

Strategic Positioning for an International Tourism Destination: A Strategic Analysis on St. Martin's Island-Bangladesh

Md. Shahidul Islam Fakir

Assistant Professor, Department of Management Studies, Jagannath University, Dhaka, **BANGLADESH**

*E-mail for correspondence: fakir.jnuacbd@yahoo.com



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ABSTRACT

Purpose: This study explores a case on St. Martin's Island-Bangladesh, an international tourism destination and analyzes the strategic positioning perspective based on research/case questions followed by some suggestions to execute the strategic positioning to improve the tourism destination in the south Asian regions.

Design/methodology/approach: This study conducts questionnaire (developed by 5-Point Likert Scale) sample survey on 32 international tourists from different countries of South Asia, South East Asia, Central Asia and African zones of the world. Some approaches and strategic management models like External Factor Analysis Summary (EFAS Table) and Strategic Factor Analysis Summary (SFAS) Matrix, PEST analysis framework, Porter's Five Forces Model, Positioning Triangle model have been used. Online data sources like google and google scholar database, Banglapedia and Wikipedia have also been used.

Findings: This study finds that St. Martin's Island-Bangladesh is a tourism destination at lower traveling cost and this is the best destination for honeymoon in the blue sea water in the location of third world country like Bangladesh. The slogan is "Drive to the destination (D2D) with heavenly experience," and the mission of this tourism destination is "to enjoy relaxed marine life at lower traveling cost socially and naturally."

Research limitations/implications: The study suffers from smaller sample size from the fewer number of countries.

Social implications: This study motivates local people to learn about how to render tourism services as tour guides.

Originality/value: The findings and some general recommendations have implications for the researchers in strategy analysis and the top position holders and decision makers as practitioners in the tourism sector.

JEL Classifications: L 83, Z 32

Keywords: Strategic Positioning, International Tourism Destination, Strategic Analysis, St. Martin's Island, Bangladesh

INTRODUCTION

An understanding of how to attract tourists and how to position in their mind effectively has become an important topic for both academicians and practitioners in the recent years. The organizations in tourism sector are realizing the expectations of tourists, and they are subsequently adapting customer offerings including honeymoon tour packages and communications strategy accordingly.

Thus, organizations are, in essence, moving away from traditional marketing towards a customer centric approach. The objective of this study is to investigate the factors determining the strategic positioning or perspective for an international tourism destination like St. Martin's Island-Bangladesh. Tourism means sightseeing the natural beauty of the world and tourism services consist of travel, hotels, transportation, and all



other components, including promotion, serve the needs and wants of tourists (Yahya, D. K. & Narimawati, U., 2016). The activities and outcomes of tourism arising from the relationships and the interactions among tourists, tourism suppliers, host governments, host communities, and surrounding environments that are involved in the fascinating the international tourists (Goldner, C. R. & Ritchie, J. R. B., 2012). Competitive positioning enables a firm to create a strong position by crafting and choosing the strategies based on the firm's positive and negative aspects imposed by the competitive space (Porter, 1980). Strategic positioning means establishing a position in organization's customer's mind, and stay there. The features of a consumer's "mind" include it has very limited space, hates complexities, has bandwagon effects, resists to change. Using the positioning model to integrate environment analysis and internal resources evaluation, customer's mind is one of key success factors. This study explains the strategic analysis on crafting a strategic positioning for St. Martin Island-Bangladesh as an international tourism destination. This study addresses the research questions about which force or factor would be the most crucial one that shapes this tourism industry? and how can researcher simplify the environmental forces and find out the key success factors (KSFs)?. Usually it seems that there are dozens of forces that influence a company's strategy. The forces and factors are not equally important. However, it must be only one or two points among them that critically determine its outcome. For most firms in an existing and stably growing market, the two forces are usually COMPETITOR and CUSTOMER. The strategic perspective of St. Martin's Island-Bangladesh is unknown to international tourists, Bangladesh government, tour companies in Asian countries, and others concerned with tourism sector. This presents a knowledge gap which warrants research intension. This study also examines the research questions about whether St. Martin Island-Bangladesh does incur less traveling cost for the international tourists and does ensure a unique travel experiences with a learning point of knowing the general and poor people in the blue sea water and in the location of third world country like Bangladesh and does ensure to enjoy relaxed marine life.

