



THE LEISURE INDUSTRY ENVIRONMENT
ENHANCES SERVICE QUALITY AND STRENGTHENS
COMPETITIVE PERFORMANCE –
THE GREEN OLIVE TOURS CO. CASE

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Abstract

Along with economic growth and improvement in national revenues, leisure activities have been gaining popularity among the public. Leisure activities is to engage in personally interested experience activities in a free state and enhance people's quality of life (for instance, broaden people's knowledge and relax their minds). Under the rising in consumer awareness, the leisure industry viewed the relation between enterprises and consumers, therefore providing strengthened quality of services and building a good enterprise image; this has become the advantage of sustainable business.

The research objectives include: 1. Exploring the significance of service quality on the development of the leisure industry. 2. Exploring the significance of service quality on boosting competitive performance. 3. Exploring the significance of service quality on customer satisfaction. Exploring special travel in tensioned boundary regions, determined the right business philosophy and adopted proper business tactics when developing competitive strategies and building tourist economies in local areas.

Key words: leisure industry, service quality, competitive performance, customer satisfaction, market segmentation

Introduction

In Ancient Greece, leisure was regarded as a condition where one's mind

was focused on the immediate moment; most of all, under such condition, harmony, affability, correspondence with the Gods, meditation and mental devel-

opment were only viewed from the enhancement of one's attitudes and feelings, people's stressed on freedom, relaxation, satisfaction, emotional intuitions and subjective experiences. Harper (1981):believed leisure is a" life-like experience" than a kind of mental state.

Kelly (1982): believed that leisure is described as "activities taken out of personal-reasons". Leisure activities choose the real effects that can transfer the sense of inner authenticity to the outer attractive through action. Participants are exempted from responsibility for activities that must achieve their goals, and the service provide and prepared by a third party to assist the participants in the activity. Leisure activities are at the disposal of individuals, as time or item, freedom based on personal choice is non-obligatory. Individuals use the remaining time to engage in activities out of their free will. During the activity, people can relieve stress, feel happy and can obtain leisure functions truly.

As a people-oriented industry that focuses on customers, quality and service are strategic factors in the provide unit of leisure service whose company system and employees are in a triangle relationship, while service factors are exhibiting high quality and correlative to each other. For instance, the operation strategies adopted in the leisure industry are emphasized on cleanness, service, quality and value. A unique sales perspectives can provide a unique way to offer a service that conforms to customer values.

Enterprises provide customers with

marketing ideas and help convey commodity values. They pay attention to their relationship with customers and to satisfy their needs, thus benefiting themselves as well as stakeholders. Peter Drucker, a management scholar, said that enterprises are creating and maintaining customers. The primary goal of enterprises is to achieve sustainable business relationships by providing quality commodities and satisfying customer demands.

Definition of Leisure

Leisure refers to activities that people engage in during their free time to relax and seek happy rather than for work purposes. In a narrow meaning, it refers to activities that people voluntarily spend their money on experience in gaining for health benefits, pleasure and increasing interpersonal relationship. In a broad meaning, it refers to activities that people take proactive activity than cultivate creativity and perseverance. The meaning of leisure activities that only if can provide health, cleaning and security in without any pressure and spare time and can only be held.

Godbey (1994): Believed leisure is a important part of modern life, it significantly improves people's sense of happiness. A fast-paced life is usually accompanied with pressure, therefore, a pretty high proportion of people expect to have more leisure time in their lives to relieve such pressure.

Leisure is attitude:

1. (Kerr.1962, Neulinger 1981): Leisure is a product of people's subjec-

tive emotions and their psychological condition.

2. (Pieper 1952): a psychological condition as well as a mental condition...like meditating in silence, a condition that is of a higher level.

3. (De Grazia 1962): Leisure can be defined as an idea, a state of being, a requirement for being a human, which are desired by few people and achieved by even fewer people.

Leisure is activities:

1. (Dumazdier 1967, Kaplan 1975): Leisure is defined as an activity.

