The stakeholders’ involvement in the process of building and maintaining a destination brand

Master Thesis

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Master in International Management
Dedicated to my mum
With thanks for all support
and encouragement
Rest in peace
ABSTRACT

A destination is a place that attracts visitors for a temporary stay to participate in tourism related activities or non-activities. Globalization, the increased number of travelers and the increased buying power have increased the competition between the destinations and the destinations have become more substitutable. It has been agreed that destinations can be branded as well as products and to be competitive it is getting common to brand destinations. Destination Marketing Organizations (DMOs) are responsible for the marketing of an identifiable destination. The purpose of this study is to present an exploratory study of how a destination marketing organization creates and builds a strong destination brand and how the stakeholders have been involved in the process. The study is done with a qualitative case study approach. The case study was chosen as the research method to make a detailed and intensive analysis of the research objective, in this case the destination brand of Brazil and its stakeholders.

Keywords: Tourism, Destination Marketing, Destination Branding, Destination Marketing Organizations, Stakeholder Management.
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The stakeholders’ involvement in the process of building and maintaining a destination brand
1. Introduction

The aim of this chapter is to introduce the thesis by giving an overview of the chosen topic. It will show the background of the research and give an introduction to the branding process done by Destination Marketing Organizations (DMOs) as well as give a brief introduction to the global tourism trends. Following this, the research objective and its purpose will be presented. There will be a brief presentation of the structure of the study, as well as the study’s intentions and aims, before presenting the research question itself. Eventually, the research context will be presented, as an introduction to the tourism sector, on which this thesis will be based. It will give a short introduction to the concept of tourism and its impacts on the world’s economy.

1.1 Background to the research

A destination is a place that attracts visitors for a temporary stay to participate in tourism related activities or non-activities (Pike: 2004). Buhalis (1999) states that a destination can be regarded as a combination, or as a brand, of all products, services and locally provided experiences.

At every destination there is a Destination Marketing Organizations (DMOs) responsible for the management and marketing of a destination. Marketing for DMOs can be referred to as “the process of matching destination resources with environment opportunities” (Pike: 2004) and has the core purpose of enhancing long-term sustained destination competitiveness. Through the DMO’s vision, values, mission, goals and objectives the organization develops its strategies which seek to increase the destination’s competitiveness. World Tourism Organization (UNWTO) has stated that DMOs can be National Tourism Authorities or Organizations, regional, provincial or state DMOs, and local DMOs.

Branding has been seen as the core of marketing (Pike: 2004) and has lately been applied to the destination marketing process. Branding of tourism gained visibility in the late 1990s and has the recent years been used for local, regional and national destinations. Through the branding process the destinations are increasingly using names, logos and slogans to differentiate themselves from their competitors and to attract visitors. The importance of
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market-segmentation and destination-positioning is increasing following the internet-marketing strategies and more demanding tourists. Due to the intangibility of destinations their image is very important to be competitive and identifying the destinations identity, image and positioning is therefore crucial. Understanding the destination marketing process and the process of branding is important to any Destination Marketing Organization.

Partnership between public and private companies are getting more important in the tourism industry as the government want more stakeholder involvement and increased marketing budgets. DMOs recognize stakeholders as being important, as they supply or facilitate funding, provide the tourism superstructure and product, participate in or generally support their programs, or influence governance (Sheehan & Ritchie: 2003). A National Tourism Organization (NTO) is not only responsible for promoting the destination but also to include, guide and encourage the public and private sector stakeholder investments in the development of the product.

Globalization, the increased number of travelers and the increased buying power have increased the competition between the destinations and the destinations have become more substitutable. Therefore, the role of the DMOs and the marketing of the destinations have become a critical issue for the destinations’ competitiveness. Pike (2004) mentions a destination brand hierarchy with country brand on top, followed by country tourism brand, state tourism brands, regional/ macro regional brands, local community brands and individual tourism business brands.
1.2 Research questions and purpose

The purpose of this study is to present an exploratory study of how a destination marketing organization creates and builds a strong destination brand and how the stakeholders have been involved in the process. The study is done with a qualitative case study approach. The case study was chosen as the research method to make a detailed and intensive analysis of the research objective, in this case the destination brand of Brazil developed for the international market and its stakeholders.

The intention of the study is to see how a destination marketing organization manages its stakeholders, how it relates to them through the process of the destination branding and how the marketing is facilitated to satisfy their stakeholders.

The rationale of this study is both academic and practical. The aim of the study is to get a deeper understanding of the practical use of the concept “destination branding” and to understand the process of the stakeholder management in destination branding. The acquired knowledge is aimed to be a contribution for destination marketing practitioners and scholars.

The research questions for the study can be defined as the following:

- How has Embratur as a Destination Marketing Organization involved the stakeholders in the process of building the brand of Brazil?
- How has Embratur facilitated the marketing to satisfy its stakeholders?
1.3 Research Context

1.3.1 The Tourism sector

Defining tourism as a phenomenon has arose to be a difficult task and some definitions have been suggested. World Tourism Organization has defined it like this: “Tourism comprises the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes”. Goeldner et al (2000) have suggested the definition of tourism as “the sum of the phenomena and relationships arising from the interactions of tourists, business suppliers, host governments, and host communities in the process of attracting and hosting these tourists and other visitors”. Tourism is the sum of the activities, services and industry that delivers a travel experience, the world wide industry of travel, hotels, transportation and other components, including promotion, that serves the needs and wants of the traveler, and the sum of tourist expenditures (Goeldner et al, 2000).

According to World Travel and Tourism Council key facts of the economic impact of Travel & Tourism, the contribution of Travel & Tourism to Gross Domestic Product (GDP) is expected to rise from 9.4% (US$5,474 bn) in 2009 to 9.5% (US$10,478 bn) by 2019. Due to the current (2009) economic crisis the Real GDP growth for the Travel & Tourism economy is expected to be -3.5% in 2009, down from 1.0% in 2008, but to average 4.0% per annum over the coming 10 years. The industry contributes to 7.6% of the world’s total employments, that is a number of 219,810,000 jobs in 2009. This number is expected to grow to 8.4%, that being 275,688,000, by 2019.
2. Literature review

2.1 Introduction

This chapter will look into the theory about tourism marketing, destination marketing, destination marketing organizations (DMOs), destination branding and the DMO’s stakeholders.

Since destination branding is quite a new task there is not much research done about it. Through the literature review the existing theory will be examined and updating articles on the subject reviewed, as well as the relation between destination marketing in general, the tasks of the DMOs and the process of destination branding.

Through the first part of tourism marketing definitions and commonly used theory in general tourism marketing will be presented. In the second part, the concept of destinations will be discussed and a set of destination classifications will be shown. Following this, the theory on Destination Marketing Organizations (DMOs) will be presented, looking into their roles and responsibilities as well as their vision, values, mission, goals and objectives, and their structure and funding. The marketing of destinations is an important part of the literature review and a close look will be taken on existing theory, the marketing process, how the marketing relates to the destinations stakeholders, the destination’s marketing mix and e-marketing. Branding is a relatively new term within destination marketing, hence there will be given an introduction to branding in general and how the branding is applied to destinations. The process of building a brand identity, image and the positioning in the market will be outlined. As DMOs are the main actors in the process of destination branding there will be given an insight in their challenges in building a destination brand. Eventually, relating to the research question, there will be a discussion of the DMOs stakeholders and the challenges and benefits they meet in the marketing and branding of a destination.
2.2 Tourism marketing

Marketing has been defined as “The management process whereby customer needs are anticipated, identified and satisfied profitably” (Bécherel & Vellas: 1999). Kotler et al (1999) defines it as “a social and managerial process by which individuals and groups obtain what they need and want through creating and exchanging products and value with others”. By “needs” Kotler et al (1999) refers to the basic physical needs, social needs, esteem needs and individual needs. “Wants” are how people communicate their needs.

The marketing of tourism have to take the marketing mix into consideration. The marketing mix has been defined as “the set of marketing tools that the firm uses to pursue its marketing objectives in the target markets” (Kotler: 1988). The marketing mix is often referred to as “The four Ps”: product, place, promotion and price (Goeldner et al.: 2000). In addition, Mill and Morrison (1998) added three more P’s which they mean are relevant to tourism: programming, people and partnership. Product is, in addition to the actual product itself, the planning, development and branding. Place concerns the distribution of the product; where is the right place to market the product. Promotion communicates the benefits of the product and also includes sales promotion, public relations and personal selling. The price of the product has to both satisfy the customers and meet the profit objectivities. Programming involves activities, events or other kind of programs to increase customer spending or give added appeal to the tourism service. “People” concerns the fact that tourism is a people business and must take care of the human side. Partnership emphasizes the need for alliances and working relationship within the tourism business. The four P’s are aspects that can be manipulated to keep ahead of the competition (Dibb and Simkin: 1994, cited in Bécherel and Vellas: 1999)

Béchel and Vellas (1999) also mention the four Cs framework, which relate to the four Ps while emphasizing on the customer. The four Cs consist of Customer, Cost, Convenience and Communication. Consumer relates to the Product focusing on the customers’ expectations and on satisfying the customers’ needs. Cost relates to Price, both to the actual price of the product but also the cost of time and expenditure involved in travelling. Convenience relates to Place and distribution, and involves the marketer to understand how easily obtainable the product is through e.g. location, accessibility and availability. Communication relates to
Promotion, but allowing a two-way communication. The relationship with the customer is seen as a vital element for the marketing process.

The marketing mix strategies are strongly related to the life cycle concept. The introduction stage, the growth stage, the maturity stage and the decline stage can all be applied to the marketing of the tourism products and the destinations.

### SITUATION:

<table>
<thead>
<tr>
<th>INTRODUCTION</th>
<th>GROWTH</th>
<th>MATURITY</th>
<th>SATURATION</th>
<th>DECLINE</th>
</tr>
</thead>
<tbody>
<tr>
<td>New trendy destination</td>
<td>More people interested</td>
<td>Maximum visitation</td>
<td>Oversupply Original demand moves</td>
<td>Reduction of demand Special offers to boost visitation</td>
</tr>
<tr>
<td>Investment in accommodation and facilities</td>
<td>Increasing facilities</td>
<td></td>
<td></td>
<td></td>
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</tbody>
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*Figur 1 Destination Life cycle. Source: Buhalis (1999)*
2.3 Destination Marketing

2.3.1 Destinations

A destination is a place that attracts visitors for a temporary stay to participate in tourism related activities or non-activities (Pike: 2004). This can be a city, a village, a country or a resort. It should include tourism products like support services and attractions and have physical and administrative boundaries defining its management and images and perceptions defining its market competitiveness (WTO:2002, cited in Pike:2004). It has also been recognized that a destination can be a more perceptual concept, interpreted subjectively by consumers, depending on their travel itinerary, cultural background, purpose of visit, educational level and past experience (Buhalis: 1999). Buhalis (1999) states that a destination can be regarded as a combination, or as a brand, of all products, services and locally provided experiences. Further, it can make assess the impact of the tourism regionally and manage demand and supply in order to maximize benefits for the stakeholders. Buhalis (1999) developed the Six A’s framework for the analysis of tourism destinations:

- Attractions: natural, man- made, artificial, purpose built, heritage, special events
- Accessibility: entire transportation system comprising of routes, terminals and vehicles
- Amenity: accommodation and catering facilities, retailing, other tourist services
- Available packages: prearranged packages by intermediaries and principals
- Activities: all activities available at the destination and what consumers will do during their visit
- Ancillary services: services used by tourists such as banks, telecommunications, post, newsagents, hospitals etc.

Mill and Morrison (1992: cited in Framke: 2002) defined destinations as a part of a tourism system in this way: “At a destination there is a mix of interdependent elements. The elements are interdependent, because in order to produce a satisfying vacation experience, all elements must be present. The destination is composed of: Attractions – Facilities – Infrastructure –
Transportation – Hospitality”. Through this they do not focus on the geographical boundaries of a destination but the mix of elements that must be present to produce a satisfying vacation experience for the visitor. Jensen, Hansen and Metz (1993, cited in Framke: 2002), on the other hand, include the issue of geographical boundaries: “a tourist destination is defined as a geographical area which exhibits landscape and cultural characteristics and which is in a position to offer a tourism product, which means a wide range of facilities in transport, accommodation and food, and at least one outstanding activity or experience”.

Destinations are often perceived by tourists as a brand comprising of a collection of suppliers and services (Buhalis: 1999). Their image of the destination before actually visiting is effected by e.g. previous experience, friend/ family’s experiences, press reports and advertising. The image they are left with after their visit is built up by their overall impression of the destination. This impression can be influenced by small encounters like taxi drivers, service attendants and waiters as well as local attractions such as museums, theatres, beaches etc. (Buhalis: 1999) Hence, there is much overlapping between the strategic marketing of the destinations and the individual suppliers of the region which shows that the competitiveness of the players are often interrelated and indistinguishable from one another (Buhalis: 1999)
Destinations are often classified in the following categories representing their principle attractiveness:

<table>
<thead>
<tr>
<th>TYPE OF DESTINATION</th>
<th>CUSTOMERS</th>
<th>ACTIVITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Urban</td>
<td>Business- MICE</td>
<td>Meetings- incentives- conference- exhibitions</td>
</tr>
<tr>
<td></td>
<td>Leisure</td>
<td>Education- religion- health</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Sightseeing- shopping- shows- short breaks</td>
</tr>
<tr>
<td>Seaside</td>
<td>Business- MICE</td>
<td>Meetings- incentives- conference- exhibitions</td>
</tr>
<tr>
<td></td>
<td>Leisure</td>
<td>Sea-sun- sand- sex- sports</td>
</tr>
<tr>
<td>Alpine</td>
<td>Business- MICE</td>
<td>Meetings- incentives- conference- exhibitions</td>
</tr>
<tr>
<td></td>
<td>Leisure</td>
<td>Ski- mountains- sports</td>
</tr>
<tr>
<td>Rural</td>
<td>Business- MICE</td>
<td>Meetings- incentives- conference- exhibitions</td>
</tr>
<tr>
<td></td>
<td>Leisure</td>
<td>Relaxation- agriculture- learning activities- sports</td>
</tr>
<tr>
<td>Authentic Third World</td>
<td>Business- MICE</td>
<td>Exploring business opportunities- incentives</td>
</tr>
<tr>
<td></td>
<td>Leisure</td>
<td>Adventure- authentic- charities- special interest</td>
</tr>
<tr>
<td>Unique- exotic- exclusive</td>
<td>Business- MICE</td>
<td>Meeting- incentives- retreats</td>
</tr>
<tr>
<td></td>
<td>Leisure</td>
<td>Special occasion- honeymoon- anniversary</td>
</tr>
</tbody>
</table>

Figur 2 Types of Destinations
2.3.2 Destination Marketing Organizations

Destination Marketing Organizations, hereby called DMOs has been defined as any organization, at any level, which is responsible for the marketing of an identifiable destination. This therefore excludes separate government departments that are responsible for planning and policy (Pike: 2004).