Relevant Literature Review

This study searches the previous literature on research problems via <https://scholar.google.com/scholar> and <https://www.google.com/search> and finds that Hasan (2009) and Nafi and Ahmed (2017) are probably the first researchers who studied the case of St. Martin's Island of Bangladesh. Hasan (2009) examined the short-term explanation of St. Martin's Island of Bangladesh, present position of flora and fauna in the island, impact of tourism on the island, adaptation of the tourism into biodiversity and this study identified that there is not much data or information on the present status of corals and related to flora and fauna in St. Martin's island. The controlling and

conservation activities are not followed properly, where users of the island still unsystematically utilize the natural resources. The destruction of habitation and over-exploitation of these resources have resulted in reducing the biodiversity as well as degradation of coastal and island ecosystems. In the second study, Nafi and Ahmed (2017) focused on sustainable tourism in St. Martin's Island-Bangladesh knowing the perception and awareness level of young tourists (sample size 150 tourists) and they found that respondents have positive perception towards economic viability of tourism in St. Martin Island and they argued that proper coordination among the stakeholders is necessary for the development of sustainable tourism on St. Martin's Island of Bangladesh. To the best of knowledge of author of this research, no other similar research on strategic perspective on an international tourism destination, specifically on St. Martin's Island-Bangladesh has been reported in Bangladesh or in other countries. But some researchers studied in general on *attractive tourism services, competitive strategy, repositioning strategies, and generic strategies*.

To fill the gaps, the present study explores strategic positioning or perspective for an international tourism destination like St. Martin's Island-Bangladesh which provides great insights for marketers of tour companies in Asian countries and other interested countries.

Every international tourism destination must satisfy the expectations of tourists by offering the **attractive tourism services**. The development of an associated set of indicators will allow identification of the relative strengths and weaknesses of tourism destinations (Yahya, D. K. & Narimawati, U., 2016). The concept of competitiveness has been largely accepted across all industries and countries since Porter published "**Competitive Strategy**" in 1980 (Fulad & Kume, 2013). Competitiveness is required for nations, industries and company level to increase the knowledge and understanding of competitiveness (Moon, Rugman, & Verbeke, 1998). Ibrahim & Gill, (2005) argued about the development of the tourism destination's **repositioning strategies** related to recreational, culture and eco-tourism. Diaz and Rodriguez, (2007) focused on the tourism supply chain management which specifies the principal attributes determining destination competitiveness.

The value chain of each company and each supplier in tourist destination, represent the part of a greater activities chain, which is called "value system of tourist destination", including the chains of a numerous suppliers, distributors and clients (Cerovic & Batic, 2008). Strategic positioning triangle could test the capability of the organization, status of rarity against rivals, and values for customers and overall could determine sustainable competitiveness of the business (Deng Di, 2017). Porter's **generic strategies** consists of overall cost leadership strategy uses the concept of similar price, but lower price, differentiation strategy

uses the concept of high price, but different things, focusing + overall cost leadership and focusing + differentiation strategies use the concept of focusing on a small market to avoid competition (David, 2011).

Significance of the Research

A story about international tourism destination has become an important theme for social and cultural people in the recent years. The tourism institutions specifically private tour companies are realizing that they should have distinctive story about tourism spot to learn the nature of world globally. As the researcher has more than ten years' experiences in teaching and research and recently has been pursuing his second master's degree in Guangzhou city of China, it is common to raise in his mind a research question related to which tourism destination would attract the international tourists' mind and for which strategic positioning perspective. The author of this research also observed the academic value of literature related to competitiveness and attractiveness of tourism destination by studying the different courses in his Master's program at South China University of Technology, specifically the course of corporate development strategy. Actually the author was unable to find out the exact literature related to such type of case study except some concepts and terms of tourism, strategic positioning, tourism development, tourism attractiveness and competitiveness and some strategic management concepts, models for conducting strategic analysis. Based on the literature gaps explained in earlier section of this paper and research questions, it is high time and justified to write a practical case on tourism destination like St. Martin's Island- Bangladesh and to analyze the case for the sake of sharing new knowledge and giving suggestions to develop tourism sector in Asian countries. Therefore, as this is real case study, it has more significance and relevancy to produce knowledge for all concerned all over the world.

