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A destination performance measurement framework: exploring the relationships among performance criteria and revisit intentions

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ABSTRACT

Measuring the success of tourism destinations is vital to policymakers, destination managers, researchers, and businesses. However, the processes and metrics vary considerably across academia, tourism organizations, and governments since destination performance is multi-dimensional and multi-stakeholder. The primary aim of this research was to develop a destination performance measurement framework. Survey data were obtained from 403 domestic tourists who visited Ladakh, India, rating 12 destination performance criteria to test the framework. Variance-based structural equation modeling (VB-SEM) was used and destination performance positively influenced destination revisit intentions. Destination performance also positively influenced new tourism products. New tourism products partly mediated the relationship between destination performance and revisit intentions. An importance-performance matrix analysis of the framework was conducted, and accessibility, activity, awareness, availability, and assurance were rated as highly important and influential in destination revisit intentions. The findings should be of practical value for destinations and those responsible for tourism planning, development, and marketing since they provide clear metrics for performance measurement.

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Destination performance measurement; attributes; performance criteria; destination revisit intentions; new tourism products; structural equation modeling (SEM); importance-performance matrix analysis (IPMA)

1 . Introduction

One of the most pressing issues in tourism is assessing and evaluating tourism destinations (Bagchi & Uddin, 2021). Measuring destination performance is increasingly crucial because of the ever-changing nature of travel. These assessments help identify future opportunities and challenges for tourism in destinations and strategies to improve performance over time and include assessing visitor numbers, growth, expenditure, satisfaction, destination preference, conversion, and length of stay (PATA, 2023). Occupancy rates are key performance indicators in the lodging industry (Magnini et al., 2020), while several other metrics are used by destination management organizations (DMOs) to monitor performance (Crotts et al., 2022). Göksu and Kaya (2014) recommended accessible transportation, cost, belief and doctrines from history and culture, natural beauty, and entertainment

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facilities as destination performance assessment factors. Environmental health, resident support, visitor economy (baseline indicators), and workforce satisfaction are long-run performance indicators (Crotts et al., 2022). Stienmetz and Fesenmaier (2013) proposed destination performance metrics based on visitor-centric value creation networks, representing the processes of the information ecosystem, sales and distribution, experience design, and partnership coordination. PATA (2023) observed that destination performance evaluation is an ongoing and cyclical process.

Destination evaluation is a 'complex notion with puzzling elements' (Dumitru, 2023, p. 27), rendering it undefined. A new research line is emerging focusing on destination performance (Gómez-Vega et al., 2022). However, the literature still needs to address a research gap on the dimensions of destination performance and their comparative assessment. Several previous authors have highlighted this research gap (e.g. Dumitru, 2023; Jiang & McCabe, 2021; Kaurav et al., 2015; Luo, 2018; Wu et al., 2023; Yamagishi et al., 2023). With competition between destinations rising sharply post-pandemic, evaluating destination performance has emerged as a critical topic in destination management for fostering sustainable and responsible tourism practices, driving economic growth, and ensuring a positive experience for both tourists and local communities (Zheng et al., 2022). Therefore, this research's main aim and intended contribution were to fill this gap by suggesting and testing a destination performance measurement framework with supporting dimensions and scales for their respective measurement items. The specific research objectives were to: 1. Determine the attributes and criteria for destination performance measurement; 2. develop and test a destination performance measurement framework; 3. conduct an importance-performance matrix analysis of the framework; and 4. examine the mediation effect of new tourism products on the relationship between destination performance and revisit intentions.

2. Literature review

2.1. Destination performance and multi-stakeholder perspectives

While the importance of destination performance seems widely acknowledged, its measurement needs a consensus. Dumitru (2023) stated that destination performance was a critical concept in tourism and performance management and had been a part of business studies for a few decades. For example, Cuccurullo et al. (2016) reviewed 25 years of academic publishing on the broader concept of performance management in business.

There is some agreement that destination performance has multiple dimensions. For example, destination performance is sometimes considered a multi-dimensional assessment based on tourists' insights about a destination's perceived quality (Al-Ansi & Han, 2019; Chi & Han, 2021; Fernandes & Cruz, 2016; Oliver, 1997). It is also treated as an element of destination competitiveness, which could be one of the outcomes of destination performance (Crouch, 2010).

Destination performance evaluation is complex because of multiple stakeholders and their different interests and relationships (Dumitru, 2023; Pyo, 2010; Sigala, 2014; Yamagishi et al., 2023). As a result, there are multi-stakeholder perspectives on destination performance. Appendix 1 shows that the perspectives include the destination and DMO, the environment, communities and residents, government, industry, visitors, NGOs and third-sector organizations, and others. It also documents the sources of information for the typical concerns of each stakeholder and related reference sources.

2.2. Reasons for destination performance measurement

Destination performance measurement helps destination management organizations (DMOs) as a management tool in tourism development (Dumitru, 2023). Destination performance is one of tourism research's most fundamental and crucial topics. It is widely agreed that measuring performance is an essential step in evaluating a destination and provides valuable insights for further tourism

development (Berbekova et al., 2022). Destination performance affects destination images, satisfaction, and loyalty (Chi & Han, 2021). It allows us to investigate the concept of tourism destination competitiveness from a broader economic point of view (Goffi & Cucculelli, 2019). It helps in knowing the source of sector inefficiency (Zhang et al., 2016). Without evaluating destination performance, no strategy can be implemented confidently (Pyo, 2010).

Quantitative measurement of destination performance is underdeveloped (Morrison et al., 2004), although it is necessary to measure it (Pyo, 2010). It is crucial for effectively planning, improving, and managing a destination (Pyo, 2010). Destination performance assessment maintains concentration on the destination's pre-set goals, sharpens management tools, and increases cohesion among the actors (De Carlo et al., 2008). The competitiveness among destinations has stimulated research on destination performance (Kozak, 2002). Destination performance measurement helps to improve shortcomings in service delivery, tourist experience, and satisfaction. Besides, if tourism destinations ignore their performance, they will lose market share to competitors (Yüksel & Yüksel, 2001). Destination performance assessment helps destination stakeholders to make the destination more enjoyable and exciting.