2. (Kelly 1982): Leisure is an activity taken for personal reasons.

3. (Van Ghent & Brown 1968): Leisure activities are regarded as tools to maintain social order, as they can distract people's attention from social inequalities, and offer the freedom to enjoy life or flee from pain.

Leisure is time:

1. (Brightbill 1960, Clawson & Knetsch 1966, Brockman & Merriam 1973, Kraus 1984): Leisure time refers to the non-obligatory time that people have at their disposal apart from necessary working time and time dedicated to family and livelihood.

In the wake of demographic changes and social reforms, people sum up many factors to conceptualize and define leisure. Among the middle class, people have been disclosed an increase

in free time, growing income, technological innovations constantly, diverse roles provided by the government as the commercialization, popularization and generalization of leisure activities. It has driven the rapid development of the leisure industry, and significantly improved people's quality of life.

Research Objective

In modern society, leisure serves as a way to balance and adjust to daily life. Due to the rise of consumer awareness, the leisure industry is examining the relation between enterprises and consumers, providing services of enhanced quality and building a good enterprise image have become an outstanding competitive strategy. Therefore, service quality and customer satisfaction are key issues under discussion when it comes to the marketing of leisure activities.

Research objectives:

- (1) Exploring the significance of service quality in the development of leisure industry.
- (2) Exploring the significance of service quality in boosting competitive performance.
- (3) Exploring the significance of service quality in customer satisfaction.

Literature Review

Service quality

“Quality” refers to the features, essence, and characters of an object. It also refers to the fundamental value of an object, it is natural, special and excellent. Scholar Edwards Peming thought that

quality means using the most economical artifice to produce the most practical products on the market. Scholar Joseph Juran said quality equals serviceability. Scholar Philip Crosby believed that quality is let customers feel that they have received more than expected value. When it comes to “service”, generally speaking it is about helping people solve problems, the actions to be implemented, the attitudes that express respect, understanding and acceptance. That is the optimal presentations, which all demonstrate morality and ethnics. The conceptualization as the new economic social services is multiple definition. Therefore, from the perspective of service providers, service quality means that service properties conform to enterprise regulations and requirements. From consumers, it refer to the extent to which the service can meet or exceed consumer expectations.

Customer Satisfaction

Kotler once said, "Most companies care about market share even more than about customer satisfaction. This is a mistake. Market share is of reverse logic, which is a review of past indicators." He further explained, "Companies must supervise and improve customer satisfaction because the higher the customer satisfaction, the higher the customer retention rate." In fact, the objective of corporate management is to improve performance. Improving performance is creating customers. Marketing and innovation are the two basic functions and it is also an indispensable driving force for creating value. Doing what is right in the first place is a proven way to reduce cost, improve competitiveness, and cre-

ate customer satisfaction. Customer satisfaction is a direct factor in the central issue of corporate operations and marketing, since an enterprise's mission is to create customer satisfaction. Therefore, if customers' needs and buying trends can be understood, then tailor-made and customized products and services can be produced to satisfy the customers. Terry L. Esper (2009) demonstrated that the integration demand and supply processes help firms prioritize and ensure fulfillment based on the shared generation, dissemination, interpretation, and application of real-time customer demands.

Bray (2000) stated, "In order to provide better service language and follow customer habits in an increasing world, companies should learn about and understand the habits of every customer." In addition to pleasing or inspiring all customers, those transient popular affairs are merely clever cloaks that encapsulate long-term effects, as complete marketing concepts must be able to effectively conduct promotion in order to realize basic and favorable conditions. Therefore, "customer satisfaction" is the key to modern management.

Kotler noted that since the searching costs and knowledge of customers are limited, they are increased to pursue the maximum value under the conditions of liquidity and income. Customers will evaluate whether those objects can offer the greatest perceived value and will take action (make the purchase) if the object lives up to their expectations, which will significantly affect satisfaction and willingness to buy again.