Research Objectives, and Specific Research/Case Questions

- To explore a case on St. Martin's Island-Bangladesh as an international tourism destination;
- To analyze the case by examining the following research/case questions:
 - Which force or factor would be the most crucial one that could position in the tourists' mind? and how would researcher simplify the environmental forces and find out the key success factors (KSFs) and finally strategic positioning perspective for St. Martin's Island-Bangladesh ?
 - What concrete proofs of actions or tourism services support this strategic position or perspective and how to apply a positioning triangle tool to testify the positioning?
 - What would be the slogan and mission statement of St. Martin Island-Bangladesh as an international tourism destination?

- To propose some recommendations to execute and communicate this strategic positioning to the international tourists repeatedly.

Description of St. Martin's Island-Bangladesh

St. Martin's Island-Bangladesh is the only coral island of Bangladesh which is totally separated from the mainland. Huge number of species like multicolor fishes, coral associated fishes, crab, mammals, birds, corals and sea turtles etc. are found around the island and they are threatened due to tourism, fishing and other man made factors (Hasan, 2009). From last decade, St. Martin's Island has become a great tourist attraction spot in Bangladesh. Recently, it has turned as a fast economic growing spot due to tourism business. Therefore, government and local authority have already adopted some policies and plans in order to limit its negative environmental impacts (Nafi and Ahmed, 2017).

St. Martin's Island-Bangladesh is known as Coconut Island among local people. It has an extension named Chera Dwip. The total area of this tiny island is only 14 km and 20km distance from the mainland of Shahpari Island on the southern tip of Teknaf under Cox's Bazar district of Bangladesh; the total population of St. Martin's Island is: 51,918. During the rainy season, because of the dangerous conditions on the Bay of Bengal, the inhabitants have no scope to go to the mainland (Teknaf), and their life can become dangerous. There is an international airport at Chittagong named Shah Amanat International Airport, and there is a domestic airport in the resort town of Cox's Bazar named Cox's Bazar International Airport. The only way to reach St. Martin's Island from Cox's Bazar is by water transportation vehicles. The island is full of palm trees and coconut trees. During the day, it comes alive with water and beach sports, with beach parties and bonfires lighting up the evening skies. The best weather for tourism is usually between November and February (Wikipedia, 2017).

The only coral Island of the country that started forming at least since the last maximum cold age-about 40,000 years ago (Banglapedia, 2015). Most of the people at this Island are not well educated; but they are very much hospitable and nice in nature. St. Martin's Island is full of natural resources which enhance the experiences among the tourists about the beauty of nature (Aouwal, 2016).

This study consults the different sources including online sources like Banglapedia, Wikipedia, and Google scholar and identifies a list of attractions of St. Martin's Island-Bangladesh:

- Entertainment includes disco, club, BBQ
- Food-local and international cuisine and Chinese & Thai Cuisine, fish fry sold by local people
- Travelling cost covers transportation cost, living cost, and cost in tourism activities
- Facility includes bar, spa/massage, hotel, restaurant, hospitality by local people

- Transportation-international airport, bus, train, taxi, and rickshaw & van run by local people
- Activities includes swimming, boating, snorkeling, surfing, sight sighting, observing sunset & moonlight night.
- Marine life-the adjacent small island Cheradip is very attractive for rich marine life shells, and corals.
- Safety-The authority deploys law enforcing agencies at sea beaches
- Culture-local people tradition and heritage sites
- Landscape-crystal clean water with rich biodiversity and unpolluted nature, beach, sea, greenery
- Weather-seasonal tourism services, temperature is reasonable, air quality is good.

METHODOLOGY OF THE STUDY

This study used four steps' strategic analysis to formulate and communicate a strategic positioning of St. Martin's Island-Bangladesh among the international tourists. The first step is to analyze the environment focusing on the competitors by using PEST analysis framework and Porter's five forces model; the second one is to find out a strategic position (perspective); and the next step is to provide concrete proofs supporting this strategic position; and the final step is to apply a positioning triangle to testify the positioning and finally to give some suggestions to execute and communicate this strategic positioning with the international tourists repeatedly. To evaluate the data from case analysis, the study used some approaches like External Factor Analysis Summary (EFAS Table).