UNWTO (2004) has stated that the DMOs generally fall into one of the following categories:

- National Tourism Authorities or Organizations, responsible for management and marketing of tourism at a national level;
- Regional, provincial or state DMOs, responsible for the management and/or marketing of tourism in a geographic region defined for that purpose, sometimes but not always an administrative or local government region such as a county, state or province; and
- Local DMOs, responsible for the management and/or marketing of tourism based on a smaller geographic area or city/town.

The DMOs’ operations include funding, strategy, organization, politics, finance and budgeting, human resources, crisis management, branding, communication, market research, promotions and performance measures. Their most important role at all levels is marketing with the core purpose of enhancing long-term sustained destination competitiveness (Pike: 2004). Marketing for DMOs can be referred to as “the process of matching destination resources with environment opportunities” (Pike: 2004). “From the supply side of the marketing perspective, DMO represents a large and diverse range of destination attributes, including natural features, commercial and non-profit facilities and amenities and people” (Pike: 2004). Examples being commercial visitor attractions, accommodation, outdoor adventure activities, dining and nightlife, shopping and markets, historic sites and scenes of disaster, beaches, climate, museums, landscape, host population characteristics etc.

The DMOs have to emphasize a destination’s comparative or competitive advantages to build a successful tourism strategy. Comparative advantages can be inherited resources, such as

The stakeholders’ involvement in the process of building and maintaining a destination brand
natural-, cultural, human- and goodwill resources. Competitive advantages can be developed-, financial-, legal-, organization-, information-, relationship- and implementation resources.

A destination consists of various types of stakeholders, all concerned with the marketing of their product. Tourism organizations at different levels are involved in the marketing of the destinations, but the DMOs serves as the collective marketing vehicle in marketing the destinations as a whole to the consumers (Wang: 2008).

In addition to marketing, DMOs have the following responsibilities:

- Industry coordination: one of a DMO’s most important roles is to develop a cohesive approach among its stakeholders to increase the destination’s competitiveness (Pike: 2004). The philosophy of “cooperating to compete” is an important idea for the DMOs. To develop a holistic destination it is important to identify destination images that will be accepted by the stakeholders and attract travelers and further communicate the message in a consistent way.

- Monitoring service and quality standards: the lack of consistency between tourists’ expectations and the actual quality of the service might be crucial for a destination. The DMOs should be ahead on introducing a quality system which will be an advantage in the long run.

- Enhancing community relations: the DMOs should communicate their purpose of being and the advantages they bring to the community. Many are not aware of the DMOs purpose of enhancing the economic prosperity of the destination, usually focusing on direct, indirect and induced job creation (Pike: 2004).
To build the right strategy for a destination the DMOs have to set the vision, values, mission, goals and objectives. A destination’s vision can be described as “an inspirational portrait of an ideal future that the destination hopes to bring about at some defined future” (Goeldner et al. 2000: 445. Cited in Pike: 2004) The mission states the overall purpose of the organization. It may include the vision, the values, activities and target market. Goals are general statements of intent, related to the mission, and are usually qualitative (Johnson & Scholes 2002, cited in Pike: 2004). Key DMO goals should relate to:

- Enhancing destination image
- Increasing industry profitability
- Reducing seasonability
- Ensuring long term funding

Objectives are the quantifiable targets to the goals and should clearly describe specific outcomes (Pike: 2004). Ideally objectives should be SMART (Tribe 1997: 32. Cited in Pike: 2004):

- Specific
- Measurable
- Agreed with those who must attain them
- Realistic
- Time- constrained

From the supply-side of the DMOs: the features of the destinations have to be shown in a way that not only offer the desired benefits of the tourist but also satisfy the interests of the host community, local businesses and travel intermediaries (Wang: 2008). From the demand side
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the DMOs have to take into consideration the different needs of the tourists, as they represent different socio-demographic groups, lifestyle clusters and geographic areas, and therefore will have different purposes, motivations, budgets and time schedules for travelling.

The World Tourism Organization (UNWTO) suggested the countries to each find proper solutions regarding the structure of the DMOs: “The proper solutions for each country can only be found within the framework of the national situation, but the main point is that the NTA (National Tourism Administration) should be able to work closely with, and obtain the active support and cooperation of, all government authorities whose responsibilities affect various aspects of tourism, as well as the private sector, if it is to help develop balanced travel plant and an effective tourism development program” (WTO 1979: 3).

DMOs vary in size depending on the destination they are established to market. There are DMOs working with groups of countries, like Scandinavia, central and eastern Europe and East Africa (Pike: 2004), regions like the Caribbean and Europe (Pike: 2004), countries or smaller destinations, like Fjord-Norway and Bahia, and cities.

Governments have traditionally played an important role in the development and marketing of their countries as a tourist destination (UNWTO: 1996). Although most of the tourism is sustained by private initiative they depend on physical, regulatory, legal, fiscal and social frameworks which can only be provided by the government (UNWTO: 1996). In addition the need of physical infrastructure like roads, airports and communications highly depends on the government. The trend seems to be, though, that there is a shift from the governmental monetary support to a higher degree of private investment and involvement of local authorities. This trend has been encouraged by the governmental efforts to decrease public expenditures and the political and economic shift to market driven economies (UNWTO: 1996). The most common form of funding has become a public–private partnership (PPP) (Pike: 2004). The term “public–private partnership” describes a range of possible relationships among public and private entities in the context of infrastructure and other services. The goal of these partnerships is to “create a cohesive and well-organized package of tourism products and services to enhance the overall experience of visitors” (Formica & Kothari: 2008)
Effective PPPs can be described as the following:

“Effective PPPs recognize that the public and the private sectors each have certain advantages, relative to the other, in performing specific tasks. The government’s contribution to a PPP may take the form of capital for investment (available through tax revenue), a transfer of assets, or other commitments or in-kind contributions that support the partnership. The government also provides social responsibility, environmental awareness, local knowledge, and an ability to mobilize political support. The private sector’s role in the partnership is to make use of its expertise in commerce, management, operations, and innovation to run the business efficiently. The private partner may also contribute investment capital depending on the form of contract. The structure of the partnership should be designed to allocate risks to the partners” (Public-Private Partnership Handbook)

The tourists’ desire to experience the destination can only be satisfied when all its components are directly involved and perfectly organized by the DMOs. Proliferation of partnerships and alliances at a destination will move the application of branding from a traditional business perspective to a new destination perspective (Formica & Kothari: 2008). A positive effect of destination partnership is the cross marketing of product and services, which can lead to development of new products to offer alternative experiences to different travel segments. If done correctly, collaboration among community representatives, nonprofit organizations, attractions, transportation facilities, infrastructure, services, and residents will be able to achieve the critical goal of more evenly distributed wealth throughout the region (Formica & Kothari: 2008).

The influence of the private investment in a DMO varies: some rely on industry contribution for marketing, advertising and funding special promotional campaigns while others rely on the private sector for their core budgets. The trend of PPPs in tourism management and marketing is apparent at national, provincial and municipal levels (UNWTO: 1996).

The funding of DMOs highly regards on sales revenue from the marketing of the stakeholders but they also highly rely on governmental funding. Generally, the funding reflects the organizational structure and the context in which the DMO operates. Examples of funding include government allocations of public funds, specific tourism taxes or levies such as
hotel/room taxes, user fees, allocations from gambling and lotteries, membership fees paid by tourism organizations, sponsorship and advertising in destination promotional activities, commissions for bookings and sales, commercial/retail sales at visitor centers, and in-kind contributions to host travel writers and meeting planners (Sheehan & Ritchie, 1997; Ritchie & Crouch, 2003; Franch & Martini, 2002, cited in Presenza). The funding decision process is influenced by local politics, destination life-cycle stage and industry maturity, economic importance of tourism relative to other industries and DMO history and current structure (Pike: 2004).

2.3.3 Marketing the destination

Tourism destination marketing has been defined as: “The management process through which the National Tourist Organizations and/ or tourist enterprises indentify their selected tourists, actual and potential, communicate with them to ascertain and influence their wishes, needs, motivations, likes and dislikes, on local, regional, national and international levels, and to formulate and adapt their tourist products accordingly in view of achieving optimal tourist satisfaction thereby fulfilling their objectives”. (Wahab et al.: 1976; cited in Pike: 2004)

Due to the complexity of the relationships of local stakeholders and the variety of stakeholders involved in the development and production of tourism products, destinations are some of the most difficult entities to manage and market (Buhalis: 1999). Destinations have in many cases been represented by stakeholders with diverse business goals though responsible for the different components of the total offer (Wang and Xiang: 2007). To be competitive, the marketing of the destination should work collaboratively. If done individually by the various stakeholders, the image of the destination will not be holistic and the destination will not be able to succeed in the long run (Wang and Xiang: 2007). Marketing of destinations should guide the tourism impacts optimization and the maximization of benefits for the region (Buhalis: 1999). Collaboration has been suggested defined as “a process of shared decision making among key stakeholders of a problem domain about the future of that domain” (Wang: 2008). Within the tourism industry this can be i.e. joint decision making among the stakeholders at a destination and other parties that might have interest in the tourism destination development and marketing (Wang: 2008). It is also argued that combining knowledge, expertise and capital resources can lead to new opportunities, innovative solutions
and a greater level of effectiveness that would not have been achieved by partners acting alone (Wang: 2008). Pike (2004) also emphasized this by citing Collier (1997) “The “one-industry” concept recognizes that while businesses have individual goals, the success of the tourism industry relies on effective interrelationships between stakeholders to produce traveler satisfaction”

![Figur 3 The dynamic wheel of tourism stakeholders. Source: Buhalis: 1999](image)

Destination marketing consists of a complex range of organizations marketing the destination in various ways; these can be private sector operators, public sector bodies from small local authorities to government agencies, public and private sector partnerships like many local tourism associations are, and co-operatives of destination marketing agencies. (Bécherel & Vellas: 1999) The marketing of a destination have to satisfy the stakeholders of a destination, being the providers of tourism product and services, primary funding agencies, government and the residents of the destination.

Middleton and Hawkins (1998, cited in Buhalis: 1999) state that “a marketing perspective is essentially an overall management orientation reflecting corporate attitudes that, in the case of travel and tourism, must balance the interests of shareholders/owners with the long-run
environmental interests of a destination and at the same time meet the demands and expectations of customers”. This reflects the importance of local resources as the central assets for destinations and tourism suppliers and their sustainability a core function of tourism marketing (Buhalis: 1999). Tourism marketing should not only be seen as a sales tool but be used as a strategic mechanism in co-ordination with planning and management to achieve the strategic goals.

The marketing of a destination must seek markets which would be interested in the destination’s existing product. Destination Marketing Organizations (DMOs) are the responsible for the promotion and marketing of a destination. Their main focus is to promote the match between the destinations’ resources and the travelers’ needs (Pike: 2004). DMOs tend to be part of the local, regional or national government and might have political and legislative power in addition to the financial means to manage the destinations resources and make sure that the stakeholders benefit in the long term (Buhalis: 1999). Following this, there are some certain steps to follow to make a destination marketing plan: a situation analysis, incorporating a resource audit, environmental analysis and competitive positioning analysis, development of goals and strategy, an action plan, and measures of performance (Pike: 2004).

Destination management and marketing should work to achieve a complex range of strategic objectives in according to the stakeholders’ needs and wants. The development and implementation of the strategic objectives at the destinations depends on relationships between stakeholders and the dynamic between the stakeholders. Because of the many independent stakeholders involved, developing a marketing strategy and mix for destinations is a complex process. Hence, the most important challenge for destination marketing is to make the individual partners work together, rather than to compete, to develop an integrated marketing mix and delivery system (Buhalis: 1999). As the tourist industry is getting more competitive and the tourists are increasingly aware of sustainable tourism, it is important for marketers to address all factors that can have an impact on the destination. Tourism strategies should, in addition to visitation, concentrate on the entire range of impacts such as overcrowding, environmental problems, visitor safety and security, seasonality problems and sensitivity to local culture (Evans, Fox & Johnson: 1995, cited in Buhalis: 1999).
Buhalis (1999) has suggested four strategic objectives in destination marketing:

- Enhance the long time prosperity of local people
- Delight visitors by maximizing their satisfaction
- Maximize profitability of local enterprises and maximize multiplier effects
- Optimize tourism impacts by ensuring a sustainable balance between economic benefits and socio-cultural and environmental costs

The strategies should seek to increase the destination’s competitiveness. Buhalis (1999) defined competitiveness as “the effort and achievement of long term profitability, above the average of the particular industry within which they operate as well as above alternative investment opportunities in other industries”. The competitiveness of tourism destinations also have to emphasize the sustainability of local resources to ensure the maintenance of long-term success as well as the achievement of equitable return on resources utilized to satisfy the stakeholders (Buhalis: 1999).

Most destinations have a rich history, image or legacy development that need to be taken into consideration when developing tourism marketing strategies (Buhalis: 1999). For destination marketers it is therefore important to understand the destinations’ stage and root of tourism development, which can be consulted in the destination life cycle. The destination lifecycle is mainly used to understand the evolution of tourist products and destinations and hence to guide the strategic decision taking. There might, however, be problems related to identifying turning points, stages, length of stages and level of aggregation (Buhalis: 1999).

2.3.3.1 Market research and segmentation

To market a destination in the most effective way the marketers have to understand the types and characteristics of the destination. Destinations match certain types of demands which marketers have to emphasize through the segmentation and marketing. The marketing and branding of a destination must be addressed to the right segment and develop appropriate...
offerings for that market, though, it should not only look at the needs and wants of its active market but also to potential market it can attract. By segmenting their market it can develop a portfolio of products to reach the selected market, which will enable the optimization of benefits and adapt their marketing to their target markets (Buhalis: 1999). When segmenting the market the marketers have to be aware of the tourists’ consumer behaviors which within tourism is often set by various criteria, i.e. purpose and features of the trip, elements of the external environment, the characteristics of the traveller and the particularities and attributes of destinations (Buhalis: 1999). Understanding the different types of destinations enables the marketers to develop marketing mixes which suits their target markets.

To identify the active demand as well as the suppressed demand, destination marketers use marketing research. Approaching the right target market and providing the most suitable combination of local tourism product is essential for being a successful destination and the product design and formulation should be based on research (Buhalis: 1999). Market research also helps develop the destination image, which guides promotional activities towards branding and improving the brand values of the region (Buhalis: 1999).