(1) The significance of service quality

on the development of the leisure industry

Leisure industry is the one of the service industry, leisure service is intangible product, the core product of the leisure industry is leisure service. It is important product in the industry. Joanna (2006): Explained such products would allow recognition of factors which would influence the prospective consumer, establish their strength, as well as define an appropriate conduct. Customers must personally consume to experience, taste and enjoy. Service providers in the leisure industry are service workers. The quality of the service or product consumed by customers has a direct impact on customer-perceived value and comments. Joanna (2006): Explained the many factors affecting the decision-making process and purchasing behavior of potential consumers.

“Service” itself is a kind of activity that comes with very variable behavior. Business owners in this industry reduce their service instability and improve service quality by carefully selecting qualified service workers, building a sound training procedure and standardizing operation procedures. As a service that cannot be stored or taken away, service is featured by its perishability, attitudes demonstrated by service workers when they perform actions which determine everything, and the service finishes as soon as actions are implemented. Christopher, Jochen (2011): Said employees are expected to be fast efficient in executing operational task as well as courteous and helpful in dealing with customers. For industrial products, a patent can be applied in the name of service or

commodities. However, that doesn't work for leisure services, therefore business owners must improve their strategic differences, modifying their operation modes in case of being simulated or replicated by competitors. (Kotler et al. 2002) said that every service staff process influences customers' overall impression of service quality, which is called the "moment of truth". Suppliers in the leisure industry have a full grasp of the details of service procedures, thus being able to improve the stability of their service quality. Christopher, Jochen (2011): Illustrated employees working in these customer-facing jobs span the boundary between inside and outside the organization.

The above elaborates on the significance of service quality on the development of the leisure industry as well as the relations between previous expectations and actual comments. The core of leisure industries' competitive strategies, service quality can determine the industry's profitability and competitive advantages, and it is of critical importance for industrial development. Chang-Hsi, Hsiu-Chen (2006): Noted enterprise emphasizes on investment decision, development mechanism and strategies of sightseeing field of leisure industry.

(2) The significance of service quality on enhancing competitive performance

“Service quality” refers to individual mindsets shaped by personal experiences in a specific scene. It involves various intangible knowledge factors and cannot be digitally analyzed, and possessed exclusive. They can make com-

munication between people in directly interactive activity that sharing and dissemination of practical knowledge. It is also a critical factor in strengthening social relations and improving development performance. Lin, Chin (2012): Explained that the service knowledge and experience of service personnel is also a factor that causes differences in service quality. Industrial organization adopt a variety of service strategies to excite consumers' pleasure and satisfy their needs. And proposed service experiences, they identify critical variable separations and key deficiencies in service experiences, and they also employ quality workers to serve as physical evidence of their strength, providing products and services that exceed customer expectations and build new competitive advantages to enhance their competitive performance and achieve their goals. Porter (1985, 1991): Stated enterprise understand the cost feature and source of existing and potential differentiation and develop the enterprise's competitive advantage so that product and services can be provided to customer at a lower cost or higher efficiency than the competitors in order to achieve the business objective.

(3) The significance of service quality on customer satisfaction

Measuring customer satisfaction in customer is directly adopted and exists between customers. Dehi (2011): stated that the customers' experience is created by every experience the customer has with your product. Enterprise self-satisfaction measures the operating dynamics established to support the overall quality and service, which has

led to many dimensional development of satisfaction and each dimension belong to the connotation of products and services. Liu (2019): Explained that customer satisfaction is a direct factor in the central issue of corporate operations and marketing since an enterprises' mission is to create customer satisfaction. Dehi (2011): Explained that in a company to gain customer loyalty and satisfying interactions, it is important to ensure that with every contact a customer has with the product the customer should receive consistently high quality all the time.