The researcher used judgmental convenience sampling technique. "Judgmental sampling is a form of convenience sampling in which the population elements are selected based on the judgment of the researchers" (Islam, 2011). From the judgment of the researcher, a convenience sample size is 32 respondents from international students those who are the classmates of the researcher in his MBA program-2016-2017 at the South China University of Technology and those who came from different developing countries of South Asia, South East Asia, Central Asia and Africa zones of the world.

This study also used Strategic Factor Analysis Summary (SFAS) Matrix to determine the best strategy from the different strategic factors related to attributes of the tourism destination. Tis study used questionnaire sample survey to collect primary data. This questionnaire comprises 11 features of tourism destination; this study used 5-Point Likert Scale to measure the responses of international tourists about the features. Very positive opinion with the statement rated the feature with a point of 5 while very negative attitude with the statement rated such with 1 point. Table-3 explains the details of EFAS table and also details of measurement techniques.

This study used secondary sources like articles, books, online papers, conference papers, and also used online data sources like Google and Google Scholar database,

Banglapedia and Wikipedia database, etc. to collect secondary data. Moreover, this study used Microsoft Excel and Word packages for organizing the data and some tables, figures have also been used to make the interpretation more clear and to reduce the descriptive statements. Furthermore, the cognitive ability and experiences of the author of this research have been used to analyze the case of St. Martin's Island- Bangladesh strategically and to give constructive suggestions.

ANALYSIS AND FINDINGS

Analysis of the environment, focusing on the competitors using the PEST analysis framework

PEST analysis framework examines political, economic, socio-cultural, and technological factors (Wheelen & Hunger, 2012). This study uses External Factor Analysis Summary (EFAS Table) to partially determine the relatively significant factor/force for finding the strategic positioning among the tourists of St. Martin's Island-Bangladesh as all the forces and factors are not equally essential as specified in Table 1.

Table 1: External Factor Analysis Summary (EFAS Table) of findings PEST analysis

PEST Model Factors:	Weight	Rating	Weighted Score	Comment
Political and Legal Forces:				
Bangladesh Porjoton Corporation (BPC) as a government body is working	0.1	2	0.2	
Political stability and Government can execute tourism laws to protect tourists	0.05	3	0.15	
Economic Forces:				
Bank interest rate is low currently	0.06	2	0.12	
Inflation is moderate in Bangladesh.	0.04	2	0.08	
Social, Cultural and Ecological Forces:				
People all over the world are very likely to spend on recreational purposes	0.35	4	1.4	
People want to pass their leisure time in a distinctive tourist destination at lower cost with village general people	0.35	5	1.75	
Technological Forces:				
Invention of Internet and availability of information among the tourists	0.04	2	0.08	
The positive effects of advancement of technology and globalization on tourism and hospitality sector	0.01	2	0.02	
Total	1.00		3.8	

Source: Case data analysis and author's view

As the total weighted score is 3.80, this international tourist destination is responding these current external factors and the total weighted score for an average undertaking in an industry is always 3.0. After all, we are now totally positive to promote the St. Martin Island-Bangladesh as an international tourist destination. This summary shows only one critical success factor which

carries highest weighted perceived value point rated that is to win the tourist’s mind.

Analysis of Five Forces Model raised by Michael Porter

Porter’s Five-Forces Model of competitive analysis is a widely used approach for developing strategies in many industries. This model examines the forces from new entrants, bargaining power of suppliers, bargaining power of buyers, substitute products or services, and also from rivalry among existing competitors (David, 2011). Existing Competitors and St. Martin Island-Bangladesh:

- Indian Islands
- Myanmar Islands
- Maheshkhali Island-Bangladesh
- French-Dutch Island of Saint-Martin between the Atlantic Ocean and the Caribbean Sea.
- Sri Lanka beaches/Islands

This study uses External Factor Analysis Summary (EFAS Table) to partially determine the relatively important factor/force for finding the strategic positioning among the tourists of St. Martin Island-Bangladesh as the forces and factors are not equally important. The table-2 shows the details of analysis followed by findings below the Table 2.