Past studies have measured the destination performance of diverse destinations, including cruise destinations (da Luz et al., 2022), Halal-friendly destinations (Al-Ansi & Han, 2019), cultural destinations (Guccio et al., 2017), and rural tourism destinations (Chi & Han, 2021) applying a varied array of attributes. In addition, ecotourism destinations (Girikallo et al., 2019) and resident well-being (Dwyer, 2022a) have been investigated from a destination performance perspective. Presenza and Cipollina (2010) attempted to measure destination performance in a non-quantitative form.

Researchers have measured destination performance in different ways, including the capacity of a tourism destination to attract international tourists (Gómez-Vega et al., 2022), tourism chain performance (Pyo, 2010), destination image (Echtner & Ritchie, 1993; Kanokanga et al., 2019), holiday experience compared to other destinations (Yüksel & Yüksel, 2001), knowledge infrastructure and business intelligence (Fuchs et al., 2014; Höpken et al., 2011), cultural participation (Guccio et al., 2017), productivity measurement theory in the context of hotel occupancy/stay/nights (peak/normal) of different nations and risk contraction (Zhang et al., 2016), Halal friendly destination performance (Al-Ansi & Han, 2019), customer engaged behaviour (Bergel et al., 2019), and destination attributes (Baloglu et al., 2004).

2.3. Destination performance measurement attributes

The past studies measured destination performance through an array of diverse attributes. Pyo (2010) used the tourism chain concept to model a comprehensive performance measurement procedure. The attributes were joint promotion and marketing, transportation between actors, various attractions to provide unique experiences and service quality level. Another study suggested that accessibility, attractions, ancillary services, and amenities are essential for destination performance (Kanokanga et al., 2019). Luo (2018) recommended the 4E concept to measure destination performance, including economy, efficiency, effectiveness, and equity (social and ecological). Pritchard (2003) used the environmental and service infrastructure dimension to measure destination performance. Destination performance attributes are a set of tangible and intangible attributes (Yüksel & Yüksel, 2001). A list of attributes used in previous research studies and sources is shown in Appendix 2.1.

2.4. Proposed destination performance measurement criteria

A large and diverse set of attributes have been recommended to measure destination performance. It also needs to be noted that only 20 publications are listed in Appendix 2.1, and there were 111 sources in Scopus and 74 in the Web of Science Core Collection on destination performance in May 2023. To reduce the measurement items to a viable set for research application, the attributes shown in Appendix 2.1, along with the recommendations of Buhalis (2000), Pagliara et al. (2022), and

Morrison (2023), were used for categorization into several broader groups. These three sets of authors used the first letter mnemonic technique to label categories beginning with the letter A. Appendices 2.2 and 3 show how the attributes suggested by previous researchers were assigned to each of the As, and the criteria (construct) definitions are in Appendix 2.2.

Ladakh is a Himalayan region and Union Territory in northwestern India, and was selected for this research. It is a cold desert area of mountains and valleys, with an average height above 4,000 metres. It is popular for adventure tourism because of its many trekking trails and has a strong Buddhist culture (Ministry of Tourism, Government of India, 2023). Ladakh was selected due to its remoteness and the deliberateness required of visitors planning to go there.

The 14 As in the destination performance framework are now briefly described.

2.4.1. Awareness (AW)

Several authors listed in Appendix 2.1 mentioned information as an attribute; others are shown in Appendix 3. Higher awareness of a destination leads to enhanced destination images and revisit intentions (Junaedi & Harjanto, 2020). Three scale items were used to measure awareness: *'I came to know about Ladakh through social media'*, and the others are shown in Appendix 3.

2.4.2. Attraction (ATT)

Attractions and attractiveness are mentioned several times in Appendix 2.1 and by other authors listed in Appendix 3. The concept of the attractiveness of destinations is one of the most frequent issues studied in tourism and its adjacent disciplines. Pyo (2010) suggested that attractions are essential for enriching tourist experiences, and if attractions are well maintained, they contribute positively toward destination performance. As Pike (2016) argued, destination-based research focuses on the causes of the attractiveness of destinations, and a higher awareness of a destination's attractions increases people's desire to visit (Junaedi & Harjanto, 2020). The World Tourism Forum Institute states that the attractiveness of destinations for visitors is an essential factor for travelling, the central pillar of a nation's tourism industry, influencing tourist decision-making and impacting travel intentions (WTIF, 2022). The three items used to measure attraction are shown in Appendix 3, and one of these was *'Ladakh has magnificent natural attractions and landscapes'*.

2.4.3. Availability (AVL)

This attribute is determined by the ease with which bookings and reservations can be made for the destination and the number of booking and reservation channels available (Morrison, 2023). Online availability has become critical to destination success, and the application of information communication technologies is instrumental to information dissemination and search (Jiang & McCabe, 2021; Lai & Vinh, 2013). There were three measurement items for availability (Appendix 3), one of which was *'There are more options available on private distribution channels'*.

2.4.4. Accessibility (ACC)

Appendix 2.1 includes several mentions of destination accessibility. Dwyer and Kim (2003) defined accessibility as the distance or flying time to the destination from key origins, direct or indirect flights to the destination, ease or cost of obtaining an entry visa, ease of combining travel to a destination with travel to other destinations, and frequency or capacity of access transport to the destination. McKercher (1998) stated that accessibility links market access and destination choice. The accessibility of the destination is governed by a variety of influences, including the frequency, ease, and quality of automobile, air, bus, train, and sea access; aviation regulations, entry permits, and visa requirements; route concessions; airport capacities; and competition among carriers. Pyo (2010) suggested that accessibility is the transportation within (to the) destination. It also involves frequency, public transportation, road conditions, and time to reach a destination. Inefficiencies in the transport system or accessibility result in choosing alternative destinations (Prideaux, 2000). Destination attributes such as accessibility are critical in tourist satisfaction at destinations (Jusoh et al.,

2013; Malik et al., 2020; Ramires et al., 2018). The availability of infrastructure was listed several times in Appendix 2.1. Two items measured accessibility (Appendix 3), including *'In my opinion, there is good transportation (air/road) to the destination (Ladakh)'*.