Therefore, customer satisfaction is the ultimate pursuit of enterprises, "customers" are provided with consuming ability, or consuming potential who might visit to spend. Enterprises build on operation modes and draft operation strategies to provide products and services to satisfy consumers and improve their consumption for business promotion. Chang-Hsi, Hsiu-Chen (2006): Noted explore the relationship between customer and company among service quality, customer satisfaction and loyalty of leisure industry to provide operators to improve their quality.

Employees are representative of enterprise images, and to provide quality services, they have complete training and equip themselves with both knowledge and experience. During service, service workers interact with customer, building a excellent enterprise image through smooth communications. The sincere service attitude is more satisfying that the customer's expectation and actual experience. Therefore, a key factor that determines customer satisfaction is service quality.

Research Method

And what are the degree of importance and the consequence of the critical factors respectively?

This study has found out the related measurement items from the past document records, and through the professional training and experience of the experts to proceed with related construction aspect and the selection of evaluation standard first, then consulted the opinions of the scholars, experts and those who actually involved in enterprise operation according to the Analytic Hierarchy Process (AHP) to simplify the complicated problem evaluation system into precise factor level system. And to build up a Pairwise Comparison Matrix after it was quantified to find out the Eigenvector of the matrix and to line up the priority sequence among different factors.

Developed by Saaty (1971), the analytic hierarchy process (AHP) is a method that is mainly applied to decision-making problems under uncertain conditions when many evaluation standards apply. The analytic steps of AHP include problem description, establishment of a hierarchical relationship after discovering influential factors, determining the relevant importance of decision attributes for each hierarchy by pairwise comparison and ratio scale, establishing a pairwise comparison matrix, and calculating eigenvector and feature values to obtain the relevant weight of the elements of all hierarchies, as described below.

(1) Problem description

When using the ARP, the system of the issue should be understood and analyzed in as much detail as possible, and possible factors influencing the issue shall be incorporated into the issue while deciding the main target of the issue.

(2) Establishment of a hierarchical relationship

In this stage, it is necessary to determine the target of the issue, all indexes for the overall target, the evaluation standard for the indexes, and the alternative solution to be considered and their evaluation standards. During establishment of the schemes, the evaluation standard set and the alternative solution set may be brainstormed. In theory, for the hierarchy number of the hierarchical structure and the number of the elements in the same hierarchy, Saaty recommended that in order to avoid deviation in the decision maker's judgment of the relevant importance of the standard, elements in the same hierarchy should not exceed seven.

(3) Establishment of a pairwise comparison matrix for all hierarchies

After establishing the evaluation element for the target analytic hierarchy and the next hierarchy by questionnaire survey, the decision maker will perform pairwise comparison for the relevant importance of both standards and obtain the relative weight of the standards by the eigenvector of the pairwise comparison matrix. Saaty recommended that the pairwise comparison is expressed with nine evaluation scales. In the questionnaire, according to the attribute design of each standard, after pairwise

comparison, the decision maker or experts of various fields filled in 1-9 scales. According to what is obtained by the questionnaire survey, the pairwise comparison matrix A of the hierarchies can be established.

- (4) Calculation of the eigenvector and feature value to obtain the relevant weight of the elements of all hierarchies

For the established pairwise comparison matrix A, the eigenvector and the feature value are calculated using the theoretical basis of eigenvector for the relevant weight of the elements.

The study has the expert questionnaire of AHP, to get the weight relationship of all constructs and weight indexes. It develop the competitive strategy is developed through the feature of industrial structure and the obtained key success factors. We expect that practicable competitive strategy can improve the advantages for enterprises in their country. Through the discussing and revelation of related literature, this study maps out the research framework of key success factors for enterprise operation strategy.

Case Study

Green Olive Tours

Green Olive Tours was founded by Mr. Fred Schlomka in 2007 in Israel. As a tour service provider, it targets the niche market and carries out its business mainly in Palestine and Israel. The global output generated by tourism exceeds 9% of global GDP. Though the

tensions between Palestine and Israel have lasted for several decades, the United States has tried many times to help them work out a solution acceptable to both parties and has pushed to reach a consensus. Further to that, the United Nations has also deployed supporting teams. In this context, great business space exists to be explored in this special tourism industry. There are also suitable commercial markets for leisure companies. It has great potential for development.