As the total weighted score is 3.95, the international tourism destination is responding these current external factors from industry analysis and the total weighted score for an average undertaking in an industry is always 3.0. After all, we are now totally positive to promote the St. Martin Island-Bangladesh as an international tourism destination. This summary shows only one critical success factor which carries highest weighted perceived value point rated that is to win the tourist’s mind by providing tourism services in a sea at lower traveling cost.

In the context of value chain model, this study focuses on tourist’s perceived value on lower traveling cost with other facilities, activities and entertainment. The above-discussed forces from PEST analysis and Five Forces model, this study simplified into One Critical Success Factor Model that focuses on Tourist’s Mind, a real competitor. Actually, international tourism destinations are competing with their competitors in their tourists’ mind.

Strategic Positioning Determination through Strategic Factor Analysis on Tourists’ View

Based on the above analysis, this study uses different general attributes of tourism destination which could create perceived value among the international tourists’ mind and which are regarded as strategic factors to determine the best strategic positioning or perspective. This study conducted a questionnaire sample survey on 32 international tourists from more than ten countries of South Asia, South East Asia, Central Asia and Africa. The perceived value depends on the various attributes of St. Martin’s Island which are identified at the case

description section of this paper. This study uses that attributes as the contents of questionnaire and the table-3 shows the result of the questionnaire data analysis.

Table 2: External Factor Analysis Summary (EFAS Table) of findings Five Forces Model analysis

Five (5) Forces Model Factors	Weight	Rating	Weighted Score	Comment
Competitors				
Food and Entertainment in French-Dutch Island of Saint-Martin between the Atlantic Ocean and the Caribbean Sea.	0.2	3	0.6	
More culture and tradition in Indian Islands	0.05	3	0.15	
Customers				
Tourists have more choice and fewer options to pass leisure time at sea life as like Heaven at lower traveling cost	0.3	5	1.5	
Distinctive and lower traveling cost-involved tourist destination would kill the Tourist's mind, as a real competitor	0.3	5	1.5	
Substitute Products or Services				
More substitute tourism services rather than Islands tourist destination	0.1	1	0.1	
New Entrants				
No effect of new entrants in Islands tourist destination segment because of natural landscape	0	1	0	
Support Services Providers as suppliers or complementary services providers				
Hotel, guest houses, cottage, restaurants, café, vehicles, information and communication technologies including social networks are playing vital roles to provide better and quality tourism services among the tourists worldwide.	0.05	2	0.1	
Total	1.00		3.95	

Source: Case data analysis and author’s view

Measurement Techniques details

- List the strategic factors of tourism destination in Column
- Determine individual rating score from 5.0 (highly important) to 1.0 (highly less important) based on the respondents’ opinion on that factor by multiplying a number of respondents with value of rating category scale, and then calculate total rating score followed by average rating score in Colum 3-10.
- Weight each factor measured by Formula: (Total rating score/sum of total rating score using % in Colum 11. The total weights must sum to 100%.
- Multiply each factor’s weight times its average rating score to obtain each factor’s weighted score in Column 12.
- Use Column 13 for ranking the strategic factors and this study also uses the last two rows of table-3 to rank the international competitive related tourist destinations by calculating average score and weighted score.