2.4.5. Appearance (APPE)

Several authors single out cleanliness and appearance as essential attributes of destinations. These factors influence the first and lasting impressions the destination makes on visitors, and appearance is critical in tourist satisfaction at a destination (Jusoh et al., 2013; Malik et al., 2020; Ramires et al., 2018). Owing to the highly globalized and competitive nature of tourism, the survival of destinations depends heavily on their ability to generate and deliver value-added services and experiences to visitors (Fabricius et al., 2007). Four items measured appearance (Appendix 3), one of which was *'I feel Ladakh is a place of healing body, mind, and soul'*.

2.4.6. Activities (ACTI)

The available activities for visitors are crucial for a destination's success. As Pike (2016) argues, destination-centric research focuses on activities' roles and competitive advantages. Other researchers, including Oklevik et al. (2019), underline the criticality of activities to destination performance. Appendix 3 shows the five items used to measure activities, with one being *'In my opinion, there are enough activities of my choice in Ladakh'*.

2.4.7. Assurance (ASSU)

Security and safety issues are now firmly established as critical elements of destination competitiveness, and a rise in assurance concerns results in greater declines in visitor arrivals (Dwyer & Kim, 2003). Morrison (2023) considered assurance as an essential destination attribute, which relates to the safety and security of tourists at the destination. *'I feel Ladakh is safe for tourists'* was one of three items for measuring assurance (Appendix 3).

2.4.8. Appreciation (APPR)

The feeling of the levels of welcome and hospitality contribute to this attribute. Researchers have found that the friendliness of locals significantly affects tourism destination performance (Chi & Han, 2020). Appendix 3 shows the two items for appreciation, and one of these was *'I feel the people of Ladakh are helpful, cordial, and hospitable'*.

2.4.9. Action (ACT)

The availability of a long-term tourism plan and a marketing plan for tourism are some of the required actions (Morrison (2023)). This criterion was excluded from this research as the focus was on visitors rather than DMOs.

2.4.10. Accountability (ACCOU)

This attribute is about the evaluation of performance by the DMO (Morrison (2023)). Again, this criterion was not included in this research.

2.4.11. Accommodation (ACCOM)

Accommodation is vital in measuring destination performance (Baloglu & McCleary, 1999; Go & Zhang, 1997; Hallmann et al., 2015; Kozak, 2002; Murphy et al., 2000). Accommodation was measured through two items (Appendix 3): *'I am satisfied with the quality of facilities offered at my accommodation'*.

2.4.12. Acclimatization (ACCLI)

Physiological adaption (acclimatization) is essential to the adaption process (Auliciems, 2014). Grigorieva (2018) explained that acclimatizing to a cold climate creates a more significant physiological

strain if a tourist travels from a hot-humid location. The Union Territory Administration of Ladakh (2023) has strict guidelines for tourists to follow a 48-hour acclimatization period after arrival in Ladakh, which helps people to have more comfortable stays in Ladakh. Acclimatization was measured by four items (Appendix 3), one being '*I feel acclimatization is essential to enjoy the tour in Ladakh*'.

2.4.13. Amenities and ancillary services (ANCI)

This attribute measures satisfaction with various catering facilities, retail, and other tourist services (Al-Ansi & Han, 2019; Buhalis, 2000; Kanokanga et al., 2019; Murphy et al., 2000). This criterion was measured by three items, one of which was '*I am satisfied with tourist-centric services offered in Ladakh*'.

2.4.14. Altruism (ALTM)

Altruism encompasses the practice of seeking the welfare of others and the characteristics of a collectivistic orientation instead of individualistic (Sawyer, 1966). In this research, it measured the satisfaction of tourists with sustainable development, i.e. environmental, societal, and economic impacts and destination social responsibility (Al-Ansi & Han, 2019; Baloglu et al., 2004; Chi & Han, 2021; Girikallo et al., 2019; Go & Zhang, 1997). '*In my opinion, Ladakh tourism is promoting sustainable tourism development*' was one of three measurement items (Appendix 3).

3. Research hypotheses

The working definition of destination performance in this research was the performance success of a destination against a range of criteria, as evaluated by current and past visitors.

3.1. Influence of individual performance criteria

Based on an extensive literature review, twelve individual criteria (12 As) were selected for measuring destination performance in this research. These criteria were all previously discussed, and Appendix 2 and 3 provide greater detail on them and the supporting literature. It was hypothesized that individual criteria directly influenced revisit intentions:

H1.1 to H1.12: *Awareness (H1.1) Altruism (H1.12) significantly and positively impact destination revisit intentions.*

3.2. Destination performance and revisit intentions

Destination revisit intentions (DR) were measured through three items (Appendix 3), including '*I will revisit Ladakh*'. Kozak and Rimmington (2000) noted that aspects of destination performance explain a portion of a visitor's intention to recommend the same holiday to friends and relatives. Destination revisits, and recommendations are among the most beneficial consequences of destination experiences. Studies show that the better the destination performance, the higher the revisit intention. Prior research has shown that age, gender, length of stay, transportation type, and purpose of visit (Fuchs et al., 2014; Stepchenkova et al., 2015) are essential to making decisions for improving destination performance. Stepchenkova et al. (2015) investigated the association of gender, origin, and travel motive with destination risk perceptions, urban destination performance, and revisit intention or willingness to recommend. Baloglu et al. (2004) recommended new research on how destination performance may directly and asymmetrically impact behavioural intentions. Based on these arguments, it was hypothesized that:

H2: *Destination performance (DP) significantly and positively impacts destination revisit intentions (DRI).*

3.3. Destination performance, new tourism products, and destination revisit intentions

The impact of new tourism products on revisit intentions was assessed as they are known to provide novel reasons for repeat visits.

