high values are more important whereas low values are less important. The criterion with the highest weighting value is more important than others.

However, consistency scores should also be checked before using the values and their alternatives put in order in line with the significance level. In case of finding inconsistent values as a result of bilateral comparisons, the order should be considered statistically significant. The orders obtained from the comparisons with sufficient consistency rate can be used.

The bilateral comparisons are fundamentally based on subjective bases, and thus, certain fallacies and inconsistencies might occur. To clarify the situation a calculation for consistency rate is required (ÖNDER; ÖNDER, 2015, p. 32).

For the calculation of this rate, the first version of bilateral comparison matrix is multiplied with the weighting obtained from the matrix in question, which refers to multiplication of A matrix in the form of nxn and W matrix in the form of nx1.

As a result of this calculation, R matrix is obtained in the form of nx1.

$$W = [w_{ij}] = \begin{bmatrix} w_{11} \\ w_{21} \\ \vdots \\ w_{n1} \end{bmatrix}$$

$$A_{nxn}W_{nx1} = \begin{bmatrix} a_{11} & a_{12} & ... & a_{1n} \\ a_{21} & a_{22} & ... & a_{2n} \\ \vdots & \vdots & \vdots & \vdots \\ a_{n1} & a_{n2} & ... & a_{nn} \end{bmatrix} \begin{bmatrix} w_{11} \\ w_{21} \\ \vdots \\ w_{n1} \end{bmatrix} = \begin{bmatrix} r_{11} \\ r_{21} \\ \vdots \\ r_{n1} \end{bmatrix} = R_{nx1}$$

Next, each element on R matrix is divided by the corresponding element on W matrix. This calculation is shown below, and it is seen that B matrix was obtained as a result of the calculation.

$$\begin{bmatrix} r_{11}/w_{11} \\ w_{21}/w_{21} \\ \vdots \\ w_{n1}/w_{n1} \end{bmatrix} = \begin{bmatrix} b_{11} \\ b_{21} \\ \vdots \\ b_{n1} \end{bmatrix} = B_{nx1}$$

Now it is possible to calculate λmax value, which refers to arithmetic average of the values on B matrix.

$$\lambda \max = \frac{b_{11} + b_{21} + ... + b_{n1}}{n}$$

Then we are able to calculate the Consistency Index (CI):

$$T\dot{I} = \frac{\lambda \max - n}{n-1}$$

Consistency Rate (CR) is calculated by dividing CI into Random Index (RI).

$$TO = \frac{T\dot{I}}{R\dot{I}}$$

RI is an index getting different values in accordance with the matrix dimension (n). The random index values based on different matrix dimensions are shown in Table 5.

Table 5 - Random Index Values Based on the Number of Criterion**.**

n	3	4	5	6	7	8	9
Rİ	0.5245	0.8815	1.1086	1.2479	1.3417	1.4056	1.4499
n	10	11	12	13	14	15	
Rİ	1.4854	1.5141	1.5365	1.5551	1.5713	1.5838	

Source: Alonso & Lamata (2006, p. 450).

CR is checked to see whether the bilateral comparisons are consistent. If the rate is equal to or lower than 0.1, it can be indicated that the bilateral comparisons are consistent.

3 RESULTS

In Table 6 developed based on the results of the Kano model categorization, the frequencies showing which statement falls under which category in accordance with the responses of the respondents. For instance, the first statement (B1) in the Table "Establishment of DMO" was assessed by 90 respondents. It was put under the basic attributes category by 40 respondents, the one-dimension attributes category by 14 respondents, the attractive attributes category by 25 respondents and the indifferent attributes category by 11 respondents.

Table 6 - Categorized version of the Statements in line with the Kano Model.

	M	O	A	I	R	Q	Total
B1	40	14	25	11	0	0	90
B2	40	20	10	20	0	0	90
B3	38	25	14	13	0	0	90
B4	32	28	21	9	0	0	90
B5	33	27	18	12	0	0	90
B6	39	32	12	7	0	0	90
B7	30	34	20	6	0	0	90
B8	27	35	19	9	0	0	90
B9	21	36	29	4	0	0	90
B10	22	30	31	7	0	0	90
B11	26	23	27	14	0	0	90
B12	33	21	21	15	0	0	90
B13	28	29	22	11	0	0	90

Source: Prepared by the authors.