Table 3: Strategic Factor Analysis Summary (SFAS) Matrix for comparison

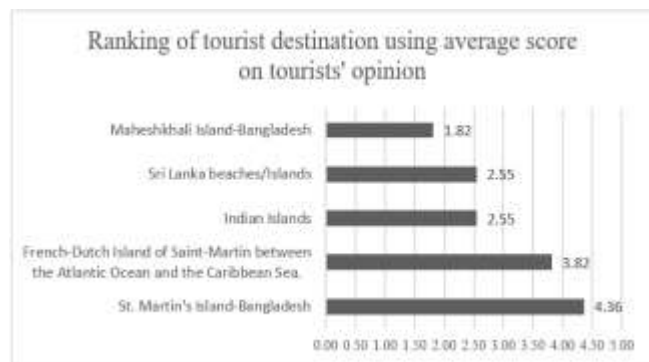
Strategic factors	Total respondents: 32 from South Asian, South East Asian, Central Asian and African Countries, Questionnaire method: 5-point Likert scale: Highly important-5 to highly less important -1											Rank					
	St. Martin's Island-Bangladesh	Indian Islands	Sri Lanka beaches/Islands	Maheshkhali Island-Bangladesh	French-Dutch Island of Saint-Martin	Total Score	Average	Weight in %	Weighted score								
1	2	3	4	5	6	7	8	9	10	11	12	13					
1	Entertainment	5	3	2	1	4											
		8	40	6	18	4	8	2	2	12	48	32	116	3.63	9%	0.34	5
2	Food	4	3	2	1	5											
		8	32	4	12	4	8	7	7	9	45	32	104	3.25	9%	0.28	8
3	Travelling cost	5	4	3	2	1											
		20	100	7	28	1	3	3	6	1	1	32	138	4.31	11%	0.49	1
4	Facility	5	2	1	3	4											
		19	95	8	16	2	2	2	6	1	4	32	123	3.84	10%	0.39	2
5	Transportation	4	2	1	4	5											
		9	36	14	28	1	1	7	28	1	5	32	98	3.06	8%	0.25	9
6	Activities	4	2	3	1	5											
		19	76	2	4	4	12	2	2	5	25	32	119	3.72	10%	0.36	4
7	Marine life	5	2	3	4	1											
		15	75	6	12	5	15	4	16	2	2	32	120	3.75	10%	0.37	3
8	Safety	4	2	3	1	5											
		7	28	6	12	7	21	6	6	6	30	32	97	3.03	8%	0.24	10
9	Culture	5	4	3	1	2											
		8	40	11	44	4	12	8	8	1	2	32	106	3.31	9%	0.29	7
10	Landscape	3	2	4	1	5											
		15	45	7	14	2	8	5	5	3	15	32	87	2.72	7%	0.19	11
11	Weather	4	2	3	1	5											
		5	20	5	10	11	33	1	1	10	50	32	114	3.56	9%	0.33	6
	Total score		587	198	123	87				227			1222	100%	3.52		
	Average score	4.36		2.55	2.55	1.82			3.82								
	Weight		48%	16%	10%	7%			19%	100%	1222						
	Rank		1	3	4	5			2								

Source: Data analysis from sample survey

Results from questionnaire data analysis

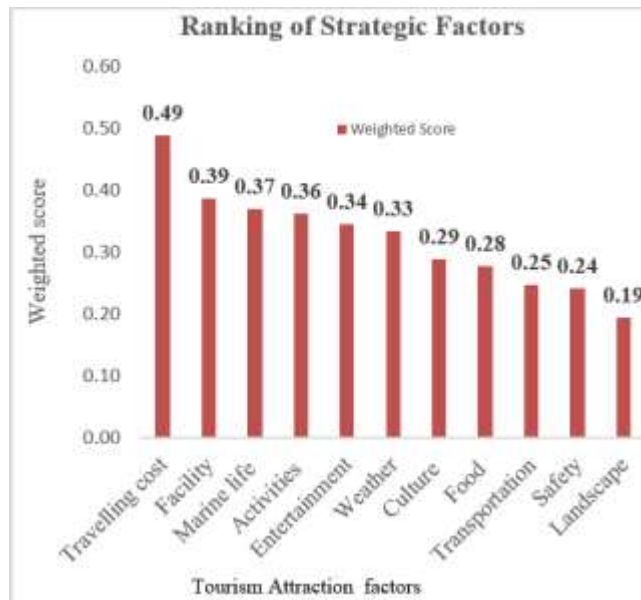
The total weighted score for an average condition is always 3.0. If the total weighted score of the situation is more than 3:00, the condition is perfect and best fit. The international tourism destinations which carry higher average rating scores more than the total weighted score 3.52, would be regarded as the best destinations against the strategic tourism factors. By using the above-described measurement technique, the weighted score for St. Martin's Island-Bangladesh and for French-Dutch Island of Saint-Martin is 4.36 and 3.82 respectively which are more than 3.52. Therefore, among the five tourism destinations, the St. Martin's Island-Bangladesh is in the top position according to the views of the respondents of this study as presented in Figure 1.