'Developing (new) products that are tailored to visitors' needs will improve the profitability of your tourism business. Making more products available to tourists will increase the length of time that they stay in the Northwest Territories, increase the amount of money they spend, and encourage new and repeat visitors' (Government of Northwest Territories, [undated](#)).

Four items were used to measure new tourism products, including 'I will revisit Ladakh to experience new tourism products' (Appendix 3). PATA (2023) recommended that the planning framework identify investments to develop new tourism products and enhance destination performance. Also, Lyu et al. (2023) stated that product innovation at a destination positively impacts tourist revisit intentions. Hence it was hypothesized that:

H3: Destination performance has a significant impact on new tourism products.

H4: New tourism products have a significant impact on destination revisit intentions.

H5: New tourism products mediate the relationship between destination performance and destination revisit intentions.

4. Research methodology

This research adopted an approach based on an extensive literature review to build the conceptual framework (Figure 1). The framework was tested through data analysis from a visitor survey in Ladakh, where tourism stakeholders have acknowledged the potential growth of tourism.

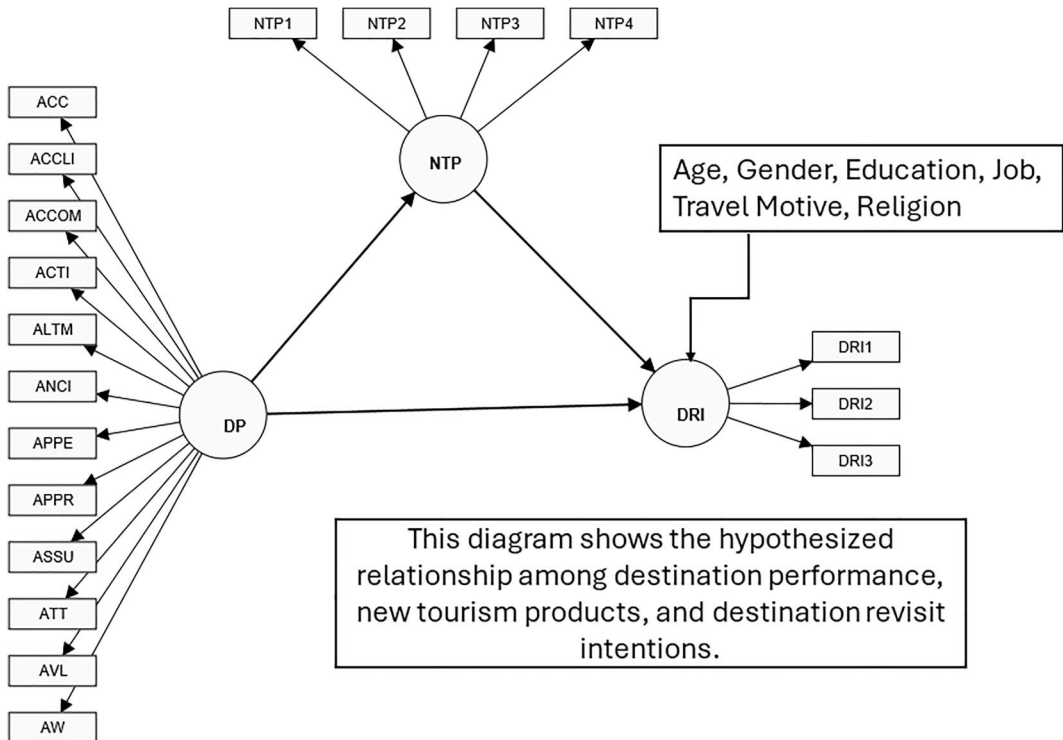


Figure 1. Conceptual research framework.

4.1. Sample size and data collection

Some 569 pan-Indian domestic tourists were requested to participate in the survey, and the questionnaires were completed face-to-face. To reflect actual behaviour related to destination performance (DP), new tourism products (NTP), and destination revisit intentions (DRI), people were approached on the last day of their trips. No incentive was provided for participation, and data were collected through a cross-sectional survey using purposive sampling. The respondents were asked to respond to attributes affecting DP, DRI, and NTP. The research study was descriptive and validated on 403 domestic tourists travelling to Ladakh from May 2022 to July 2022. An adapted questionnaire collected the cross-sectional data, which were analyzed using descriptive and inferential statistics. Thus, 569 tourists were approached, and 491 responses were received, representing an 86.3% response rate. Out of 491 responses, 78 were considered invalid due to missing data. Thus, 403 responses (82.1%) were used for further analysis and interpretation. The study used G*Power software to determine the appropriate sample size with a minimum required test power of 0.80 (Faul et al., 2009). The minimum sample size requirement at a five percent significance level was 269; it also followed the 'ten-times rule' method (Hair et al., 2011). Therefore, the sample of 403 was found to be appropriate. The sample size in structural equation models can range ideally from 100 to 200 or more (Bollen, 1989; Boomsma, 1982). A pilot study validated the survey instrument in which 30 tourists were involved. The self-administered questionnaire was used for data collection, having 44 items about 14 constructs (12 As, destination revisit intentions, and new tourism products) and one global item (*I feel the overall performance of Ladakh as a tourist destination is satisfactory*) (Appendix 3). The items for all constructs were measured on five-point Likert scales. Demographic information about age, gender, education, religion, travel motivation, job/social status, travel companion, first-time visit (year), per day spending, mode of transportation to reach and explore Ladakh, and group size was collected.