Another point to be highlighted is that no statement was put under the categories of reverse and questionable attributes, which means that the statements do not vary in relatively positive and negative ways. In other words, no respondent is pleasant with negative versions of the statements, meaning that each activity translated into statements regarding the expectations on convention tourism is essential as the common idea of the respondents. Complete absence of a statement under the category of questionable attributes indicates that they gave consistent responses as much as possible.

As seen in the Kano Model Evaluation Table, a respondent is expected to mark both positive and negative version of the statement as 'I like' or 'I do not like' in order to put a statement under the category of questionable attributes. A person cannot like and dislike something at the same time, therefore such an answer prevents getting statistically significant results. Not having any statement under the categories of reverse and questionable attributes renders the research findings more significant.

In order to turn the frequencies of the categories and statements developed via the Kano Model into a final weighting, the categories in question were weighted with the help of AHP method. Information regarding this weighting is present in the Table 7.

Table 7: Weightings of Statement Categories.

Kano Categories	Weightings
(M) Must – be	0,198863
(O) One – dimensional	0,297403
(A) Attractive	0,340526
(I) Indifferent	0,163208

Source: Prepared by the authors.

It is seen in Table 7 that the category with the highest weighting is the attractive attributions. In other words, the most important one of the attributes mentioned above is the attractive attributes. Thus, it will be provided that attractive attributes may affect significantly to the ranking. These weightings were multiplied with the frequencies in Table 6 and the final weightings were fixed. Final weightings and ranking based on the Kano model are present in Table 8.

Table 8 - Weightings and Ranking of the Activities on the Improvement of Convention Tourism.

	Expectations on Convention Tourism	Weightings	Ranking
B1	Establishing of Destination Management Organization (DMO)	0,07444676	11
B2	Increasing accessibility of destination	0,069962431	13
B3	Increasing the facilities of the accommodation enterprises for congressional activities	0,072635368	12
B4	Establishing of Multipurpose Congress Centers	0,077381965	6
B5	Cooperation with congress organizers	0,07528899	8
B6	Training of qualified personnel to operate in congress tourism	0,07469478	9
B7	Conducting image studies for congress tourism	0,079229443	3
B8	Stakeholders should be encouraged to participate to fairs in terms of congress tourism	0,078731206	4
B9	Establishing of Congress Visitor Bureaus	0,084352728	1
B10	Improving of the technical equipment of existing congress halls	0,082975511	2
B11	Increasing the competence of travel agencies in congress tourism	0,077976175	5
B12	National and international promotional activities should be carried out	0,074382033	10
B13	Increasing the tendency of nearby universities to congress activities	0,077942611	7

Source: Prepared by the authors.

4 DISCUSSION

When considering the economical dimension of tourism, it plays a very important role in the development of countries (CROES; RIVERA, 2016). However, one of the ways to be successful in tourism is satisfaction of tourists.

The way to satisfy tourists also comes from the fact that expectations are understood correctly. Many selection criteria arise when the choice of a tourism destination is concerned (ESTEVES; FERNANDES, 2016) and as a result of evaluating these criteria, the expectations for the destination become clear. It is also a fact that it is not possible to satisfy every expectation of the consumers.

For this reason, the question arises as to how to maximize the success by satisfying which expectations of the consumers. Because the effect is different on satisfaction of the different satisfied expectations (MATZLER; HINTERHUBER, 1998).

The focus of this study is to evaluate these different expectations of tourists. Nevşehir which is a very important destination in terms of tourism activities has some problems such as being affected by the seasonality problem and not being able to meet expectations in terms of average duration of stay or per capita expenditures (ŞAMILOĞLU; KARACAER, 2011; ŞAHBAZ; KESKIN, 2012; KARAMUSTAFA; TOSUN; ÇALHAN, 2015). Congress tourism is suggested in the literature for these problem (ERSUN; ARSLAN, 2009; ÖZER, 2010; MASTER PLAN, 2013; ARSLAN; ŞIKOĞLU, 2017; KARAKUŞ, 2017; EREN; BOZKURT, 2018).