Buhalis (1999) has identified a set of contributions of marketing research to destination marketing:

- Identification of the main attributes anticipated by each market segment
- Design and attributes required for tourism products and services
- Evaluation and development of destination image
- Segmentation of market and development of corresponding marketing mixes
- Opening new markets and reducing dependency on existing ones
- Evaluation of the elasticity of demand for each market segments
- Reduction of seasonality by matching market segments
- Examination of reasons deterring people (suppressed demand) from visiting destinations
- Assessment of compatibility with other target markets
- Examination of alternative distribution channels
- Assessment of tourism impacts to the destination and selecting the right segments
- Evaluation of marketing effectiveness and selection of media for promotion
Buhalis (1999) also emphasize that “marketing research needs to follow constant developments to ensure that all elements of the destination marketing mix evolve continuously”. This can be done by doing surveys at i.e. airports, hotels and travel agencies both during and after visitation. The marketing research must be coordinated to include all local authorities and organizations.

2.3.3.2 The destination's marketing mix

Developing a marketing mix for the destinations will develop enable them to approach their targeted markets with an extensive range of offerings and to propose an integrated solution to their customers’ needs and wants (Buhalis: 1999). The marketing mix consists of the dimensions “Product, Price, Place and Promotion”

A product can be defined as “anything that can be offered to a market for attention, acquisition, use, or consumption that might satisfy a want or need. It includes physical objects, services, places, organizations and ideas” (Kotler, Bowen & Makens: 1999). The tourism product consists of the entire range of facilities and services offered, plus social-cultural, environmental resources and public goods (Buhalis: 1999). In addition are the intangible elements as interaction and delivery of service, the customer participation and the accessibility and physical environment (Kotler, Bowen & Makens: 1999). Through defining and developing the right product for the destination and attracting the appropriate target market, the destinations can manage their product life-cycle effectively.

Kotler et al. (1999) define price as “the sum of the values consumers exchange for the benefits of having or using the product or service”. Pricing the destination and the individual elements of the local tourism product is a very complex process as many participants have their own pricing mix and policies (Buhalis: 1999). Making mistakes in the pricing can lead to business failure even though the other elements of the product are good (Kotler, Bowen & Makens: 1999). Both external and internal factors affect the pricing decisions. Internal factors include the marketing objectives, marketing mix strategy, costs and organization, while external factors include the nature of the market, demand, competition and other environmental constraints (Kotler, Bowen & Makens: 1999). Both macro- and micro- economy affect the pricing of a destination. The cost of living and employment, inflation, exchange rates and...
local efficiency and competition all affect the pricing (Buhalis: 1999). The pricing of a
destination also influences the image for visitors and potential visitors. Expensive transport,
i.e. long haul trips, can be compensated by the price level at the destination, while mass
tourism can on one hand offer cheap transportation but on the other hand lead to a higher
price level at the destination to compensate for the low profit from the basic products. Various
destinations that can offer unique experiences choose to charge premium prices to match their
target market.

Place concerns the distribution channels used for marketing the product. Buhalis (1999)
defined them as “sets of interdependent organizations involved in the process of making a
product or service available for use or consumption”. The objectives of the use of distribution
channels are delivering the right quality and quantity of a product, in the right place, at the
right time, at the right cost, to the right customer (Buhalis: 1999).

Kotler, Bowen& Maken (1999) summed up the key functions of the distribution channels:

- Information: gathering and distributing marketing research and intelligence
  information about the marketing environment
- Promotion: developing and spreading persuasive communications about an
  offer
- Contact: finding and communicating with prospective buyers
- Matching: shaping and fitting the offer of the buyer’s needs, including such
  activities as manufacturing, grading, assembling and packaging
- Negotiation: agreeing on price and other terms of the offer so that ownership
  and possession can be transferred
- Physical distribution: transporting and storing goods
- Financing: acquiring funds to cover the costs of channel work
- Risk taking: assuming financial risks such as the inability to sell inventory at
  full margin

Distribution channels play an important role in the product differentiation by adding value to
the product as well as contributing to the total brand experience and projecting powerful
images (Buhalis: 1999). Distribution of destinations is becoming increasingly more important
as it determines whether and under what conditions suppliers can meet their target markets
(Buhalis: 1999). Internet as a distribution channel has revolutionized the destination
marketing by facilitating the search of information for customers and letting them construct
The stakeholders' involvement in the process of building and maintaining a destination brand and buy itineraries online. For the destinations it has led to closer interaction and co-operation at the local level and also facilitated the development and promotion of specialized products for mini-market segments (Buhalis: 1999).

“Promoting destinations essentially implies the development of communicating channels with clientele and other stakeholders to increase awareness and persuade to purchase products” (Buhalis: 1999). Promotion of destinations requires co-ordinate campaigns and messages for all local principals and suppliers. One of the most difficult tasks within destination marketing is to achieve a consensus on the marketing campaigns and to raise enough funds to develop and implement it (Buhalis: 1999). It is traditionally DMOs who lead promotional campaigns while stakeholders participate and help funding.

Destinations use both above the line and below the line marketing. Above the line promotion includes advertising on television, radio, press and poster campaigns. In the advertising slogans are much used, these can change according to the tourism demand trends, the destination’s life cycle and are used also to update the image of the destinations. It can be hard to target the destination’s right market, as this may be spread over several countries having different cultural backgrounds and languages, but done well it can assist the development of a destination brand and attract new customers (Buhalis: 1999).

Below the line promotion includes participating in tourism and travel fairs, both nationally and internationally. In these fairs the DMOs can distribute brochures to partners in the industry as well as to prospective customers. Brochures are good for showing the destination’s attractions, activities and establishments. In tourism fairs they can also make contacts with travel agents etc who can be willing to cooperate with the DMOs.

Direct marketing is being more used in tourism (Bennett & Strydom: 2001). Direct marketing are the advertising methods used to handle all or some portions of the selling process, customarily handled by personal, face to face contact (Bennett & Strydom: 2001). Methods can be mail, mass media, telephone or interactive devices used for orders, customer inquiries or membership application. Direct marketing are often based on databases which make it easier to reach the right target market. The success rate of the marketing is also directly measurable. Relationship marketing, loyalty- clubs and discount schemes are developing for several destinations to reward and maintain loyal clientele (Buhalis: 1999).
Public relation is widely used within tourism. At national level destination representatives establish tourism offices to promote the destination. Other often used public relations are press releases to draw attention to favorable news events or to face unfavorable publicity, press launches for new products, changes or developments, receptions to influence or lobby targeted guests, personality appearances to draw attention, staged events to draw media’s attention and product visits arranged for TV, radio or travel journalists (Bennett & Strydom: 2001).

The difference between PR and marketing is that marketing focuses its efforts on the exchange relationship between the customer and the organization with the emphasis is on the customer’s needs and achieving the organization’s objectives at the same time. Public relations cover a broader range of relationships and goals with many stakeholders, both internal, i.e. employees and shareholders, and external, i.e. the local community, media, authorities, consumers and competitors, to the organization. Public relations contribute to the marketing effort by maintaining goodwill with all the relevant stakeholders (Bennett & Strydom: 2001).

From a marketing point of view publicity is the most important PR tool as it uses media such as newspapers, magazines, radio and television (Bennett & Strydom: 2001). Inviting celebrities or having articles written for magazines generate interest from the audience in a different way than with advertising. Public relation is critical for the development and updating of the destination’s image (Buhalis: 1999).

2.3.3.3 E-marketing

Internet have revolutionized the tourism, this can be said both from the consumer’s point of view and the marketers point of view. Because of the easy access to internet the consumers can easily search for new destinations, accidentally come across unknown destinations, choose their destination from home and order their trip from their computer. They also avoid the potential hassle from sellers trying to influence their decision making. For the companies/DMOs the internet carries advantages as information being able to be updated instantly, giving access to more information than normally available in a publication and being an ideal medium for building customer relations (Bennett & Strydom: 2001).
DMOs play the key role in presenting information about the destination though they should not collect and distribute all the content themselves but work with partners in building a website and offer their destination online (UNWTO: 2008). Though various segment groups have easily access to the information it is important to use market segment information to decide the priority audience and topics.

The use of new technologies, and especially the Internet, gives the destinations the chance to increase their competitiveness by being more visible, reduce their costs and enhance local cooperation (Buhalis: 1999) Internet is an increasing channel for marketing and sales of trips and experiences, and will be even more important for the destination’s competitiveness in the future.
2.4 Branding

“Building a strong brand is the goal of many organizations. Building a strong brand with significant equity is seen as providing a host of possible benefits to a firm, including greater customer loyalty and less vulnerability to competitive marketing actions and marketing crises, larger margins as well as more favorable customer response to price increases and decreases, greater trade or intermediary cooperation and support, increased marketing communication effectiveness, and licensing and brand- extension opportunities” (Keller: 2001).

A brand has been defined as a “name, term, sign, symbol, or design, or a combination of them intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competition” (The American Marketing Association, cited in Kotler& Gertner).

A brand includes tangible and intrinsic qualities such as physical appearance, performance data, package and guarantees attached to it (Aaker & Biel: 1993) In addition the brand involves the aspects the customer add to it, which goes beyond the product’s tangible features, such as attitudes towards the producer of the product or the brand itself and beliefs about the brand in relationship to self or others.

Brands differentiate products and represent a promise of value, they give beliefs, evoke emotions and prompt behavior (Kotler and Gertner: 2002). Brands have social and emotional value for users as they i.e. can give an idea of the identity of the user and the person’s social group or status. As brands are segmented to specific groups of users they also make their own personality that the user can identify with. The challenge for marketers is to ensure that the customers have the right type of experience with the product and services and to market it in the right way to make the desired thoughts, feelings, images, beliefs, perceptions and opinions linked to the brand (Keller: 2001).
Keller (2001) outlined the Customer- Based Brand Equity model, which, in addition to products, is applicable to services, organizations and places. Through the model he set up four steps for building a strong brand:

- Ensure identification with the brand with the customers and an association of the brand in the customers’ mind with a specific product class or customer need
- Firmly establish the brand meaning in the minds of customers by strategically linking a host of tangible and intangible brand associations
- Elicit the proper customer responses to this brand identity and brand meaning
- Convert brand response to create an intense, active loyalty relationship between customers and the brand

Keller (2001) follows up these steps with the questions customers ask about brands:

- Who are you? \((brand \ identity)\)
- What are you? \((brand \ meaning)\)
- What about you? What do I think or feel about you? \((brand \ responses)\)
- What about you and me? What kind of association and how much of connection would I like to have with you? \((brand \ relationships)\)

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2.4.1 Destination Branding

“Destinations are amalgams of individually produced tourism amenities and services (accommodation, transportation, catering, entertainment, etc.) and a wide range of public goods (such as landscape, scenery, sea, lakes, socio-cultural surroundings, atmosphere, etc.). All these elements are branded together under the name of the destination” (Buhalis: 1999).

There has been little research to guide DMOs on the long term effectiveness of destination branding and there is a lack of published research relating to tourism destination branding, although there has been agreed that the concept of branding can be applied to destinations (Pike: 2004). Branding of tourism gained visibility in 1998 through the Annual Travel and Tourism and Researcher’s Association Conference (Hanna& Rowley: 2008) and the following definition was made by Ritchie& Ritchie (1998: cited in Hanna& Rowley: 2008): “name, symbol, logo, word or other graphic that both identifies and differentiates the destination …[while] convey[ing] the promise of a memorable travel experience … [as well as] serv[ing] to consolidate and reinforce the recollection of pleasurable memories of the destination experience”. Anholt (2004, cited in Kerr (2006) ) defined place branding as “the practice of applying brand strategy and other marketing techniques and disciplines to the economic, social, political and cultural developments of cities, regions and countries”.

Pike (2004) mentions a destination brand hierarchy with country brand on top, followed by country tourism brand, state tourism brands, regional/ macro regional brands, local community brands and individual tourism business brands.

Branding has been seen as the core of marketing strategies (Pike: 2004). A strong brand equity can enable a competitive advantage by generating greater sales and higher margins. The brand equity can be measured in financial asset valuation, though the most critical for organizations, including destinations, is the consumer- based brand equity: “financial valuation is irrelevant if no underlying consumer- based value of the brand has been established” (Keller: 1993, cited in Pike: 2004). A distinctive brand personality can build and better brand equity by creating a set of unique and favorable associations in the consumer’s memory. A well established brand personality can influence consumer preference and
The stakeholders’ involvement in the process of building and maintaining a destination brand

patronage, develop stronger emotional ties, trust and loyalty with the brand (Ekinci & Hosany: 2006). Ekinci & Hosany (2006) also points out that “a distinctive and emotionally attractive destination personality is shown to leverage the perceived image of a place and influence tourist choice behavior”. Place managers need to involve in the formation of a brand identity that accords to the destination’s purpose and direction, while the brand has to deliver attributes, benefits, values and personality that secures consumer satisfaction and economical and political attention (Van Ham: 2004, cited in Hanna & Rowley: 2008).

Destinations are becoming more substitutable and make DMOs fight a constant battle to attract visitors. DMOs are increasingly using branding initiatives like tagline and logos to attract visitors and expenditures to their respective destinations (Ekinci & Hosany: 2006).

Globalization has made the competition among destinations harder, both due to the growing power of international media, the power of the internet, cheaper international travels, rising consumer spending, the threat of place parity and a growing consumer demand for new cultural experiences (Hanna & Rowley: 2008). The globalization has created a more competitive arena where the smaller and emerging destinations can compete with the more famous destinations. In this highly competitive market it is crucial for the destinations to choose a strategy that make them stand out from its competitors and to reach its target market.

Brand loyalty is a crucial element in the branding process, also within tourism. Destination loyalty can bring key advantages as lower marketing costs, increased travel leverage and word of mouth referrals (Pike: 2004). It is suggested that travelers in many cases choose the holiday type before selecting the destination (Pike: 2004), a suggestion that shows how important branding strategies, image and positioning can be. Elements that are important for the consumer’s choice of destination is brand awareness, perceived quality and brand associations.
Clarke (2000) (cited in Ekinci & Hosany: 2006) has identified six benefits of branding related to tourism destination products (TDPs):

- as tourism is typically high involvement, branding helps to reduce the choice
- branding helps in reducing the impact of intangibility
- branding conveys consistency across multiple outlets and through time
- branding can reduce the risk factor attached to decision making about holidays
- branding facilitates precise segmentation
- branding helps to provide a focus for the integration of producer effort, helping people to work towards the same outcome

Pike (2004) emphasize the construction of a destination brand as consisting of the concepts \textit{brand identity}, \textit{brand image} and \textit{brand positioning}. Consistent brand elements reinforce each others and unify the entire process of image formation and building, which in turn contributes to the strength and uniqueness of brand identity (Hem & Iversen: 2004).