4.2. Statistical methods

Nonparametric structural modelling was utilized to assess and test the hypotheses using the variance-based partial least square approach (PLS-SEM) in the SmartPLS 4 software (Ringle et al., 2015). PLS-SEM was determined to be an effective multivariate data analysis technique because it is able to examine a complicated model (Hair et al., 2019), having a higher-order construct of reflective-formative (i.e. DP) as well as examining the mediation effect of NTP that were proposed in this research. Also, the data analysis in this study includes a prediction perspective of DRI based on formative predictor variables of DP (Cheah et al., 2019; Sarstedt et al., 2019) in the context of Ladakh, an emerging tourism destination. PLS-SEM is a suitable method for prediction orientation in a theoretical framework for social and behavioural sciences (Hair et al., 2019). PLS-SEM was also appropriate in this investigation because operationalizing advanced models and analyzing mediation effects were additional study goals (Saari et al., 2021). To move on with 5,000 bootstraps subsampling with bias-adjusted percentile technique (two-tailed test) for structural model assessments, the first-order and second-order measurement model assessments were evaluated first (Hair et al., 2022). The study was based on a reflective-formative type of higher-order construct. Hence, a two-stage approach was used to assess this type of higher-order construct because it was possible to minimize the parameter bias in the structural model relationships when having reflective lower-order constructs in forming the higher-order construct of DP (Becker et al., 2023; Sarstedt et al., 2019). Figure 1 is the conceptual research model that was tested.

5. Results and analysis

5.1. Common method bias test

Harman's single-factor and full collinearity (FC) tests were conducted to check the common method bias (CMB) issue. The results from the Harman's single-factor test showed that the variance explained

by the first factor was 16.673% (<40%), which suggests there was no CMB (Fuller et al., 2016). The FC test found that the variance inflation factor (VIF) values were between 1.092 and 1.826 (below 3.33; see Table 1), thus suggesting CMB was not an issue in this research (Kock, 2015).

5.2. Descriptive statistics

5.2.1. Respondent profile

Most of the respondents were males (68%), aged between 21 and 30 years old (59.1%), had undergraduate degrees (60.3%), and had occupational backgrounds in were private sector (44.2%) (see more details in Appendix 4). The data also showed that the primary travel motivations were adventure (41.4%), with the majority of travel by air (61.5%) to Ladakh for the first time (81.6%). In addition, the majority of the respondent traveled to Ladakh after March 2022 (96%), in which the majority of them were accompanied by friends (41.7%); they were Hindu (68.2%); spent $\leq 5,000$ rupees per day per person during their tour to Ladakh (65%); and traveled in groups of 6–15 people (53.8%).

Table 1. Measurement model assessment.

Constructs	Code	Outer loading	CR	AVE	FC
Awareness	AW1	0.784	0.833	0.626	1.660
	AW2	0.731			
	AW3	0.853			
Attraction	ATT1	0.788	0.830	0.619	1.826
	ATT2	0.734			
	ATT3	0.836			
Availability	AVL1	0.907	0.905	0.760	1.405
	AVL2	0.841			
	AVL3	0.866			
Accessibility	ACC1	0.871	0.891	0.804	1.414
	ACC2	0.921			
Activity	ACTI1	0.764	0.896	0.634	1.248
	ACTI2	0.747			
	ACTI3	0.840			
	ACTI4	0.800			
	ACTI5	0.828			
Assurance	ASSU1	0.755	0.835	0.629	1.435
	ASSU2	0.844			
	ASSU3	0.778			
Appreciation	APPR1	0.906	0.907	0.829	1.747
	APPR2	0.916			
Accommodation	ACCOM1	0.891	0.880	0.785	1.526
	ACCOM2	0.881			
Ancillary services	ANCI1	0.783	0.859	0.670	1.323
	ANCI2	0.811			
	ANCI3	0.860			
Appearance	APPE1	0.841	0.898	0.688	1.098
	APPE2	0.854			
	APPE3	0.825			
	APPE4	0.797			
Altruism	ALTM1	0.889	0.883	0.717	1.497
	ALTM2	0.754			
	ALTM3	0.890			
Acclimatization	ACCLI1	0.758	0.900	0.694	1.383
	ACCLI2	0.908			
	ACCLI3	0.782			
	ACCLI4	0.876			
New tourism products	NTP1	0.783	0.885	0.658	1.493
	NTP2	0.881			
	NTP3	0.801			
	NTP4	0.777			
Destination revisit intentions	DRI1	0.734	0.849	0.653	1.444
	DRI2	0.857			
	DRI3	0.826			

5.2.2. Criteria and item rankings

Appendix 3 shows the mean scores for the 37 performance criteria items. The range of mean ranking scores was from 4.851 (*I came to know about Ladakh through social media*, AW1) to 2.734 (*I feel Ladakh has reliable weather*, ACCL14). The five criteria with the highest mean rankings were attraction ($M = 4.731$), awareness (4.696), appearance ($M = 4.691$), appreciation ($M = 4.667$), and accommodation ($M = 4.545$). Acclimatization was the lowest-ranked criterion ($M = 2.845$).

5.3. Influence of individual criteria on destination revisit intentions

SmartPLS was used to test the influence of individual criteria on destination revisit intentions. The results provided partial support for H1. Appreciation ($t = 6.016$, $p = 0.000$), availability ($t = 1.981$, $p = 0.024$), activity ($t = 1.881$, $p = 0.030$), and assurance ($t = 1.878$, $p = 0.030$) significantly and positively influenced revisit intentions.

5.4. Measurement model

The confirmatory composite analysis (CCA) procedure suggested by Hair et al. (2020) was used to evaluate the measurement model. The reflective measurements were assessed for their reliability and convergent validity. As presented in Table 1, composite reliabilities (CRs) were all above the critical value of 0.7. Thus, the reliability of the measurements raised no issues (Hair et al., 2019). In addition, the loading values of all constructs were higher than the threshold of 0.708, and all the constructs had average variance extracted (AVE) values above 0.5 (Table 1) (Hair et al., 2020); thus, convergent validity was established.