Niche Market

Fred Schlomka, the head of Green Olive Tours, only provided a one-day tour to Jerusalem at the beginning. Now, Because of the business expand than provide a diversified tour. The selling points of this itinerary is the opportunity to experience different perspectives. Chen (2017): believes that under the influence of different cultural backgrounds, tourists have different perceptions and satisfaction regarding their travelling motivations and experiences. Tourists' satisfaction is influenced by their purchasing experience of tourism products and service quality in influence on all purchase experience. A deep exploration related media reports on the Israel-Palestine conflict found that there are around 3.5 million visitors to Israel each year, where the tourism industry is prosperous and intensely competitive, for instance, even politic-themed projects, it is area not to touch before in tourism industry. In addition to that, NGOs have introduced foreign voluntary workers into local institutions. People taking tours for research purpose are mostly post-graduates who are preparing

for a thesis. For journalists from American-Jewish communities, German diplomats, or visitors who merely wish to understand social enterprise, the recommended tour route is Jerusalem and Neaples, extending to the west bank of the River Jordan to Israel in Palestine. Apart from politic-themed projects, the nature of services provided by Green Olive Tours is still oriented towards affinity, fun and wonderful scenery. Where there are tourists, there is joy, as an innovative combination of serious and recreational commercial modes, it distinguishes selling points from common sightseeing tours. Liu Huang (2018): believes that only niche markets with features and designs to a targeted group of people can they segment the market and create business opportunities.

Competitive strategy → Win with a lower price

The business mode Green Olive Tours adopts is designed for certain niche markets; only with an intended market scale in the plan, the niche market can be handled the tour lineup, and in this way operation costs can be controlled more further, therefore offering a small-scale but excellent tour option is the most ideal and appropriate strategy. In terms of personnel costs to streamline full-time employees or hire temporary workers depending on the number of tourist groups. In addition, building trust with employees is crucial. Considering there is no centralized office, costs can be saved. Liu (2018) explains that reliance is a rational expectation in a business relationship.

Come again by internet resources

such as social media and tourism platforms provide sufficiently low-cost marketing tool, and accumulate positive evaluation from customers, they support the growth momentum of the enterprise and achieve financial self-sufficiency. The unique wisdom demonstrated through operation efficiency and resource allocation is the specialization of work — “one guide for one area”; in this way, not only can tourists hear local heartfelt wishes, but local talent can be exploited and gain their benefits and be rewarded for their work.

Pay Attention Of Political Situations

When the tension between Israel and Palestine is intense, Israel takes initiative to control transportation hubs in Palestine. Safety is the most important subject when travelling to Israel and Palestine. Based on their professions, such as managers in sightseeing restaurants or political advocates, tour guides utilize their specialties to explore the tour and map out the historical tracks in their work. Besides their capabilities to clearly present the cause and their familiarity to local customs and historical allusions, their sense of humor is also a necessary skill that attracts tourists' attention. However, the primary expression they want to convey is that Palestinians are suppressed and struggling in their living space. This is the purpose of alternative tourism.

Business Logic

Green Olive Travel's business philosophy focuses on flexible responsiveness in receiving tourists, emphasizing a responsible attitude following a clear

code of conduct, and expanding the range of itineraries available through cross-industry alliances or partnerships. The professionalism and perspective of the tour guide determines the horizon of the visitor, Fung and Lin (2011) believes that companies must know the overall market demand before making decisions to determine which products will be profitable for them. Green Olive Travel's strategy is to transform the problem into the solution through supply and demand by positioning alternative tourism as a way to generate profits and revitalize the local economy. Simultaneously, it considers the balance and visibility of Israeli-Palestinian relations.