\textbf{2.4.1.1 Brand Identity}

Brand identity focuses on self-image and a vision for motivating stakeholders. Each destination has its own set of attractions that attract the visitor which can make up the destination’s personality, also used to understand the tourists’ perceptions of places and for crafting a unique destination identity. The challenge for the DMOs is to develop a brand identity that encapsulates the essence or spirit of the destination and its representatives as well as a host community. The identity should guide the focus for the marketing activities of the DMO and the stakeholders.

A brand can be considered as representing an identity for the producer and an image for the consumer. The brand identity characterizes the self-image and desired market image, while the brand image signifies the actual image held by consumers (Pike, 2004). The concepts of identity and image can be confusing, but it can be said that identity is what one is, profile is what one wants to be, and image is the picture the surrounding world has of an organisation or destination. To become a successful and sustainable brand, a brand needs to be loyal to its
identity. An image can be shifting and is concerned about the appearance of the brand, rather than the brand itself. In terms of brand management, the brand identity precedes the image, and before communicating an image to the public, the organization must be certain of exactly what they want to communicate.

Kapferer (1995; 2004) has developed the first conceptual model regarding brand identity building. The model consists of six identity facets: physique, personality, relationship, culture, reflection, and self-image. These six facets together form the brand identity.

*Physique* refers to the physical characteristics and qualities of the brand; the products that are offered. In terms of destinations this is product attributes and attractions at the destination and also the nature, climate and location.

The *personality* facet represent what kind of person the brand would be if it were human. The brand personality is described and measured by the human personality traits that are relevant for brands. If the product attributes are similar for competing brands, brand personality may create a basis for differentiation. As destinations strive for distinguishing themselves from the competition, destination personality is viewed as a workable metaphor for understanding tourists’ perceptions of places and for creating, and contributing to, a unique destination identity (Ekinci& Hosany, 2006; Aaker, 1996). Using Aaker’s (1997) terminology of brand personality, destination personality is defined as the set of human characteristics associated with a destination.” (Ekinci& Hosany: 2006). The five generic dimensions of Aaker’s brand personality scale (BPS) are excitement, sincerity, competence, sophistication, and ruggedness. (Ekinci& Hosany: 2006).

*Culture* refers to the set of values that feeds the brand’s inspiration. Brand culture plays an essential role in differentiating brands and in regards to destinations, it has also been argued that the culture is what differentiates the destination from the competition. Destinations that can distinguish themselves from their competitors with strong icons are believed to survive and succeed in the future.
The *relationship* facet describes the mode of behavior that most identifies the brand and has several implications for how the brand acts, delivers services and relates to its customers (Kapferer, 2004). Regarding destinations this can refer to the way the tourists are treated and met upon when visiting a destination.

*Reflection* refers to the brand’s customer reflection, and who the potential and desired buyer is; in regards to tourism this is the visitor to the destination. All brands must control their customer reflection as consumers use brands to build their own identity (Kapferer, 2004).

*Self-image* refers to how the customer feels when consuming the brand; in regards of tourism: visiting the destination. The consumer, or visior, develop a inner relationship with him or herself through the attitude towards particular brands, also destinations, as the choice of destination differ in regards of the customers age, social group, reason for travelling etc.

### 2.4.1.2 Image

Tourists’ images of a destination are what differentiate the destinations from each other and play an important role in destination choice. The intangibility of destinations make them rely on the image they have or will be able to build. People make up their image on a destination based on advertising they have seen, this can be brochures, the destination’s websites, campaigns etc and information from friends and family who have visited the destination. Destination image vary from product image by being more influenced by non-commercial sources than commercial, mainly because there is a link between the country’s tourist image and it’s national image (Echtner& Brent Richie: 2003). Non-commercial sources of information about a country can be historical, political, economic and social factors.

Morrison& Anderson (2002) mentions various definitions of Destination Image: “The sum of ideas, beliefs and impressions that a person has of a destination” (Crompton: 1979), “A set of cognitions and affections that represents an entity to an individual” (Mazursky& Jacoby: 1986), “A mental representation of an object or place” (Fridgen: 1987), “The visual or mental impression of a place, a product or an experience held by the general public” (Milman& Pizman: 1995). Previous studies have shown that destination images do influence tourist behavior and that the destinations with strong and positive images are more likely to be considered and chosen in the travel decision process (Echtner& Brent Richie: 2003). Kotler et
al (1993: cited in Pike& Ryan: 2004 ) summed it up in this way: “Images represent a simplification of a large number of associations and pieces of information connected with the place. They are the product of the mind trying to process and essentialize huge amounts of data about a place”.

Destination image consists of functional characteristics concerning the tangible aspects of the destination and psychological characteristics concerning the intangible aspects. The image can be rated based on six characteristics: psychological characteristics, functional characteristics attributes, holistic, common and unique (Echtner& Brent Richie: 2003). Psychological characteristics include friendliness, safety, quality of service expected and fame, while functional characteristics can be price level, climate, transportation infrastructure and activities. Uniqueness can be unique functional characteristics like features and events, or unique psychological characteristics, like atmosphere. Destinations with unique features are i.e. India and Taj Mahal, the Amazon and the Carnival in Rio de Janeiro in Brazil and Paris and the Eiffel Tower in France. Destinations can hold a certain atmosphere for which they are famous as well, i.e. Paris is perceived as being romantic, Nepal is mystic and Tokyo is busy.

Gunn (1972: cited in Morrison& Anderson: 2002) has identified two components of image: *Organic* where images are formed by individuals through such things as past experiences with destinations and through unbiased sources of information, i.e. news reports, movies and articles, and *induced* where images are influenced of tourism promotions directed by marketers. Since the use of PR is increasing, the organic and the induced images may not be mutually exclusive as news is more voluminous than advertising and has higher credibility (Pike: 2004). As people can have images of a destination without having visited it (Pike: 2004) and make stereotype images of a destination, it is important for the DMOs to encourage a positive stereotype and avoid the negative ones.

The tourist’s decision process is crucial for the destination branding. The tourist gets motivated to travel when a need arises that cannot be met at home (Pike: 2004). Pike mentions Gray’s (1970) concepts of “wanderlust” and “sunlust” as motivations for travelling. “Wanderlust” is the “innate human need to temporary leave familiar surroundings to experience different culture and places”, while “sunlust” is described as “travel for a specific purpose for benefits not available at home, such as winter sun holidays or visits to a larger city”. Pike (2004) also mentions Dann’s (1977) “push” factor which shows the link between...
travel motivation and destination choice. Through tourist’s destination decision process different destinations, and then destination brands, will be evaluated, hence a favorable destination image is important. To increase the likelihood of visitation the brand must be aligned to the tourist’s motives. The decision process is formed by external information sources, prior experience, general knowledge, advertisement and information from friends, as well as internal factors such as needs, motivation and evaluation criteria (Pike: 2004). A key challenge for DMOs is to achieve brand saliency to influence the decision process. The travel context plays an important role for the tourist’s decision; hence the destinations have to focus their image on the right segment. In example, Mauritius is known as a upper-class, romantic destination popular for honey-moons while Spain are known for charter-trips, mass tourism and partying for the younger. As the context of the travel may differ, the knowledge and the search of information also changes depending on the context in which the travel is done. Hence, the brand association salience depends on the decision context (Keller: 1993, cited in Pike: 2004).

Pike& Ryan (2004) emphasize Fishbein’s (1967) theory about the importance of distinguishing between an individual’s beliefs and attitudes. Beliefs represent information held about an object while attitude is a favorable or unfavorable evaluation of the object. Further, he propose that “attitude” comprise cognitive, affective and conative components. Cognition is “the sum of what is known about a destination, which can be organic or induced”, i.e. awareness and knowledge of beliefs. Affect is “the individual’s feelings toward an object, which will be favorable, unfavorable or neutral” and usually appears during the evaluation stage of the destination selection process. Conation refers to “the likelihood of visiting a destination within a certain time period”. The understanding of the product image in the consumer’s mind is important for the choice of position.

2.4.1.3 Positioning

“A brand position is the part of the brand identity and value proposition that is to be actively communicated to the target audience and that demonstrates an advantage over competing brands” (Aaker: 1996, cited in Pike: 2004).
“Positioning is the development of a service and a marketing mix to occupy a specific place in the minds of customers within target markets” (Morrison, cited in Morrison & Anderson: 2002).

Effective positioning of a brand can enable easier decision making for the customers and a source of competitive advantage (Pike: 2004). It requires a succinct, focused and consistent message (Pike & Ryan: 2004). Wrong positioning of a brand can hard competition with stronger brands, a position of little demand, a confusing position where the distinctive competence is unclear or even no position, where the product is unknown in the market (Lovelock: 1991, cited in Pike: 2004). Not having a clear positioning and being “stuck in the middle” can be a very dangerous place to be (Pike: 2004). The destination’s desired market position must be presented to the market in a way that makes it stand out compared to the rivaling destinations and substitute products. Differentiation is important for tourism destinations because of the high competition and the increased substitutability. By emphasizing and maximizing its strengths, correct weaknesses minimize threats and maximize opportunities, the destinations can evaluate how to differentiate from its competitors and hence chose its positioning strategy. One of the most important objectives for any destination positioning strategy is to reinforce the positive images already held by the target audience, correct negative images or create a new image (Pike & Ryan: 2004).

An important matter for differentiation is to identify the destination’s attributes. To be perceived favorably on product attributes that are important to the target segment is ideal for any product or destination (Pike: 2004). Salience is important in this matter, and it is essential to add the destination’s attributes to the consumer’s salience about the destination. To choose and form the basis of any positioning campaign it is essential to identify the attributes that determine the consumer’s product choice (Pike: 2004). The positioning analysis requires an understanding of how the destination is perceived to focus on the right attributes to reach its target market.
The stakeholders’ involvement in the process of building and maintaining a destination brand

Aaker & Shansby (1982) and Wind (1980) (cited in Pike: 2004) developed the destination positioning process, containing seven steps:

- Identify the target market and travel context
- Identify the competitive set of destinations in the target market and travel context
- Identify the motivations/benefits sought by previous visitors and non-visitors
- Identify perceptions of the strengths and weaknesses of each of the competitive set of destinations
- Identify opportunities for differentiated positioning
- Select and implement the position
- Monitor the performance of the positioning strategy over time

The visual signs of a destination’s position strategy are those who reach the consumer in the form of destination names, symbols and slogans. A destination will already have a name, which for practical, political and economical reasons will be hard to change. There has, though, been made modifications for branding the destination and making a more attractive name, i.e. Fjord Norway, Queensland’s Gold Coast and Tropical North Queensland. Some destinations also use geographic references to brand macro destinations, i.e. South East England (Pike: 2004).

Symbols, or logos, are efficient tools in building awareness and an image of a destination. They contribute to identifying the destinations’ products and helps differentiate the destination from competitors (Hem & Iversen: 2004). A destination logo is a graphic design used to identify a destination and can be helpful for DMO marketing activities to establish a brand identity that is relevant before the actual visitor experience. Logos indicate brand origin, brand ownership and build brand associations and are used as a means to build brand equity (Keller: 2003, cited in Hem & Iversen: 2004). The logo should evoke associations, perceptions, and images about a destination and can also be used internally to develop a unifying destination culture and destination identity (Kapferer: 1997, cited in Hem & Iversen: 2004). Hem & Iversen (2004) refer to logos as “the graphic design that, for instance, a destination uses, with or without a destination name attached to it, to identify itself as a
producer of quality products or services. Logos are part of a destination’s sign system and are applied to communicate the destination’s identity to internal and external audiences”. Known symbols as the Eiffel Tower, the Pyramid of Egypt, Taj Mahal etc can be used in the logo as well as smaller symbols that are well known at the destination, i.e. underground and taxi icons in London (Pike: 2004), bagpipes and kilts in Scotland and lederhosen and beer in Germany.

The logos should reflect the identity and the wanted image in order to express the idea of what a visitor can expect at a destination. Logos can stimulate awareness and communicate desired characteristics and attributes to the visitors. When developing a logo, it is important that the core essences of the destination are used as a brief for the designers. Logos can, if evoking negative evaluations or being unrecognizable, in the worst case harm a destination’s image (Hem& Iversen: 2004) and it is therefore important to develop a destination logo that evoke positive feelings to internal and external audiences.

Slogans offer an opportunity to add meaning to the brand name and symbol (Pike: 2004). A slogan is “a short phrase that communicates descriptive or persuasive information about a brand” (Pike: 2004). A slogan must be able to communicate the unique benefits of the destination.

2.4.2 DMOs and destination branding

Place branding has become a major focus of operations for destination marketing organisations (DMO) striving for differentiation in cluttered markets (Pike: 2008). It is, however, a challenge to link the complexity of a destination brand to the characteristics of a brand. Aaker (1991, cited in Pike: 2004) suggested a model of consumer- based brand equity comprising four major assets: brand loyalty, brand awareness, perceived quality and brand associations. Key advantages for brand loyalty are lower marketing costs, increased travel trade leverage and word of mouth referrals (Pike: 2004). Brand loyalty is seen as the main benefit of branding as these destinations will be preferred instead of lesser known rivals (Pike: 2004). Brand awareness “represents the strength of the brand’s presence in the mind of the target, with the goal not being to achieve general awareness but to be remembered for the reasons intended” (Aaker: 1996, cited in Pike: 2004). Perceived quality is the perception of superiority in a product class. Brand association is the association in people’s mind of a
specific brand. Regarding destinations, these associations can be a combination of functional and affective attributes (Pike: 2004).