Discriminant validity was assessed with Fornell and Larcker's (1981) criterion and the heterotrait-monotrait ratio of correlations (HTMT) (Henseler et al., 2015). The discriminant validity for Fornell and Larcker's (1981) criterion showed that the square roots of the AVEs for constructs were greater than their correlations with other constructs (see a detailed table of values in Appendix 4). Meanwhile, all the HTMT values were lower than the conservative threshold value of 0.85 (Henseler et al., 2015). Therefore, there was no issue with the discriminant validity results.

5.5. Validating higher order construct

To assess the higher-order construct of destination performance, the model was designed using the reflective-formative (Type 2) method and estimated using the two-stage approach (Becker et al., 2023; Sarstedt et al., 2019). Table 2 shows that the VIF outer values of all formative indicators were below the threshold limit of 3.33 (Hair et al., 2019). Hence, there were no multicollinearity issues in the formative assessment of DP. The convergent validity was then determined by using a global single global item (Cheah et al., 2019) to capture the essence of the higher-order construct of DP. Convergent validity was established because the result showed a value of 0.778 with a significant p -value < 0.05 (Table 2). The importance and relevance of formative indicators were assessed by 5,000 bootstrapping methods to investigate outer weights. The dimensions were found to be significant for AW and ASSU; outer loadings were above 0.50 for ACC, ACCOM, ALTM, APPR, and AVL; the loadings were significant for ACTI, ANCI, and ATT (Hair et al., 2017). Hence these constructs were retained for the purpose of content validation. Notably, ATT was found to have a negative outer weight value (-0.056) when it was tested using Mode B (regression weight) because the attribute is conceptually similar to the dominant attribute of ACC (0.376). According to Cenfetelli and Basselier (2009), indicator outer weight values are often dependent on the number of formative indicators as well as the dominant weight value used to form a higher-order construct, which could result in lower or negative average weight result, in our case was ATT. However, when outer loading was tested using Mode A (correlation weight), the result indeed shows that there is a need to retain

Table 2. Higher-order construct validity.

HOC	LOCs	Outer weight	t-value	p-value	Outer loadings	VIF	Significance? Weight/ Loading
DP	ACC	0.376	1.889	0.059	0.597	1.136	Yes
	ACCOM	0.020	0.234	0.815	0.533	1.504	Yes
	ACTI	0.115	1.461	0.144	0.344	1.220	Yes
	ALTM	0.127	1.306	0.192	0.556	1.402	Yes
	ANCI	0.074	0.793	0.428	0.346	1.283	Yes
	APPR	0.373	1.756	0.079	0.737	1.497	Yes
	ASSU	0.239	2.493	0.013	0.535	1.392	Yes
	ATT	-0.056	0.468	0.640	0.384	1.672	Yes
	AVL	0.226	1.190	0.234	0.491	1.244	Yes
	AW	0.232	2.096	0.036	0.587	1.606	Yes
	ACC	0.376	1.889	0.059	0.597	1.136	Yes
Redundancy analysis	Indicator	Standardized beta					
DP	Global item	0.778		0.000			Yes

ATT in the higher-order construct because it is positively related to form DP. The LOCs, i.e. ACCLI and APPE, were removed because they failed to satisfy the mentioned criteria, and the model was modified with the remaining LOCs of DP and retested (Figure 2). Since all criteria were met, the HOC validity was established.

5.6. Structural model assessment

The outcomes of the structural model's hypothesis testing and explanatory and predictive capacity were evaluated using the recommendations of Hair et al. (2022). The VIF inner values were less than three (Hair et al., 2022). Subsequently, all path coefficients were statistically significant ($p < 0.05$) and with medium effect size results for the relationship of DP and DRI and DP and NTP. In contrast, a small effect size occurred for the relationship of NTP on DRI (Cohen, 1988) (Table 3). The significant

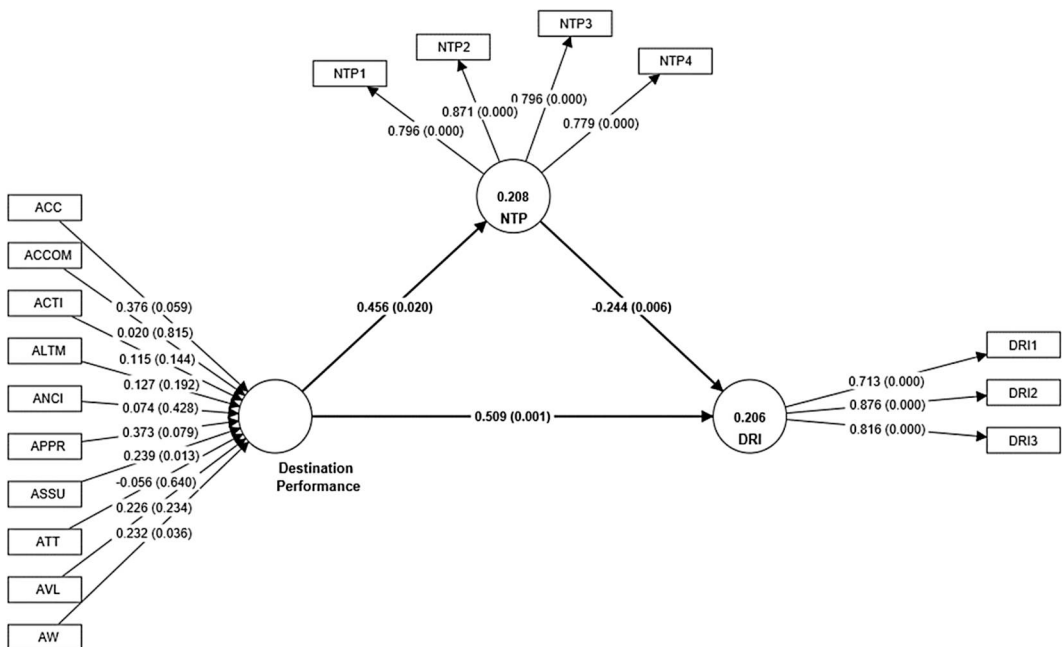
**Figure 2.** Modified model with path coefficients.