Green Olive Travel's alternative orientation is prepared for tourists' needs. They design customized itineraries for tourists, and under sensitive political issues, such as refugee or agricultural plantations, there are rational discussions where they listen to local voices. This is the way tourists often choose to interact, and it is the quality of tourism services that Green Olive Travel, as Scholars Raymond, Stephen and Joby said, must make the best use of human resources in order to provide services that exceed customers' maximum expectations. In the case of in-depth tours, a customized strategy is attractive to the more assertive travelers, and guides must know how to extend the sales timing of the tour as they may change the itinerary at any time and arrange another preferred tour. Joby John (2015) stated that service strategies for working together have the potential to build strong customer loyalty. In the case of challenging itineraries, it is a code of conduct that promotes responsible behavior with education and

respect for local cultural differences in the interpretation and orientation of the guides, promoting responsible tourism and enhancing local economic development. In terms of religious pilgrimage, the main focus is on the famous Christian biblical sites in Jerusalem, such as Bethlehem, the birthplace of Jesus, which is an important site for Palestinian tourism. The situation of the cooperation region of the same industry sometimes affects the willingness and convenience of tourism, though the variety of combination of itinerary selling points remain unchanged, and the industrial conditions are very solid. As opposed to the traditional business goal of expanding the number of spots to increase revenue and profitability, Green Olive Travel is more focused on the far-reaching purpose of strengthening its influence on tourists who expect more services, so that those who have visited can spread the message of what they have seen and heard when they return home. Kotler (2003) says that satisfaction is the degree of pleasure or disappointment that a person feels, and is derived from his or her perception of the product's performance and his or her expectations of the product. Joby John (2015) suggests that the growth of service organizations can only depend on retaining valuable customers and attracting new ones.

Tourists who go to Israel and Palestine focus on leisure, mostly to participate in religious activities or visit famous sites. Green Olive Travel focuses on serious itineraries that explore Israeli-Palestinian relations while mastering a niche market. The application of cost-control concepts ensures the survival of travel agencies and creates a

sustainable business model. In the tangled relationship between Israel and Palestine, Green Olive's vision is to explore whether business practices can be effectively applied in the pursuit of profitability.

Conclusion

According to Michael Porter's business strategy, there are three types of competitive advantages for companies (1) Commitment to be a low-cost leader in the industry. (2) Through differentiation, creating unique products in the market for a customer group with changing needs. (3) Targeting any one or more groups of consumers or industrial buyers and focusing on that market, although the concept of low-cost leadership or differentiation can also be used in the process of aggregation.

Green Olive Travel's business strategy is to maintain the niche market, remain flexible, and adopt a low-cost strategy, independent working hours of the tour guide group, the focus of life is very mobile, in addition to focusing on niche differentiation, and adopting a customized strategy for in-depth travel, so that planning of extended itineraries is unique and attractive. In terms of a code of conduct, Green Olive Travel operates alternative tourism in a responsible manner, not only developing new routes but also constantly innovating, designing different tourist attractions and activities,

such as charities and purchasing equipment for refugee camps in response to political situations and agricultural planting and harvesting seasons. In future, there are also plans to improve English networking skills and business knowledge training to assist youths in starting their own businesses, expanding on Green Olive's entrepreneurial philosophy and realizing economic benefits. Lee and Chou (2006): stated that companies must promote their service and relationship quality at the same time, and then they promote their service and relationship quality at the same time, they can boost customers, loyalty, and take advantage of the competition to create more profits.

Green Olive Travel has adapted its marketing management to the needs of its customers to position its services to the target market, make business decisions, design service staff and the programs they need to create and deliver, pricing and promoting each decision (itinerary plan) that the service staff face as a result of the difference between service and product. Segmenting the market is to understand the needs of a particular consumer, and through new products or services and communication methods, Green Olive Travel designs itineraries through market segmentation and reduces personnel costs using low-cost strategies to increase profits and revitalize local economic development.

satisfaction and loyalty in the Taiwanese Leisure industry

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