Pike (2004) has mentioned some of DMOs’ challenges compared to Keller’s (2000) identification of brand characteristics. The first challenge for DMOs in building a brand-strategy include identifying and deliver services that the customers desire; they should do a market research to identify benefits and unmet needs and stimulate service-delivery from a complex market of service-encounters outside of the DMOs control. To maintain the brand relevant there are two important issues: to do the necessary (re)investments to maintain and enhance the destination experience and influence the development of the destination which may or may not fit the original character of the destination. It is important to keep a pricing strategy based on the consumers’ perceptions of value, which can be difficult for DMOs at times, as they do not have direct control of the product pricing. “Value for money” is an important destination attribute as the competition is increasing. To position the destination brand properly is important due to competing destinations who might offer similar products, the issue of intangibility and risk in travel decision making and the multi-attributed nature of the destination. DMOs must ensure their brand to be consistent and that the communications consistently reflects the brand’s value to avoid marketplace confusion. The many levels of destination brands can cause confusion either to the general image of the destination or for those working together with a destination. The hierarchy of destination brands includes country brands, country tourism brand, state tourism brands, regional/ macro regional brands, local community brands and individual tourism business brands. The DMOs should also make sure that they make full use of and coordinates all marketing activities. They should also know the importance of the brand and establish and monitor a positioning strategy for the destination. The destination brand must be given support in the long run and the belief that the brand building will give results in the long run. To work efficiently the DMOs must ensure effective communication between key stakeholders and marketing decision makers.
2.5 DMOs and the stakeholders

Freeman (1984: cited in Sheehan & Ritchie: 2003) defined stakeholders as “any group or individual who can affect, or is affected by, the achievement of a corporation’s purpose”. Sheehan & Ritchie (2003) also mention Starik’s (1994) summary of definitions of a stakeholder: “…there may be numerous levels of specificity as to what the term ‘stakeholder’ means, depending on what the user is referring to. The range appears to be bounded in this case, on one end, by those entities which can and are making their actual stakes known (sometimes called ‘voice’), and, on the other end, by those which are or might be influenced by, or are or potentially are influencers of, some organization or another, whether or not this influence is perceived or known”.

DMOs recognize stakeholders as being important, as they supply or facilitate funding, provide the tourism superstructure and product, participate in or generally support their programs, or influence governance (Sheehan & Ritchie: 2003). A National Tourism Organization (NTO) is not only responsible for promoting the destination but also to include, guide and encourage the public and private sector stakeholder investments in the development of the product. To work out an integrated brand campaign the values and standards should be carried through from advertising expectations to product experience (Morgan et al: 2003). The partnership with the stakeholders should start already when establishing the core values of a destination and its brand. These values should be “durable, relevant, communicable and hold saliency for both stakeholders and potential tourists” (Morgan et al: 2003). To build a brand with value and salience to both the stakeholders and potential customers, a market research can be done among stakeholders at various level, similar destinations and previous visitors.

A challenge when branding a destination is the many stakeholders, little management control and often underdeveloped identities. Morgan et al. (2003) suggest that two further Ps should be included in the marketing mix: Politics and Paucity. Destination marketers have little control over all the different components at a destination, which can be accommodation, hospitality, attractions, arts, entertainment, culture, heritage and the natural environment. Stakeholders represent all these parts through local and national government and their agencies; environmental groups and agencies; chambers of commerce; trade associations;
civic groups; and the wider private sector as well as regional and local DMOs (Morgan et al: 2003). Sheehan & Ritchie (2003) found in their research that the five most important stakeholders to a DMO was seen to be hotel/ hotel associations, city/ local government, regional/ county government, attractions/ attraction associations and state/ provincial tourism department.

Destination marketers have to reconcile local and regional interests and promote an identity which is acceptable for both the public and the private sector (Morgan et al: 2003). As the public and the private parts of the tourism sector may have different value systems, it is important to confront the culture clash that might appear. Morgan et al. state that: “Successful destination branding is thus about achieving a balance between applying cutting-edge advertising and public relations approaches to a marketing problem and the realpolitik of managing local, regional and national interests”. Building a destination brand is a long-term work and it can take years to establish a brand image, name recognition and develop strong awareness of a destination or a product. The branding process can meet obstacles with political stakeholders as their political agendas might be based on a shorter time support.

Morgan et al (2003) state that it is important to “formulate the destination’s vision through a publicly-driven process based on stakeholders values and consensus rather than through a more private expert-driven process based solely on market forces”. It is important that the stakeholders agree on the final vision statement and that the vision reflects the values of the destination stakeholders while not ignoring the realities and constraints of the marketplace (Morgan et al: 2003)

In the concept of nation branding the biggest problems are most often internal rather than external, and the confusion of what a brand within the travel and tourism industry involves. In worst case this might lead to unwillingness to become involved. It is vital that local stakeholders understand their importance to the tourism as well as understanding how important they are to the tourism. For a country’s tourism industry to develop and maintain a competitive advantage it is important to deliver a quality visitor experience and to do this, it depends on its stakeholders, partners and the distribution network (Morgan et al: 2003). Bornhorst et al (2009) argue that effective relationship management is an imperative for all stakeholders that directly affect tourism at the destination. They mention the danger of DMOs
not managing the relationships within the destination which can lead to impaired resource inputs from both private and public sector and threaten the existence of the organization. Without the buy-in and resources from their stakeholders, functions as marketing and other services are negated. Through their research on DMOs stakeholders, Sheehan & Ritchie (2003) discovered that the most common problem caused by stakeholders was the threat of funding, followed by poor cooperation and communication, threatening to dissolve the DMO, disagreeing with the DMOs promotion methods and lack of interest or understanding of the DMO. The research also showed that the DMOs had been unsuccessful at managing stakeholders when there had been poor communication, when they had changed strategy in response to one or a few stakeholders and when having excluded stakeholders from the DMOs programs or decisions.

The management of stakeholders must be proactive and the creation and development of partnerships have to be emphasized. Communication between the NTO and its stakeholders is critical in the development and maintenance of stakeholder partnerships. This can be done by developing new channels of information and communication, i.e. through the NTOs website, intranet and developing a corporate database. Through collaborative cooperation and joint decision making an NTO can easier resolve problems and manage issues related to the planning and development of a destination and its coordinated promotional strategies and plans.

Bornhorst et al’s (2009) research of tourism success for DMOs and destinations from the stakeholders’ perspective showed what the stakeholders emphasized as success factors for a DMO: 1) supplier relations (community support is also recognized as being secondarily important with respect to internal stakeholder relations); 2) effective management; 3) strategic planning; 4) being focused and objective driven; and 5) the need for proper funding and personnel. This shows how important it is to develop and maintain a good relationship with the destination stakeholders. Further, their research showed that the stakeholders see a relationship between the success of the DMO and the destination. The DMOs have the ability to develop holistic strategies to deal with the many stakeholders involved in the tourism system as well as developing marketing programs to attract visitors to the destination. There can be a chain reaction from the DMOs providing effective services to the community, suppliers and stakeholders, to its ability to gain resources to develop strong marketing
strategies, resulting in increased visitation at the destination. Also, Bornhorst et al (2009) mention that a well run and well managed DMO will attract professional, skilled and respected employees which can create confidence among the stakeholders and improve the DMOs ability to attract secure sources of funding, partnerships and collaboration.
3. Methodology

3.1 Introduction

The following chapter will present the research methods and approaches used when collecting data for the study. First, the research questions and the purpose of the study will be presented. Based on this, the chosen research approach will be explained. The section is followed by an explanation of how the data was collected and the interview method used for the study. To end the chapter, the limitations of the research will be mentioned.

The objective of this chapter is to show the research process and lay the foundation of the following chapters.

3.2 Research questions and purpose

The purpose of this study is to present an exploratory study of how a destination marketing organization creates and builds a strong destination brand and how the stakeholders have been involved in the process. The study is done with a qualitative case study approach. The case study was chosen as the research method to make a detailed and intensive analysis of the research objective, in this case the destination brand of Brazil developed for the international market and its stakeholders.

The intention of the study is to see how a destination marketing organization manages its stakeholders, how it relates to them through the process of the destination branding and how the marketing is facilitated to satisfy their stakeholders.

The rationale of this study is both academic and practical. The aim of the study is to get a deeper understanding of the practical use of the concept “destination branding” and to understand the process of the stakeholder management in destination branding. The acquired knowledge is aimed to be a contribution for destination marketing practitioners and scholars.
The research questions for the study can be defined as following:

- How has Embratur as a Destination Marketing Organization involved the stakeholders in the process of building the brand of Brazil
- How has it facilitated the marketing to satisfy its stakeholders?

3.3 Research Approach

3.3.1 Research Method

Research methods can have either a qualitative or quantitative approach. The terms are used to divide the methods of investigation into those which are concerned with obtaining an understanding of a subject; qualitative, and those which are involved in measuring things; quantitative (Hague & Jackson: 1999). Qualitative research can be referred to as “what, how, when, and where of something - its essence and ambience” (Berg, 2007, p. 3). Bryman (1999) outlined the main steps of qualitative research as:

1. General research questions
2. Selection of relevant site(s) and subjects
3. Collection of relevant data
4. Interpretation of data
5. Conceptual and theoretical work
   - 5a. Tighter specification of the research question(s)
   - 5b. Collection of further data
6. Writing up findings/ conclusions

Qualitative research can be used as an exploratory tool. The researcher can make a small number of interviews to provide the understanding and explanations that can answer the problem (Hague and Jackson: 1999). One strength of qualitative research is that despite the
small number of interviewees the research objects are experienced and skilled practitioners in the subject who can lift the data and the findings.

Since the aim of this study concerns how a destination marketing organization relates to its stakeholders through the destination branding process and to get an in-depth understanding of the situation of this process, qualitative research methods like focus interviews will be done. A qualitative method is central in studies of managerial performance and marketing activities within organizations, hence a qualitative approach seems to be appropriate for this study.

3.3.2 Research design

A research design is a guide in the process of collecting, analyzing and interpreting observations. It deals with what question to study, what data are relevant, what data to collect and how to analyze the results (Yin: 2008).

There are three types of research designs used to meet a research objective: exploratory, descriptive and causal (Churchill: 1999). Exploratory research is often used in case studies and involves the discovery of ideas and insights (Churchill: 1999). Exploratory research design can i.e. be used for the purposes of formulating a problem for a more precise investigation or for developing hypothesis; increasing the analyst’s familiarity with the problem; clarifying problems. Exploratory studies are characterized as flexible and unstructured and can be used in literature searches, experience surveys, focus groups and analysis of selected cases. The sample is small and nonrepresentative and the primary data is qualitative.

Considering the fact that the study is an analysis of a selected case and being based on unstructured interviews of a nonrepresentative sample, the exploratory research design was adopted for the study.

3.3.3 Case study

It has been stated that a case study “entails the detailed and intensive analyses of a single case” (Bryman: 2008). As this study intends to do a deep analysis of the destination branding
The stakeholders' involvement in the process of building and maintaining a destination brand of “Brasil”, related to its stakeholders, the chosen research design is a case study. A case study may in theory be done as both a qualitative and quantitative research, though due to the aim of this study this research will be done in a qualitative way. Besides using available documents and information about the brand “Brasil”, there will be conducted unstructured interviews with skilled practitioners. The interviews will be based upon the literature review in chapter 2 and the available information about the brand itself.

Five components of a research design are especially important to a case study: the study’s questions; its propositions; its unit(s) of analysis; the logic linking the data to the propositions; and the criteria for interpreting the findings (Yin: 2008).

Within the case study research methods there are two different methods to the study: single or multiple cases. Yin (2008) mentions five major reasons for conducting single case studies:

- Critical case in testing a well formulated theory: a single case can, when meeting all the conditions for testing the theory, confirm, challenge or extend the theory
- Extreme or unique cases
- Representative or typical case: it may represent a typical project among many different projects and the learning from the case is supposed to be informative about the experiences for persons or institutions
- Relevatory case: observation and analyze of a phenomenon
- Longitudinal case: studying the same single case at two or more points of time

The study of the destination brand of Brazil can be justified to be studied as a single case as it is a typical case within destination branding and it is unique in its context.

3.4 Data Collection

3.4.1 Primary and Secondary data sources

The sources of data needed to solve a study’s research problem can be classified as primary or secondary data, based on three dimensions: 1) whether the data already exist, 2) the degree to

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which the data has been interpreted by someone, 3) the extent to which the researcher or decision maker understand the reason why the data was collected and assembled.

The most common exploratory qualitative methods to collect primary data include focus-group interviews, in-depth interviews, observations and surveys (Carson et al, 2001).

The primary data for this study were focused interviews with key people of the chosen organization.

Secondary data are data collected by others for other purposes than the study presented. The secondary data collected has been the basis of the theoretical framework of this study. The data have been collected from academic journals, books and web pages. Collecting data from different sources is necessary to gain background knowledge of the subject as well as structuring a frame for the study.

3.4.2 Interview Methods

Interviews are one of the most important sources of information for a case study (Yin: 2008). He suggest that the interviewer should concentrate on two things during the interview: 1) to follow one’s own line of inquiry, as reflected by the case study protocol; and 2) to ask the questions in an unbiased manner that also achieves the needs of one’s line of inquiry.

Interview may be structured, semi-structured or un-structured (Bryman: 2008). For various factors, the semi-structured interview was chosen for this study. First of all, the study has a clear focus which makes the semi-structured interviews a good option to address specific issues. Second, the semi-structured interview is flexible and allows the interviewer to ask follow up questions even though a certain interview guide has been made in front. This gives flexibility to both the interviewer when conducting the interview and the interviewee when replying.
The interviews were conducted through email. Due to time constrains this was found to be the most suitable for both parts. The interviews were sent by email and the author had the possibility to contact the interviewees for further follow-up questions.

3.5 Data Processing

Of the two completed interviews one was written in English and one was written in Portuguese. The interview written in Portuguese was translated to English by the author and both the interviews were rewritten to be complete without including the questions.

The interviews were included in the findings-section to give an answer to the problem statements. The questions in the interviews derived from the theory-section and in this way the answers made a good base for answering the problem statements.

3.6 Research Limitations

3.6.1 Limitations

Through the process of collecting qualitative data there is a possibility of errors. One error that can appear is if the desired interview objects are not available to respond and the interviews are conducted with people with less knowledge on the area. The author’s inexperience in conducting interviews and interpreting the results of interviews can represent a possible error to the study. Difficulties in translating the interviews from Portuguese to English might, due to the author’s basic knowledge of Portuguese, represent an error in analyzing the interviews.

A limitation to this study is that it will only see the stakeholder involvement from point of view of the DMO and the partners involved in the process of building the brand. There might be stakeholders with a different view on the process. Further research can be done that looks at the stakeholder involvement in the branding process from the stakeholders’ point of view.
3.6.2 Validity and reliability

Yin (2008) mentions four tests used to establish the quality of empirical social research and which are also used for case studies: construct validity, internal validity, external validity, and reliability. For this study, the construct validity, the external validity and reliability are relevant.

Construct validity can be problematic in a case study research as subjective measures are used to collect data. To increase construct validity of a case study, one may use three tactics: use multiple sources of evidence, establishing a chain of evidence, and having the draft case study report reviewed by key informants. External validity refers to the problem of knowing whether a study’s findings are generalizable beyond the actual case study. This study does not intend to generalize beyond this specific case. The objective of reliability is to be sure that a measurement at one point in time should produce the same results as a measurement at a new occasion (Yin, 2008). Yin (2008) presents two ways of strengthening the reliability of field research: the use of a case study protocol and the development of a case study database.
4. Findings

4.1 Introduction

Through this chapter the findings of the study will be presented. The findings include background information on the study’s object: the tourist destination Brazil. A summary of the numbers of Brazil as a tourist destination will be given followed by a brief introduction of Embratur, which is a part of the national tourism authority. The Watercolour Plan which is the plan for the marketing of the international tourism in Brazil, will thereafter be introduced. The interviews performed in the study will be presented together with a model of the five phases used when building a destination brand.