In this study, expectations in terms of congress tourism were evaluated by Kano model and AHP. According to findings of the study, congress tourism expectancies were evaluated in the direction of the data obtained from the stakeholders whose expectations differ from each other (DEDEOĞLU; DEMIRER, 2015) and an ideal weighting was made as much as possible.

As previously mentioned, it is not possible to satisfy all the expectations of everyone. These findings reveal which expectation(s) should be satisfied primarily to reach the goal. The point to be noted here is that the weighted expectations do not represent the ideal one. They represent that as long as the resource capacity, business objectives, managerial competencies, level of availability etc. allow, which expectation(s) needs to be satisfied primarily.

According to findings, the most weighted activity is "Establishing of Congress Visitor Bureaus". It is known the importance of Congress Visitor Bureaus in general (GORNI; DREHER; MACHADO, 2009; SHIBAKI, 2013). In Nevsehir, which is a very important destination, the lack of Congress Visitor Bureaus is a major drawback. Congress Visitor Bureaus increase the profitability of their communities by helping to promote all tourism product components and plays a critical role in any destination's ability to recover the issues were aforementioned (YOUNG; MONTGOMERY, 1997).

The second activity with the highest importance is "Improving the technical equipment of existing congress halls". It means, quantitative multiplicity of existing congress halls are barely available for now. However, existing congress halls needs to be updated technically. As Özer (2010) says, approximately 40% of the current capacity is used in terms of congress tourism. In other words, the current capacity must be operational primarily than the other activities. After the technical update is complete, can be passed to the other stage of the third most important activity and others in order.

5 CONCLUSIONS AND RECOMMENDATIONS

In this study, the expectations of the stakeholders evaluated in terms of the tourism product variety proposed as a solution to the issues were aforementioned. As a result of the weightings based on the Kano Model, it is seen that the most important activity is "Establishment of Convention Visitor Bureau" in accordance with the weightings of expectations on convention tourism. The second most important activity is "Improvement of technical equipment in the existing convention centers". However, having examined the weightings it was observed that there is no remarkable difference between them. In other words, it can be indicated the significance levels of these activities are very close. The activity with the lowest significance level is "Increasing the accessibility of destination". However, this result should not be interviewed in a way that this activity is not important. In fact, it is relatively less important than other activities.

For the regions that cannot be defined as a tourism destination, convention tourism activities can be benefited to develop tourism activities and attract the individuals travelling for touristic purposes to the region. Touristic fluctuations are still observed in Nevşehir despite of intense cultural tourism in the region. The demand can be controlled with the help of intensifying the convention tourism activities during the periods when the demand is low.

Another problem in Nevşehir is the low rate of overnight stays. It can be indicated that the main reason underlying this situation is the seasonal fluctuations in the demand. It is fact that the average of overnight stays is below 2 nights. However, it might not be possible to satisfy the demand because of the increase in the average of overnight stays in peak season. Ensuring the distribution of demand along the whole year could increase the occupancy rate on the yearly basis. As a matter of fact, short accommodation duration will be desired under these circumstances because the circulation means the increase in sales for many firms.

Enhancing the travel agencies' capabilities on convention tourism is one of the first activities required to be realized regarding the expectations on convention tourism. As understood the knowledge and capability levels of the travel agencies operating in the region are not sufficient. The biggest responsibility regarding the expectations on convention tourism is on the travel agencies.

Another important activity required to be carried out for the improvement of convention tourism in the region is the establishment of convention visitor bureaus at destination level. They play active role in the improvement of infrastructure in convention regions, the coordination of all organizations and gathering institutions and organizations.

On the other hand, these bureaus provide the international meeting sector with promotion and marketing activities through ensuring information exchange regarding the convention region. Thus, destination's business potential in international meeting and convention market increases. Following the establishment of Convention Visitor Bureaus, cooperation with convention organizers acting in convention tourism field should be ensured. This activity can be realized by both Convention Visitor Bureaus and separate organizations.

As with every other research, this study has its limitations. The data were collected from individuals traveling for congressional purposes as customers. However, not only the visitors, but also the congress organizers are the costumers for congress tourism. The lack of a systematic communication mechanism like Congress Visitor Bureaus etc. makes the data collection unfeasible. It can be a future agenda for the researchers to evaluate different tourism product.

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