Table 3. Path coefficients result and effect size.

Relationship	β	<i>t</i> -value	<i>p</i> -value	Effect size (f^2)	Hypotheses decision	VIF
DP-> DRI	0.509	3.446	0.001**	0.259	H2 Supported	1.152
DP -> NTP	0.456	2.331	0.02*	0.262	H4 Supported	1.000
NTP -> DRI	-0.244	2.757	0.006**	0.059	H3 Supported	1.152
<i>Model-of-fit indices</i>						
R ²	DRI: 0.206Moderate NTP: 0.208					

**Significant at $p \leq 0.001$; significant at $p \leq 0.05$

predictors of DRI were found to be DP ($\beta = 0.509$, $p < 0.000$, supporting H2) followed by NTP ($\beta = 0.456$, $p < 0.05$, supporting H3); and DP -> NTP ($\beta = -0.244$, $p < 0.05$, supporting H4) (Table 3 and Figure 2).

5.7. Mediation analysis

Mediation analysis was performed to assess the potential mediating role of NTP in the relationship between DP and DRI. The results (Table 4) revealed a significant indirect effect of DP on DRI ($\beta = -0.111$, $t = 2.291$, $p < 0.05$). The total effect of DP on DRI was significant ($\beta = 0.509$, $t = 3.446$, $p < 0.05$). With the inclusion of the mediating variable, the impact of DP on DRI became insignificant. The indirect effect of DP on DRI through the mediation variable was found to be significant. This shows that the relationship between DP and DRI has a partial mediation effect.

5.8. PLS predict

According to Shmueli et al. (2019), PLS prediction uses the manifest variable (MV) summary to compare PLS and LM values for all items. The indicators' MAE values were compared with the linear regression model (LM) because the distribution of prediction errors was nonsymmetric (Danks & Ray, 2018; Shmueli et al., 2019). According to Shmueli et al. (2019), if all indicators in the default model have a lower PLS SEM value than MAE, the model has high predictive power. Table 5 shows that $Q^2 > 0$ and all the indicators have higher PLS SEM values than MAE, indicating that the model had high predictive relevance.

5.9. Importance performance matrix analysis (IPMA)

IPMA is essential for future research because it provides the importance-performance status of constructs considered in the model. Implementing IPMA provides additional results and important information that add value to the PLS-SEM findings (Ringle & Sarstedt, 2016). Importance performance analysis (IPA) can be used in the analysis of destination competitiveness 'to identify improvement opportunities as well as to guide strategic planning efforts and sustainable development' (Dwyer et al., 2016, p. 1313). Figure 3 shows that accessibility, activity, awareness, availability, and assurance were highly important, performed positively, and played an influential role in DRI. This finding suggested that one unit changes in these independent variables would cause 14.8, 14.4, 8.6, 8.8, and 9.6% changes in DRI, respectively. Also, all independent variables were in the high-performance quadrant except for acclimatization.

Table 4. Mediation analysis.

Total effect (DP->DRI)		Direct Effect (DP > DRI)		H4: DP->NTP > DRI	Indirect Effect (DP->DRI)				
Coefficient	<i>p</i> -value	Coefficient	<i>p</i> -value		Coefficient	SD	<i>t</i> -value	<i>p</i> -value	BI [2.5%;95%]
0.398	0.000**	-0.111	0.022*		-0.111	0.048	2.291	0.022*	[-.183;.000]

**Significant at $p \leq 0.001$; significant at $p \leq 0.05$

Table 5. PLS predict.

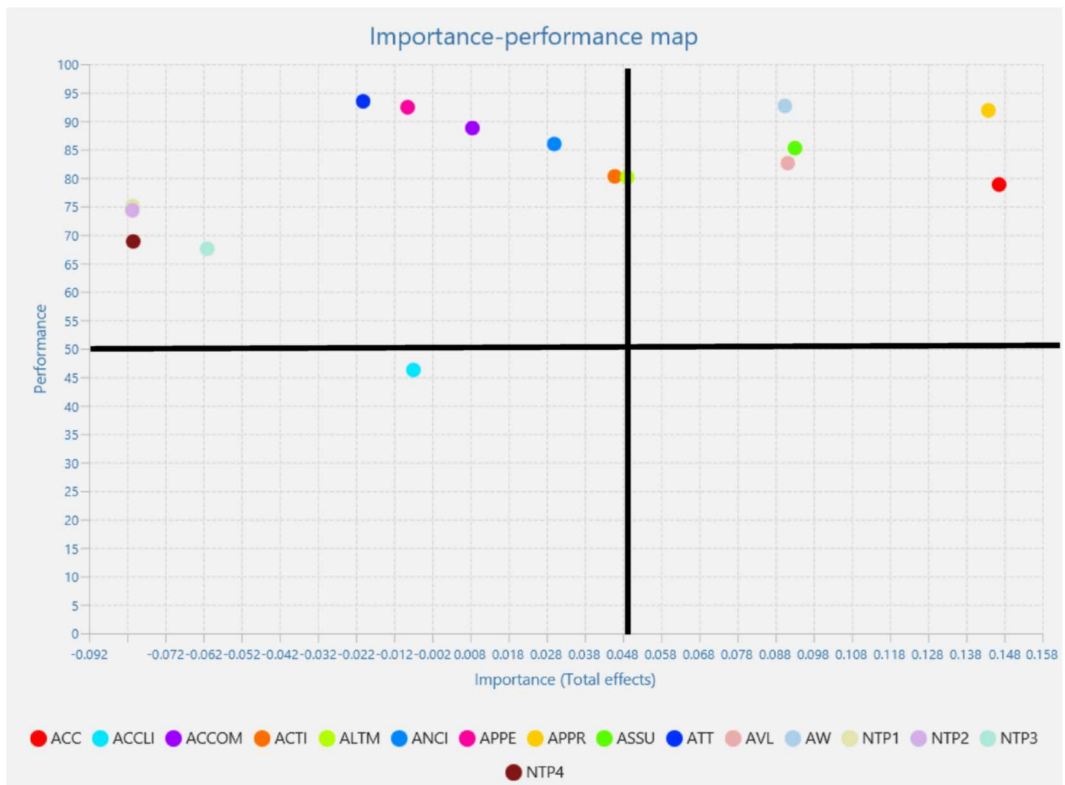
Indicator	Q ² predict	PLS-SEM_MAE	LM_MAE
DRI1	0.012	0.553	0.577
DRI2	0.147	0.492	0.550
DRI3	0.017	0.599	0.637
NTP1	0.126	0.723	0.759
NTP2	0.119	0.733	0.774
NTP3	0.056	0.907	0.942
NTP4	0.120	0.768	0.776