4.2 Brazil as a tourist destination

Since 2003 Brazil has experienced a growth in the number of incoming tourists, with the exception of 2006 when the national air company Varig went bankrupt. There was an incredible growth of incoming tourists in 1998 with an increase in the number of tourist arrivals at 69.5%, whereas there was a decrease in arrivals in 2001 and 2002 with respectively – 10.6% and – 20.7%. The number of international arrivals were increasing from 5.017 millions in 2006 to 5.025 in 2007. Brazil’s market share of international tourism arrivals is 3.7%.

Travel & tourism was expected to make up 6.4% of Brazil’s total exports in 2007. The sector was expected to be 3.8% of total government expenditure the same year. Export earnings from international visitors and tourism goods are expected to generate 5.9% of total exports (US$11.5 bn) in 2008. The contribution from Travel &Tourism to Gross Domestic Product is 6.2% (US$88.3 bn) in 2008 and is expected to rise to 6.3% (US$137.2 bn) by 2018.

Of the 5.017 million tourist arrivals in Brazil in 2006, Argentina and USA had the biggest shares with respectively 18.6% and 14.38%. The rest of the “top 10” countries are represented...
by 6 % or less of the total arrivals: Portugal, Italy, Chile, Germany, France, Uruguay, Spain and Paraguay.

4.3 Destination Marketing in Brazil

4.3.1 Embratur

Embratur; Brazilian Tourism Institute, was established on November 18, 1966 as a Brazilian Tourism Enterprise. Since the establishment of the Ministry of Tourism in January 2003, Embratur’s has been responsible for the promotion, marketing and support to trading of destinations, services and Brazilian tourism products in the international market, through the National Tourism Policy. Embratur has developed the “Watercolour Plan” for the international tourism marketing of Brazil. As a part of the Ministry of Tourism, Embratur is a national tourism authority and responsible for management and marketing of tourism at a national level.

4.3.2 The Watercolour Plan

The Watercolour plan is a technical instrument for the international tourism marketing of Brazil. The document is prepared by Chias Marketing on behalf of Embratur and the Ministry of Tourism. The plan has the goals of growth in the national tourism in an ascending, solid and sustainable way, increasing of the number of foreign tourists in the country and consequently expansion of foreign exchange, starting from a planning process that distinguishes the Planning of the Tourist Development from the Planning of Marketing of the Tourism (Watercolour Plan, Embratur).

The preparation of the Watercolour Plan was started in 2004 as a framework of the National Tourism Plan for 2003-2007. The deployment of the plan started in 2005, approaching the selected markets. The Watercolour Plan was divided into three parts: 1) the diagnostic part, 2) the formulation of the marketing strategy, 3) the operational plan. The diagnostic part evaluated the tourist market, the products, the tourists’ opinions, the tourist trade’s opinions and the internal opinions which were important steps to implement the right strategy. Based
on the diagnostic part, the vision, objectives and strategies were chosen. The operational part
drew the lines of performances necessary to carry out the plan following the established
strategies.

The first campaign was launched in 2005 with the slogan “Brazil, those who know it become
fans”. The concept was based on the idea of happiness and took into account that: 86% of the
foreign tourists visiting Brazil expressed their desire to return and 99% affirmed that they
would recommend Brazil to friends and relatives. The objective of the campaign was to
increase the knowledge and desire for Brazil as a destination, manage the image of Brazil and
stimulate to an increase of tourists to the country. The campaign was running from 2005-
2007.

After two years of its implementation the Watercolour Plan was reviewed and has a new
version, the Watercolour Plan 2007-2010. Following this, there will be a monitoring
examining the actions taken, the results achieved and the performance of the implementation
of the plan, according to the targets in 2005.

4.4 The process of building a destination brand

4.4.1 The interviewees and the organizations

The first interview was conducted with Patricia Servilha who works as a partner consultant in
Chias Marketing. Chias Marketing is a private company who was Embratur’s consultancy for
the development, implementation and control of the Brazilian Tourism International
Marketing Plan; the Watercolour Plan. Their responsibility was to develop a plan that
captured the essence of the image that should be perceived by the consumer, the travel trade
and the internal public; conceptualization of what should be transmitted by the brand; briefing
elaboration for the contest that took place at the end of 2004 in partnership with the Brazilian
Association of Graphic Designers to elect the logo and coordination of the contest that elected
the logo.

Chias Marketing was involved in the process from the beginning and four people were
involved. The company was chosen because of their experience and expertise in developing
country brands for the promotion of the tourism industry. In example was the founder of
Chias Marketing, Josep Chias, a guide for Turespaña in the process of developing the Spain-brand. Chias Marketing is still involved in the branding process by monitoring and evaluating the plan implementation for the brand consolidation and operational strategic update.

The second interview was conducted with Kátia Bitencourt. She has worked for Embratur for 17 years and is now the advisor for the Chairman and Manager of the Watercolour Plan. While working on the branding of Brazil she was the International Advertising Manager. Her tasks were reviewing and selection of proposals and, after choosing the winning mark, the coordination and implementation of actions of promotion and communication of the Brazil-mark in the country and in the international market. At the time there was a manager appointed by the Board of Marketing in Embratur dedicated exclusively to the process of elaboration of the international tourism marketing in Brazil and its first result was the creation of Brazil brand.

There are 172 persons working in Embratur, the responsible functions being the President; the Director of Marketing; the Director of Products and Destinations; the Director of International Markets and the management of Administration and Finances.

From the creation of the Ministry of the Tourism, in 2003, Embratur exclusively started to be responsible for the promotion and support the Brazilian commercialization of the destinations and tourist products in the international market, aiming to develop the entrance of foreign currency and visitors, contributing to the economic and social development of the country. Embratur is based 100% on governmental support.

4.4.2 Background for the process of building the destination brand of Brazil

For international promotion Embratur currently works with 269 destinations and tourist products. Moreover, the Ministry of the Tourism, since 2008 conducted a pilot study with 65 Brazilian destinations, considered inducers of tourism, in order to provide them with all the capabilities and infrastructure necessary for the tourism activity.

For definition of the destinations to be promoted in the international market, beyond questions as accessibility and physical infrastructure and of services, the Real Value of each destination or tourist product for promotion is taken in consideration. This value is attributed taking into...
account the following aspects: **POTENTIAL VALUE** (pointing out the capacity of the destination or tourist product to provide a unique experience to the foreign visitor) = *Singularity* (value attributed to a resource or product for the fact of being unique in the world, South America, the country, the region or the state: the more singular/unique, the greater is the capacity to attract tourists of long distance and ampler profile) + **Intrinsic Value** (value attributed to each resource or product, in a comparison that make them stand out within their own category, like beaches, parks, historical centers, cultural manifestations: the more important in its category, the greater is the ability to attract the tourist, compared to other similar attractions. Example: the Brazilian Amazon versus the Bolivian Amazon) + **Identity or Brazilian Character** (value attributed to a resource by the fact of being regional, Brazilian, Latin or international: the more Brazilian, the better it reflects the local way of life and the more it differentiate in the market; the more international, the smaller the differential. Example: Shopping Center x Artesanato de Pernambuco) added to the **CURRENT VALUE** (pointing out the degree of exploitation of the destination or tourist product in the international market) = **Notoriety** (degree of product knowledge in the international tourism scene, both by tourists and operators and the media and opinion. Example: Rio De Janeiro x Serra Verde Imperial) + **Concentration of Offers** (the more activities, the greater is the expense and the longer are the stays at the destination, generating more jobs, income, distribution of wealth and new investments) equals the **REAL VALUE** (states according to the score achieved the capacity of the destination or tourist attraction to promote a unique experience with higher quality for the foreign visitors). In this context the tourist attractive destinations of Brazil are classified in sequence of importance for its real value, as “star” (icons of Brazil), “A” (high current and potential value), “B” (current value and potential medium) and “C” (complementary to excessively).

Until 2005 Brazil did not have registers of the accomplishment of the marketing and tourist promotion of Brazil in the international market. For this reason the Brazilian tourist product, from the point of view of diversity, was still much unknown, which limited its commercialization. The presence of the Brazilian tourist product was restricted practically to the four destinations or tourist products considered to be international icons: Rio de Janeiro, Salvador, Foz de Iguaçu and The Amazon, found in a reduced number of sales points like tourism operators and travel agencies.

*The stakeholders’ involvement in the process of building and maintaining a destination brand*
Analyzing these factors, among others found through research carried through with current and potential foreign tourists, as well as with national and international tourism trade, Embratur started in 2005 a strategy of repositioning Brazil in the international tourist market, presenting a new proposal, in which the country positioned itself as a destination of diversified Nature and differentiated Lifestyle from its competitors. Embratur currently promotes Brazil in 27 countries and that in each one of these countries it is established a specific strategy based on studies and research of the market.

Brazil in general is in the phase of growth in the destination life cycle for the international market. Analysis were made individually for each country, showing that there could be observed different cycles of life for the Brazilian tourist product in each one of them. In Argentina and Portugal, Brazil more is known hence the cycle of life of the product is more mature; in Germany and the United Kingdom, countries in which Brazil not yet is very known the current cycle of life is of growth; while in countries as China and Russia the life cycle is of introduction in the market.

Embratur consider their stakeholders to be all those working in the tourism sector (industry professionals) in public and private initiatives in Brazil and abroad; consumers tourists and representatives of federal agencies in various sectors, civil and service providers for EMBRATUR and the Ministry of Tourism; press and opinion makers in Brazil and abroad; Brazil’s competitors in the international market and Embratur’s suppliers, among others. The relationship to the stakeholders is considered to be very good and take many forms, depending on the profile of each and the tools and appropriate means. Chias Marketing see the stakeholders involvement in the destination branding process as crucial, and mean that without this it won’t work. According to the founder of Chias Marketing, Josep Chias, “People are the market”. Through this they mean that if the ones directly impacted by the results generated from the promotion of the destination are not listened to, the project will fail.

For managing the stakeholders, the Ministry of Tourism and Embratur adopted a participatory management strategy in order to involve stakeholders from the planning process to the implementation of international marketing activities to minimize any negative impact. They conclude that the two institutions in general have been successful in the management and partnerships with the stakeholders. In Chias Marketing’s opinion, the management of the
The stakeholders’ involvement in the process of building and maintaining a destination brand is positive. The stakeholders also seem to be satisfied with the way the destination is introduced in the market.

4.4.3 The process of creating the destination brand

The process is based on the findings from the interviews conducted and the Watercolour Plan, and is supported by the theoretical framework earlier presented.

Phase one: Planning

- To build a destination brand, long term planning is important. Long term planning is crucial for the funding of the branding process, as it may take time to position or reposition a destination brand in the market.

Phase two: Research

- The second phase is an analysis of the current situation of the tourism market as well as doing research among the internal and external stakeholders to find their opinions on the destination’s image and identity in order to find the right positioning for the destination.

Phase three: The formulation of the marketing strategy

- This phase is built upon the results from the analysis in phase two. On the basis of the research the positioning is chosen. The concepts the destination brand wants to emphasize are chosen and a slogan is selected. A logo based on the destination’s identity is designed.

Phase four: The operational plan

- Through the operational plan the operational plan for products define the line of products being promoted internationally. This follows the strategy chosen in phase three
- The operational plan for promotion under which are guidelines for the promotion policies that establish guidelines for promotional activities and its distribution budget and the macro programs of promotion which address different markets, their developments in programs, projects and actions.

Phase five: Launching the brand

The stakeholders’ involvement in the process of building and maintaining a destination brand
- Launching of the brand in line with the strategies determined through the previous phases in the process

**Figur 5 The process of building a destination brand**

<table>
<thead>
<tr>
<th>Planning</th>
<th>• A long-term plan for the branding of the destination</th>
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<tbody>
<tr>
<td>Research</td>
<td>• Analysis of the current situation in the tourism market</td>
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<td>• Opinion of internal and external stakeholders</td>
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<td>• Analysis of the destination's tourism products</td>
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<td>Formulating the marketing strategy</td>
<td>• Choosing the destination's concepts</td>
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<td>The Operational Plan</td>
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<tr>
<td>Launching the Brand</td>
<td>• Launching the brand in the selected markets</td>
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</tbody>
</table>

4.4.4 The stakeholders' involvement in the process of building the destination brand “Brasil”

4.4.4.1 Phase 1 and 2: Planning and research

To build a consistent and sustainable brand, the process of creating a destination brand should start with planning and research. In the case of Brazil, there was conducted researches of tourism in Brazil, the Americas and the world, using the numbers from the 1990s until 2003, aswell as the previews until 2010 and 2020. Following this there was done a research among the stakeholders. In 2004 a plan based on the research conducted among the stakeholders was
developed. The involved parts of the external stakeholders were the 1200 foreign tourists in Brazil and 5000 potential tourists from the most important markets in Europe, America and Asia as well as with foreign tour operators in 18 countries. The knowledge of Brazil and what image they had of Brazil, was measured through three surveys. The main objectives of the research from the actual tourists were to find out more about the tourists’ experiences in Brazil, analysis of new and frequent tourists, their image of Brazil after the visit and which colors and words they thought defined Brazil. From the potential tourists the objectives were to get knowledge of their experiences of international travels, their interest any of the competing countries and to determine their spontaneous image and positioning of Brazil. The objectives of the research from the international trade were to know the image the international trade had of Brazil and what they saw as the main attractive, the definition of the competitors and the current promotion.

From the internal stakeholders 120 representatives from organizations, associations, state secretaries and executives / leaders of public and private initiatives in Brazil were heard. During four days and 15 meetings there was built a consensus of viewpoints of state governments, entrepreneurs and other industry professionals on the tourism product and the image they wanted Brazil to have in the international market. Through the research they also evaluated the existing tourism products.