Figure 1: Ranking of international tourism destinations



Source: Data analysis from sample questionnaire survey

Figure 2: Ranking of Strategic Factors



Source: Data analysis from sample questionnaire survey

Creating the strategic positioning or perspective

The respondents gave views on eleven strategic factors as attributes of tourism destination and the factors such as *traveling cost, facility, marine life, activities and entertainment* carry highest average rating score measured from opinions of international tourists who are the respondents used in this study as presented in the table-3 and

figure-2. According to Porter (1980), this study analyzed five generic or fundamental competitive strategies (1. Overall cost leadership- similar price, but lower price, 2. Differentiation- high price, but different things, 3. Focusing+ overall cost Leadership, 4. Focusing+ Differentiation, and 5. Best-cost Provider) to determine the appropriate strategy and finally this study determines the best strategy: *Focusing (Honeymoon) + overall cost leadership for St. Martin’s Island-Bangladesh*. This strategy reflects that lower traveling cost to enjoy the marine life with other facilities, activities and entertainment programs in the special occasion of honeymoon. This may be the strategic position (perspective) in tourists’ mind as compared with the other international tourism destinations selected for this case study. Therefore, strategic positioning statement of St. Martin Island-Bangladesh is:

“St. Martin’s Island-Bangladesh is a unique tourism destination at lower traveling cost and this is the best destination for honeymoon in the world.”

Concrete Proofs or Actions Supporting this Strategic Positioning

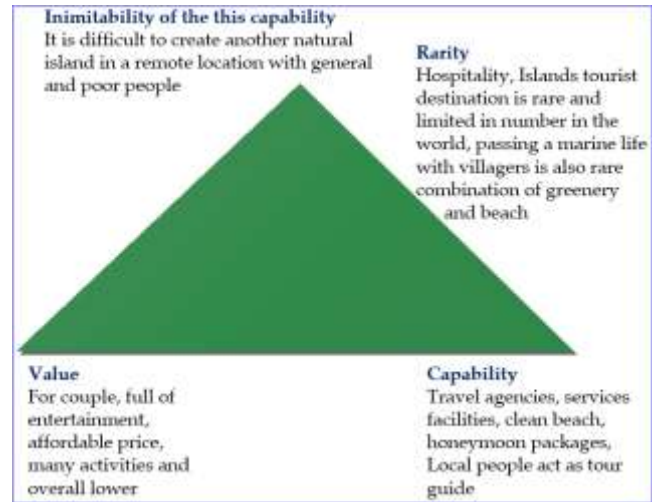
- Accommodation cost with lower hotel tariff available at catalog and website and there is a government run hotel at this Island named Bangladesh Porjoton Corporation Hotel which offers a reasonable price;
- Cheaper food and drink like green coconut drink and entertainment facilities available at website;
- Inexpensive shopping with local and cultural items;
- For security, there is a naval security checking point at St. Martin’s Island’s beach;
- Favorable climate and weather condition at St. Martin Island-Bangladesh: The best weather is usually between November and February;
- St. Martin Island-Bangladesh tourist activities and attractions:
 - Swimming, and scuba diving.
 - Exploring the rich marine life at the island.
 - Observing the lives of the fishermen and fishing activities on the Island
 - Relaxing by the beach with a sweet coconut.
 - The brilliant sunrise and colorful sunset have no match anywhere in the world. To enjoy the moonlit night sitting on any black stone alongside the beach. The moonlit night on the island provides an unearthly peaceful and majestic experience.
 - The adjacent small island Cheradip is very good-looking for marine life shells, and corals; and

Use of the Positioning Triangle to testify whether the strategic position is available and feasible

Deng Di (2017) highlighted the basis for using positioning triangle to testify whether the strategic perspective for St. Martin Island-Bangladesh is available and feasible focusing on the capability of the tourist spot, status of inimitability and rarity, and values for tourists. Throughout the whole process

of this case analysis, the author of this research identifies the sub-factors of positioning triangle as the proof of feasibility which is depicted in the Figure 3.