6. Conclusions, discussion, and implications

6.1. Conclusions and discussion

Based on an extensive literature review, the attributes and criteria for destination performance measurement were determined. It was concluded that multiple stakeholders have interests in destination performance and that performance measurement is multi-dimensional. These stakeholders include destinations and DMOs, the environment, communities and residents, government, industry, visitors, NGOs and third-sector organizations, and others. Balancing the varying stakeholder interests is a difficult challenge for destination performance measurement.

A destination performance measurement framework was developed and tested. It was based on the assumption that performance is multi-dimensional. The framework consisted of 12 performance criteria (awareness, attraction, availability, accessibility, activity, assurance, appreciation, accommodation, ancillary services and amenities, appearance, altruism, and acclimatization) with 37 measurement items. This

**Figure 3.** Importance-performance matrix.

framework supports and extends the work of previous scholars (e.g. Buhalis, 2000; Morrison, 2023; Pagliara et al., 2022).

Destination performance significantly and positively influenced revisit intentions, supporting H2. This finding aligns with the results of several previous researchers (e.g. Kozak & Rimmington, 2000). Appreciation (H1.8), availability (H1.3), activities (H1.6), and assurance (H1.7) significantly and positively influenced revisit intentions. Destination performance positively influenced new tourism products (supporting H3) and new tourism products positively influenced destination revisit intentions (supporting H4).

The mediation effect of new tourism products on the relationship between destination performance and revisit intentions was examined. New tourism products partially mediated the relationship between destination performance and revisit intentions, supporting H5.

An importance–performance matrix analysis (IPMA) of the framework was conducted. Accessibility, activity, awareness, availability, and assurance were rated highly important and influential in destination revisit intentions.

6.2. Theoretical implications

This exploratory research developed and tested a framework for destination performance measurement from a visitor perspective. Criteria or dimensions of destination performance were determined through an extensive review of previous research and were arranged according to paradigms suggested by other scholars. Future researchers can apply this framework in different contexts and, after that, modify in line with their findings.

More work needs to be done with this framework to augment its theoretical value. Further replication is needed to validate the dimensions and measurement scales. Underpinning the framework with relevant theories is also needed. There are several theories that are relevant to this line of research, including performance management theory (Amici & Cepiku, 2020), resource-based theory (Barney, 1991), benchmarking theory (Moriarty, 2011), and competitiveness theories (Crouch & Ritchie, 1999; Dwyer & Kim, 2003; Hanafiah & Zulkifly, 2019). Generally, these are applied to organizations rather than destinations; however, they can be used in guiding destination performance measurement.

This research makes another unique contribution in assessing the relationships of destination performance criteria, revisit intentions, and new product development. The results show that destination performance influences revisit intentions, with individual criteria having varying effects.

Destination performance measurement potentially benefits multiple stakeholders. Specifically, the benefit to DMOs is that they can periodically judge performance against criteria that are important to visitors, and make improvements when and where necessary. Based on data availability, DMOs may also evaluate performance against other destinations. The added value of the framework is that it is a new approach to destination performance measurement and can be replicated in many destinations worldwide. It has significant practical value for destination management and DMOs.

6.3. Managerial implications

The intent of this research was to develop and validate a parsimonious framework for performance measurement that could readily be applied by destinations. The findings should be of particular practical value for destinations and those responsible for tourism planning, development, and marketing. This research provides clear metrics for performance measurement, although fine-tuning will be required to suit the unique characteristics of specific destinations. Destinations should apply results such as this to guide performance improvement and for benchmarking.

A multidimensional framework should be used to measure destination performance, as demonstrated in this research. The results showed that not all performance criteria were equally important for the respondents of this research. For example, accessibility, activity, awareness, availability, and

assurance were rated as highly important. Destination managers should prioritize these criteria and address any apparent shortcomings.

Destination performance measurement should also adopt a multistakeholder perspective, including that of local residents (Dwyer, 2022a, 2022b). This particular research involved gathering data from current visitors to a tourism region, which should be of great value to multiple stakeholders.

7. Limitations and future research directions

This framework can be safely applied to other destinations; that was one of the reasons for doing the research in Ladakh. Item rankings may vary; however, that is to be expected based on destination differences. The researchers wanted to apply Pagliara et al.'s (2022) work to determine if the Naples model was applicable to a very different destination. Generally, the framework 'held up' well, although it needs further testing in other types of destinations. The salience of the performance measurement criteria to existing tourists was upheld again.

This research has certain limitations that need to be stated. The tourist perspective for destination performance assessment was taken in this study. Future researchers should assume other perspectives to provide a more comprehensive understanding of destination performance measurement. Being conducted in a relatively remote part of India, caution is needed in generalizing the results of this research. There is a need for more research along these lines in other regions and nations. Domestic travelers were surveyed, and international visitors should be included in future research. All destinations have unique characteristics; for example, acclimatization was needed as a performance criterion for Ladakh. Other factors may mediate the relationship between destination performance and revisit intentions, and they should be examined in future research.

Disclosure statement

No potential conflict of interest was reported by the author(s).

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