Chias Marketing was hired as consultant bureau for EMBRATUR to create the destination brand. The bureau has experience in developing destination brands and their methodology consists of three phases: diagnosis, strategy and operational plan. This was also used as a basis for the Watercolour Plan. The main steps through the methodology are the following:

- During the diagnosis, all elements available are used in order to identify the situation of the destination at a very specific moment concerning tourists, their opinion, their profile, the products available, the offer etc.
- During the strategic phase, all the information gathered is used to establish the vision, the positioning and the objectives and goals of a destination, usually for a 10-year period.
- The last phase (operational plan) is regarded to the actions (events, fam trips, promotional campaigns) that should be put into practice in order to achieve the objectives established in the strategy.
4.4.4.1 Phase 3: Formulating the marketing strategy

The marketing strategy was based on the creation of a global message for all markets, represented in three elements (Watercolour Plan 2003-2006):

- The concepts: the arguments and values that influence the decision of potential tourists to travel to the destination
- A permanent message: the slogan that sums up all the arguments and values
- Tourism as a mark of identity and recognition in the markets

The Watercolour Plan states that “the strategy establishes an integrated communication where each and every one of the actions of communication is accompanied by the overall message, which in this way becomes an umbrella for all products offered. This integration strategy also aims to reach all the international communications and promotions to be made by the states, cities and the Brazilian private sector” (own translation).

When choosing how to position a destination it is important to have an understanding of the destination’s image in the tourists’ mind. Through the research among the external stakeholders, the tourists gave their opinion on Brazil’s image. The internal stakeholders discussed the wanted image of Brazil. The results showed that the image of Brazil is the nature and the Brazilian lifestyle, as well as Brazilian culture. Chias Marketing added modernity to the image promoted abroad. Embratur also saw the importance of overcoming the negative stereotypes, aiming to position it as a modern country, with credibility, being happy, young, hospitable, capable to provide quality leisure, new experiences to the visitors, to carry through businesses, events and incentives and being competitive internationally. The positioning aims Brazil to be a tourist destination of diversified nature (climate, the nature, natural patrimonies, the diversity of beaches and its scenes) and differentiated way of life (alive culture: parties, music, art popular, cultural patrimonies), capable to provide to the foreign tourists who visit it, in one trip, the most diverse experiences and sensations.
The identity of Brazil was developed through the internal review meetings. An identity can be seen as a vision for motivating the stakeholders and should guide the focus for the marketing activities of the DMO and the stakeholders. According to Kátia Bitencourt/ Embratur the actors and the representatives of the tourism sector agree to the chosen identity while the “community” has shown a high level of ignorance to the identity of the tourism product in the international market, as well of the role, skills and strategies of Embratur and the Ministry of Tourism. However, Patricia Servilha/ Chias Marketing, believe the identity encapsulates the essence of the destination and its representatives and host community. The chosen identity was found to be joy, Brazilian lifestyle and nature.

A destination’s vision can be described as “an inspirational portrait of an ideal future that the destination hopes to bring about at some defined future” (Goeldner et al. 2000: 445. Cited in Pike: 2004). Brazil as a destination’s vision is “Brazil is the destination leader in South America and one of the leading countries in international tourism”. The stakeholders were involved in the process of developing the vision through the internal opinion survey and the international travel trade survey.

The visual signs of a destination’s position strategy are destination names, slogans and symbols. The chosen name for the destination brand was “Brasil”, written in the Portuguese form.

A slogan is “a short phrase that communicates descriptive or persuasive information about a brand” (Pike: 2004) and must be able to communicate the unique benefits of the destination. Brazil’s slogan was chosen to be “Sensational!”, influenced by the international tourists. The slogan was developed on the background of a qualitative research among actual foreign tourists and the slogan is an expression of the feeling the foreign tourists had after visiting Brazil, building and strengthening a positive image of the destination.

Logos are part of a destination’s sign system and are applied to communicate the destination’s identity to internal and external audiences (Hem& Iversen: 2004). A destination logo is a graphic design used to identify a destination and can be helpful for DMO marketing activities to establish a brand identity that is the relevant before the actual visitor experience. It should also reflect the identity and the wanted image of the destination. When developing a logo, it is important that the core essences of the destination are used as a brief for the designers. When
the logo for the destination brand of Brazil was developed, the stakeholders were involved through the internal review meetings. Also, the actual tourists and the travel trade were involved through the research by being asked what they thought were the colors which most identified Brazil. The logo had to transmit the green color from the forest, the yellow from the sun, the light and the beaches, the blue from the heaven and the waters, the red from the popular parties and the white from the clothes and the religion. The logo was eventually chosen through a design competition arranged by ADG - Associação de Design Gráfico do Brasil, and the proposal of Kiko Farkas won the competition. Since the logo was created, every promotion had to be established according to the vision that the logo transmitted. Patricia Servilha/ Chias Marketing sees the stakeholders’ involvement in developing the logo as crucial for the conceptualization and briefing of the logo and they believe that Brazil’s new logo has initiated a whole new cycle in the Brazilian tourism branding.

Figur 6 The logo for the destination brand of Brazil

Chias Marketing suggested that Brazil should be positioned between lifestyle and nature, also considering historical heritage and popular culture. Compared to its competitors Brazil has positioned itself as a destination of diversified nature and differentiated lifestyle. The strategy of repositioning the destination was made on the background of the conducted research among the stakeholders. The analysis of Brazil’s image internationally as well as the image of the potential tourists led to the establishment of a competitive positioning strategy.
emphasizing the two factors that were already existing in the tourism product: the natural patrimony and the lifestyle, two factors that summarized the values of the Brazilian people’s living culture.

The destination’s concepts were chosen according to the desired position and on the basis of the words the actual and potential tourists, as well as the trade and tourism sector, had chosen as the words describing Brazil the best. The five concepts are:

*Nature*: the biggest biodiversity of the planet

*Live culture*: see, feel, eat, dance, listen, party

*People*: faith, hope, hospitality and joy

*Weather*: sun, breeze and fresh water all year long

*Modernity*: youth and modernity in a country of contrasts.

### 4.4.4.3 Phase 4 and 5: The operational plan and launching the brand

The operational plan in the Watercolour Plan was divided in two parts:

- The operational plan for products which defines the line of products being promoted internationally and follows the strategy chosen in phase three

- The operational plan for promotion under which are guidelines for the promotion policies that establish guidelines for promotional activities and its distribution budget and the macro programs of promotion which address different markets, their developments in programs, projects and actions.

*The operational plan for products:*

The line of products follows the strategies established in phase three, the key aspects being the grid products, the ranking of the products and the concepts. The development of the grid products and the definition of the targeted markets, both for large segments and specialized
products, were motivated by the market analysis where the stakeholders were involved through a research among potential tourists in 18 countries. The grid products are sun & beach, ecotourism, culture, sports and business & events. The concepts can be seen as “the manifestation of general arguments to attract tourists from all markets to Brazil” (Watercolour Plan 2003-2006, own translation). The concepts, or “the Decalogue” as it is called in the Watercolour Plan, are the central elements in the formulation of the overall message of the promotion. The concepts were based on the analysis of current products, the analysis of the image, the position of Brazil and its main competitors. The technical analysis of the tourist products were based on the degree of exploitation by the actual tourists and evaluated the products’ real and potential value.

The operational plan for promotion:

The segmentation of the market was done based on the research among the potential tourists. The segments chosen were:

- USA and Canada
- Neighbouring countries (Argentina, Uruguay, Paraguay, Chile, Bolivia)
- Other countries in America (Peru, Venezuela, Colombia, Mexico)
- Northern Europe (Sweden, Germany, Holland, Switzerland, UK)
- Southern Europe (France, Spain, Italy)
- Portugal
- Asia (China, Korea, Japan)

Through the operational plan for promotion, three different targets for the marketing strategies were suggested, being the press, the consumer and the travel trade. For the consumer, Embratur uses distribution channels (tour operator and travel agencies), advertising campaigns, events, direct marketing (via newsletters), PR, Internet. For the travel trade, there are events (organized or supported by Embratur), fam trips, advertising campaigns in the specialized media, direct marketing, PR and Internet. For the press: press trips and assistance by a PR agency. Through the branding process of Brazil, the channels of information and
The stakeholders’ involvement in the process of building and maintaining a destination brand communication were facilitated to better collaborate with the stakeholders via “brasilnetwork.tur.br” and newsletters.

<table>
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<tr>
<th>PROMOTION TOOLS</th>
<th>PRESS</th>
<th>TRADE</th>
<th>CONSUMER</th>
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<td>Tourism offices and Discover Brazil committees</td>
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<td>International tourism fairs</td>
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<td>International business fairs</td>
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<td>Promotional events</td>
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<td>Events and promotional actions for the final public</td>
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<td>Funding and promotion of events</td>
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<td>Distance training for travel agents</td>
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<td>Sales seminars</td>
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<td>Public campaigns</td>
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<td>Monitor Brazil</td>
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<td>Press trips</td>
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<td>Special projects</td>
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Figur 7 Promotion tools. Source: Embratur
In 2006 EMBRANTUR began using tools of PR in the international market, aiming to consolidate and extend the concept Brazil and the Brazilian tourism abroad. This work aims to build a close relationship and credibility with the media, identify and break down barriers with opinion leaders to articulate the continued presence in the media through actions for positioning and advertisement, in addition to acting as a source of qualified and reliable information. It also provides identification and quick responses to crises of image as well as opportunities from the implementation of a proactive effort to disseminate consistent, accurate information to the international press. Both EMBRANTUR and Chias Marketing consider PR as goodwill for the stakeholders.

The marketing of the destination has to balance the interests of the stakeholders with the long-term environmental interests of the destinations and meet the demand and the expectations of the customer. According to Patricia Servilha/ Chias Marketing, the marketing of the destination has provided long-term benefits for the stakeholders as the Brazilian states benefit from the positive economic and social impact (jobs and income) caused by the increase in tourism demand and the travel trade has more business. Embratur helps fund marketing campaigns for stakeholders through partnerships with nonprofit public initiatives and private transfers funds to invest in marketing activities and communications, including marketing campaigns, aimed at boosting international tourism in Brazil, increasing the number of foreign tourists in the country and therefore expansion of foreign exchange.

The stakeholders were involved in the decision making for the marketing strategies through the internal opinion survey, which was considered for the development of the Watercolour Plan. The internal opinion is also used to ensure the stakeholders’ satisfaction, and to ensure future satisfaction. In addition Embratur is present at trade shows, has PR actions, arranges workshops, fam tours, press trips and training. To involve the stakeholders in the process of making marketing strategies they are listened to on a yearly basis. The internal stakeholders were also heard for the update of the Watercolour Plan in 2009 and have through this been involved in developing future marketing strategies. There are regular meetings with representatives of the public and private initiatives in the tourism sector in order to continuously monitor and discuss the strategies and results achieved. There has been developed a macro program in the Watercolour Plan – Fase II (2007/2010), to serve as a guide for the Brazilian states to promote themselves coherently. This program has though not been totally implemented.

The stakeholders’ involvement in the process of building and maintaining a destination brand
4.4.5 Challenges in managing the stakeholders

Due to the many stakeholders involved in the process of building a destination brand, DMOs can meet various challenges in managing their stakeholders.

As the work of Embratur depends on the budget of the Federal Government, in some instances there is a need to adjust the planning of this reality to circumvent potential problems. Embratur try to circumvent any problems regarding stakeholders by directing them on the basis of the strategies of the Watercolour Plan on how best to achieve the promotion of Brazil internationally in order to consolidate a single image of the country to avoid dissonance in communication and international marketing.

Patricia Servilha/ Chias Marketing means the stakeholders are satisfied with the way the destination is marketed, though, since the Brazilian tourism industry has been growing fast, there is still a lot to be done, which may at times generate dissatisfaction among the stakeholders. Another issue is that the budget is limited, which may lead to the prioritized usage of the resources. To ensure the stakeholders’ satisfaction, and to ensure future satisfaction, they have an internal opinion survey, in addition to participation on trade shows, PR actions, workshops, famtours, press trips and training. To involve the stakeholders in the process of making marketing strategies they are listened to on a yearly basis.

Most actors within tourism agree to the identity of the destination, but in what refers to as "community", Kátia Bitencourt/ Embratur says there is still a high level of ignorance not only about the identity of the tourism product in the international market, but also about the role played by the Ministry of Tourism and Embratur since 2003, and the skills and strategies of each of these institutions. This despite the fact that Embratur since 2005 has done extensive work for the dissemination of the Watercolour Plan through the media, seminars, lectures and other events in Brazil. Chias Marketing rest assure that they recommended the best “identity” when seeing the actual results, though there will always be some parts that disagree, for reasons varying from political to esthetical.
Patricia Servilha/ Chias Marketing means the involvement of the stakeholders in the branding process could have been better if there was more technical understanding on branding among them. She means there is too little continuity in tourism and this process causes too many breakouts in the development of tourism. Another challenge Chias Marketing have experienced concerning the stakeholders is the difficulty in cooperation as answering surveys is time consuming. They have though worked with the information available and have found the results satisfying.

The stakeholders have given all kinds of feedback have been given, through different ways: from complaints and compliments given directly to the president of Embratur, to satisfied or criticizing news. On the question of how the collaboration between the stakeholders has been and if it has led to any benefits, like new opportunities, innovative solutions and higher level of effectiveness, Kátia Bitencourt answers that there has been an exchange of information and experiences as well as search data and other information that may help guide the work of Embratur aiming to achieve a better level of efficiency, effectiveness and efficiency. Embratur takes care to show the communities the benefits of choosing the region as a tourist destination through the dissemination of strategies for the international promotion of Brazil as a tourist destination and dissemination of results, using various channels such as publications, press, meetings, seminars, presentations and other events, the Internet, and advertising campaigns.
5. Conclusion

5.1 Introduction

The aim of this chapter is to present the findings and results of this thesis. First a brief background to the study will be presented, as well as the objectives of the study and the methodology used through the study. Following this there will be a section discussing the results of the study: the stakeholders’ involvement in the process of building a destination brand. The chapter will end with a section where implication for practitioners and suggestions for future research within the field is presented.

5.2 Background

The tourism industry is considered to be one of the largest and fastest growing industries in the world. Globalization, the increased number of travelers and the increased buying power have increased the competition between the destinations and the destinations have become more substitutable. The role of the destination marketing organizations (DMOs) and the marketing of the destinations have therefore become a critical issue for the destinations’ competitiveness. There is now an agreement among professionals that destinations can be branded similarly as products and the branding of destinations is getting more attention.

This study has evolved around the topic of how a destination marketing organization (DMO) creates and builds a strong destination brand and how the stakeholders have been involved in the process. The intention of the study was to see how a destination marketing organization manages its stakeholders, how it relates to them through the process of the destination branding and how the marketing is facilitated to satisfy their stakeholders.

The study was done in a qualitative research method, collecting information through focus interviews with key persons from the branding process of the destination brand “Brasil”. The interviews were conducted with representatives from the Brazilian Tourism Institute Embratur and their consultants in the branding process; Chias Marketing. The purpose of the study has
not been to generalize the answers but to get an understanding of the issues and analyze the process of building the “Brasil”-brand related to the existing literature and research.