Figure 3: Positioning Triangle to testify the perspective as the strategy



Source: Case data analysis and author’s view

Analysis for Polishing the Strategic Positioning

After testifying the positioning perspective, it is required to polish it to prove whether the perspective is decent, achievable, difficult or easy to imitate. Thorough analysis on this case, the author of this research identifies and uses various points on potential advantage to polish the strategic perspective as depicted in Table 4.

Table 4: Polishing the Strategic Positioning

Potential advantage	Is it decent for lower traveling cost	Is it achievable?	Is it rare among competitors?	Is it difficult to imitate?
Hotel tariff’s data in the Catalog or website	√	√	√	√/Yes
Social people are cordial and helpful	√	Not easy	√	No
Local people are happy to have more international tourists	√	√	√	No
Fishing and entertaining are the key sources of livelihood	√	Natural	√	No
Life of general people is also a learning point	√	√	√	No
Relaxing by the Beach with a Sweet Coconut	√	√	√	No
The brilliant sunrise and colorful sunset and moonlight night sitting on any black stone alongside the beach	√	√	No	No

Source: case data analysis and author’s view

Lastly, this study specifies that St. Martin Island-Bangladesh, as an international tourism destination, incurs less traveling cost with other cheaper facilities and entertainment for the tourists and also this tourism spot ensures a unique travel experience with a learning point of knowing the life of general and poor people in the blue sea water enjoying marine life in the location of third world country like Bangladesh. This study proposes the

slogan and mission statement of St. Martin Island-Bangladesh as stated below:

"Drive to destination (D2D) with heavenly experience."

&

"The mission of St. Martin's Island-Bangladesh is to enjoy relaxed marine life at lower traveling cost socially and naturally."

CONCLUSION AND RECOMMENDATIONS

According to the findings of this study, the international tourists (sampled from more than ten countries of South Asian, South East Asian, Central Asian and African regions) ranked the St. Martin's Island-Bangladesh as the best natural tourism destination comparing with other four tourism destinations like French-Dutch Island of Saint-Martin, Indian Island, Sri Lanka beach/Island, and Maheshkhali Island-Bangladesh. The respondents ranked *traveling cost, facility, marine life, activities and entertainment* as the top and critical strategic factors measuring weighted average score of perceived value on various attractions of tourism destination. Subsequently, this study determined the strategic positioning perspective of *lower traveling cost for honeymoon* followed by a marketing slogan and mission statement for St. Martin's Island-Bangladesh. The private tour companies including tour guide services providers operating in the Asian countries like India, Bangladesh, Laos, China, Malaysia, Indonesia, Thailand, Cambodia, Japan, South Korea, Pakistan, Sri Lanka, Vietnam, etc. could use the fundamental message of this research to design their tourism business plan and could expand their business in the broader Asian context. Consequently, they could attract international tourists not only from Asian countries but also from other nations and they could also promote the St. Martin Island-Bangladesh as an international tourism destination.

An awareness program under the sustainable development programs should be organized to encourage local people to make sure the island an eco-friendly international tourism destination at the time. Government and private firms may take initiatives under PPP (Public-Private Partnership) project to ensure infrastructure development at St. Martin's Island-Bangladesh, particularly internet facilities, then we could think that the strategies suggested in this study would fit. There is a common message for all independent tourists and local people is that we have to keep this beautiful coral island neat and clean individually. This study suggests that the different public and private tour companies should prepare more honeymoon packages, advertise through the international and regional media like, Bangladeshi and Asian TV channels, CNN, BBC, and social networking media like Facebook, YouTube, etc. The concerned authority should train up more local people to be hospitable and to treat the tourists, teach English to local

people, and collaborate with international and regional travel agencies. The marine garden or blue sea park at the Island would have to be established and which would cope with the solid waste problem from the local people as well as with the increased amount of wastes from hospitals, hotels and restaurants. Collaboration and coordination of public and private tour companies with the numerous national and international organizations like UNESCO, World Bank, Bangladesh Police, and Boarder Guard of Bangladesh should be reinforced to protect the Island's natural beauty, heritage, and to balance ecology. The Bangladesh government should develop a clear policy statement on the future development, management and protection of marine resources at St. Martin's Island.

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