5.3 The stakeholders' involvement in the process of building a destination brand

The interviews showed a process of building a brand which was supported by the theory in chapter two. As the purpose of this study was to find out how the stakeholders were involved in this process this aspect will be the emphasized when summarizing the suggested process:

The first phase in the process of building a destination brand is the planning phase. In this phase long-term planning and funding is important to achieve the desired results.

The second phase is the research phase which starts with a research of the current situation in the tourism market. In this phase the stakeholders are highly involved in the process of finding the right positioning for the destination. Through research the external stakeholders are involved by bringing their view on the destination’s image and identity. The external stakeholders include current and potential tourists and the international tourism trade. The opinion of the internal stakeholders can be found through research and meetings in order to find the desired image and identity. The internal stakeholders include representatives from organizations, associations, the government, and industry professionals from public and private initiatives.

The third phase is based on the findings in the second phase and formulates the marketing strategy. The visual signs of the positioning; the logo and the slogan, are selected. The positioning is selected on the base of the findings from the research in the second phase where the stakeholders have given their view on the identity and image, from which the logo and the slogan should derive.

The fourth phase is the operational plan in which the operational plans for products and promotion are developed. Through the operational plan for products the destination wants to focus on, chosen, based on the destinations attributes and the research among the stakeholders. The operational plan for promotion includes a segmentation of the market based on the research among the potential tourists. The promotion strategies are hence developed to
suit the right segments. Three targets for the marketing strategies can be suggested, being the press, the consumer and the travel trade. To improve the collaboration with and among the stakeholders websites and travel trade newsletters can be developed.

The fifth phase is launching the brand, according to the strategies chosen in phase four.

The process shows that the stakeholders are mostly involved through the research in phase two. This is, though, a very important phase in the process of building a destination brand as it makes the background for the upcoming actions. The results of the researches are used to choose the destination's image and identity which are further used in making the strategies for promotion.

5.4 The case of Brazil

Through the interviews it was discovered that the involvement of the stakeholders during the process of building the destination brand “Brasil” was emphasized through the hired consultant bureau Chias Marketing’s methodology. The methodology was used to make the Watercolour Plan for the international marketing of tourism in Brazil, on which the previously summed up phases of building a destination brand are based. The interviews also showed that the co-operation between Embratur and Chias Marketing had been good and that they had agreed on involving the stakeholders to a high degree.

For managing the stakeholders, the Ministry of Tourism and Embratur adopted a participatory management strategy in order to involve stakeholders from the planning process to the implementation of international marketing activities to minimize any negative impact.

Embratur involved the external stakeholders through researches from 1200 foreign tourists in Brazil and 5000 potential tourists from the most important markets in Europe, America and Asia as well as with foreign tour operators in 18 countries. From the internal stakeholders 120 representatives from organizations, associations, state secretaries and executives / leaders of public and private initiatives in Brazil were heard. Challenges they met with the stakeholders through the branding process were related to the fast- growing tourist business and a limited budget. Another challenge has been related to ignorance from the community as well as little technical understanding on branding. To respond to the challenges they try to show the
communities the benefits of tourism through dissemination of the promotion strategies and results by using channels as publications, press, meetings, seminars, presentations and other events, the Internet, and advertising campaigns. An internal survey is also used to ensure the stakeholders’ satisfaction and future satisfaction. Despite the challenges they have met through the branding process they mean the stakeholders are satisfied with the way the destination is marketed.

To facilitate the marketing to satisfy the stakeholder, the opinions from the internal survey is used as a base for the marketing strategies. The participatory management theory Embratur has implemented work to satisfy the stakeholders when involving them in all phases throughout the branding process and in this way letting them take a part of the development of the marketing strategies. This was done both through the Watercolour Plan 2003-2006 and for developing the future strategies in the Watercolour Plan 2007-2010. Through the different targets for the marketing strategies; the press, the consumer and the travel trade, there are used various channels for marketing aiming to satisfy stakeholders at different levels. Examples of channels are advertising campaigns, events, PR, internet, fam trips and press trips.

Embratur also helps fund marketing campaigns for stakeholders through partnerships with nonprofit public initiatives and private transfer funds. When done correctly, the marketing of the destination should provide long-term benefits for the stakeholders as the destination benefits from the positive economic and social impact, like jobs and income, caused by the increase in tourism demand and the travel trade.
5.5 Implications for the practitioners

An aim of this study was to get a deeper understanding of the practical use of the concept “destination branding” and to understand the process of the stakeholder management in destination branding. It is hoped that the study will give a better knowledge for practitioners on how to involve the destination’s stakeholders in the process of building a destination brand and also to give an understanding on challenges that might appear through the process and how to manage them.

5.6 Implications for further research

As the topic of building destination brands is relatively new more studies in the field are welcome. This study looked at the stakeholders involvement in the process of building a destination brand from the DMO’s and their partner’s point of view. Further research on the stakeholders’ involvement in the process seen from the stakeholders’ point of view is recommended.
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7. Appendices

The appendices contain the interview frameworks for the conducted interviews. Most questions are similar but there have been added some extra questions for Chias Marketing, hence added both interview frameworks.

7.1 Appendix 1: Interview framework

The stakeholders’ involvement in the process of building and maintaining a destination brand

Through the literature review we could see that the stakeholders are involved in most levels of the marketing of a destination and in the building of a destination brand. How has Embratur as a Destination Marketing Organization involved the stakeholders in the process of building the brand of Brazil, and how has Embratur facilitated the marketing to satisfy its stakeholders?

The Organization

1) How many people are working in the organization?
2) What are the DMO’s main responsibilities?
3) How is the organization structured?
4) Do you have responsibility for regional and local DMOs?
5) What are the organization’s vision, values, mission, goals and objectives?
6) Is the funding based on a Public- Private Partnership (PPP)? To what extent is EMBRATUR depending on governmental funding and to what extent private funding?
Destinations

7) How many destinations is Brazil considered to have?
8) How are the destinations defined? (geographical boundaries, mix of elements)

Marketing

9) What is the DMO’s marketing mix (product, place, promotion and price)?
10) Where is Brazil considered to be in the destination lifecycle?
11) What is considered to be the image of Brazil?
12) Is the marketing of the destination and the marketing of the individual suppliers at the destination interrelated? Do you cooperate?
13) Does the destination have the competitive and comparative advantages necessary?
14) Do Embratur have a quality system to monitor service at the destinations?
15) What kind of marketing do Embratur use? (distribution channels, above- and below the line marketing, direct marketing, PR, internet etc)
16) How much does publicity mean in regards to destination brand building?
17) If using PR; do you consider this goodwill for the stakeholders?
18) To what extent is Embratur depending on the stakeholders’ funding to run marketing campaigns?
19) To what extent and in which way, do Embratur involve the stakeholders in the decision making about the marketing?
20) Have the stakeholders been, and are they still, involved in the process of making marketing strategies?
21) Are the stakeholders satisfied with the way the destination is marketed?
22) How does Embratur work to ensure that the stakeholders are satisfied and how do they work to ensure future satisfaction in the marketing process?
The stakeholders’ involvement in the process of building and maintaining a destination brand

Branding

23) What is, according to you, the destination’s identity?
24) Have the stakeholders been involved in the process of developing the identity for the destination? If so, in which way, and from which level were the stakeholders?
25) Have you experienced anything negative in the process of developing a brand identity? Have there been stakeholders not agreeing on the chosen identity?
26) Do you feel the chosen identity encapsulates the essence of the destination and its representatives and host community?
27) Does the destination have a slogan? Who influenced the choice of slogan and can you explain the process of developing the slogan?
28) What does your slogan say about the destination?
29) How important do you consider the destination’s logo to be in the branding process and in the marketing?
30) Were the stakeholders involved in the process of making the logo? If so, in which way?
31) What are your views on positioning? Both inwards (towards the local community) and outwards (towards competitors)?
32) Is Embratur working according to a certain model or theoretical framework in the branding process?
33) Have the destination’s vision been formulated based on the stakeholders values, and if so, how was the process?

Stakeholders

34) Who do Embratur consider as key stakeholders?
35) How is the relationship to the stakeholders?
36) How is the collaboration among the key stakeholders? Has it resulted in advantages (i.e. new opportunities, innovative solutions or greater level of effectiveness)?
37) To which degree do Embratur communicate their purpose of being and the advantages tourism can bring to the communities? How do they do this?
38) To which degree do Embratur coordinate the tourism industry at the different destinations? How is this done?

39) Do the marketing of the destination balance the interests of the stakeholders with the long-term environmental interests of the destinations and meet the demand and the expectations of the customer?

40) Do the marketing of the destination provide long-term benefits for the stakeholders? In which way?

41) Have you experienced any problems concerning the stakeholders? (i.e. threats of funding, poor cooperation, disagreeing on the promotion methods etc) If so, how did the organization manage it?

42) Have you experienced that the organization has been unsuccessful in managing the stakeholders at any point of time? If so, in which way, and what was the consequences? (i.e. bad communication, changing of strategy, exclusion of stakeholders etc)

43) Have the channels of information and communication been facilitated to better collaborate with the stakeholders? (i.e. website, intranet, corporate databases)

7.2 Appendix 2: Interview framework, Chias Marketing

The stakeholders’ involvement in the process of building and maintaining a destination brand

Through the litterature review we could see that the stakeholders are involved in most levels of the marketing of a destination and in the building of a destination brand. How has Embratur as a Destination Marketing Organization (DMO) involved the stakeholders in the process of building the brand of Brazil, and how has Embratur facilitated the marketing to satisfy its stakeholders?
• “The branding process” as written in the questions below refers to the process of building the destination brand “Brasil”.

Details about the interviewee:

• What is your name?
• What is the name of the organization and what is your position?
• For how long have you worked in the organization?
• What kind of position did you have when working on the “Brasil”-brand?
• What were your tasks in the branding process?
• For how long have the branding process lasted?

The Organization

How was your organization involved in the branding process?

1) What were your organization’s main responsibilities in the branding process?
2) How many people are working in the organization?
3) How many people from your organization were involved in the branding process?
4) What is your organization’s role in relation to Embratur?
5) Was your organization involved in the branding process from the beginning? If not, at what stage did you enter the process?
6) Is your organization still involved in the branding process? If so, in which way?
7) Does your organization have any responsibilities of the marketing of the destination brand “Brasil”? In which way?
8) Is your organization private or public?
9) Why was your organization chosen to build the destination brand “Brasil”?
10) Was the branding process done only by your organization or were more organizations involved? If so; which others?
11) What are the organization’s vision, values, mission, goals and objectives?
Destinations

12) How many destinations is Brazil considered to have?
13) How are the destinations defined? (geographical boundaries, mix of elements)

Marketing

(the questions where “your organization or Embratur” is written, depends on the answer of question nr 8 regarding responsibility of the marketing)

14) How did you relate to the DMO’s marketing mix (product, place, promotion and price) in the branding process?
15) Where is Brazil considered to be in the destination lifecycle?
16) What is considered to be the image of Brazil?
17) Is the marketing of the destination and the marketing of the individual suppliers at the destination interrelated? Do you cooperate?
18) What are considered to be the destination’s competitive and comparative advantages?
19) Does the destination (Brazil) have the competitive and comparative advantages necessary?
20) Do Embratur have a quality system to monitor service at the destinations? (to ensure that the consistency between tourists’ expectations and the actual quality of the service at the destination)
21) What kind of marketing does your organization or Embratur use? (distribution channels, above- and below the line marketing, direct marketing, PR, internet etc)
22) Are the stakeholders involved in the decision making about which kind of marketing should be used? If so, how and to which extent?

23) How much does publicity mean in regards to destination brand building?
24) If using PR; do you consider this goodwill for the stakeholders?
25) To what extent is Embratur depending on the stakeholders’ funding to run marketing campaigns?
26) To what extent and in which way, do your organization or Embratur involve the stakeholders in the decision making about the marketing?

The stakeholders’ involvement in the process of building and maintaining a destination brand
27) Have the stakeholders been, and are they still, involved in the process of making marketing strategies?

28) Are the stakeholders satisfied with the way the destination is marketed?

29) How does your organization or Embratur work to ensure that the stakeholders are satisfied and how do they work to ensure future satisfaction in the marketing process?

**Branding**

30) What is, according to you, the destination’s identity?

31) Have the stakeholders been involved in the process of developing the identity for the destination? If so, in which way, and from which level were the stakeholders?

32) Have you experienced anything negative in the process of developing a brand identity? Have there been stakeholders not agreeing on the chosen identity?

33) Do you feel the chosen identity encapsulates the essence of the destination and its representatives and host community?

34) What is the destination’s image?

35) Does the destination have a slogan? Who influenced the choice of slogan and can you explain the process of developing the slogan?

36) What does your slogan say about the destination?

37) How important do you consider the destination’s logo to be in the branding process and in the marketing?

38) Were the stakeholders involved in the process of making the logo? If so, in which way?

39) What are your views on positioning? Both inwards (towards the local community) and outwards (towards competitors)?

40) Is your organization or Embratur working according to a certain model or theoretical framework in the branding process?

41) What is the destination’s vision?

42) Have the destination’s vision been formulated based on the stakeholders values, and if so, how was the process?

**Stakeholders**

*The stakeholders’ involvement in the process of building and maintaining a destination brand*
43) What is your organization’s view on stakeholder involvement in a destination branding process?

44) Who are considered to be the key stakeholders in the branding process?

45) How has the relationship been between your organization and the stakeholders through the branding process?

46) To which degree and in which way, were the stakeholders involved in the branding process?

47) How is the collaboration among the key stakeholders? Has it resulted in advantages (i.e. new opportunities, innovative solutions or greater level of effectiveness)?

48) To which degree do Embratur communicate their purpose of being and the advantages tourism can bring to the communities? How do they do this?

49) To which degree do Embratur coordinate the tourism industry at the different destinations? How is this done?

50) Do the marketing of the destination balance the interests of the stakeholders with the long-term environmental interests of the destinations and meet the demand and the expectations of the customer?

51) Do the marketing of the destination provide long-term benefits for the stakeholders? In which way?

52) Have you experienced any problems concerning the stakeholders? (i.e. threats of funding, poor cooperation, disagreeing on the promotion methods etc) If so, how did the organization manage it?

53) Have you experienced that the organization has been unsuccessful in managing the stakeholders at any point of time? If so, in which way, and what was the consequences? (i.e. bad communication, changing of strategy, exclusion of stakeholders etc)

54) Have the channels of information and communication been facilitated to better collaborate with the stakeholders? (i.e. website, intranet, corporate databases)

55) Have the stakeholders given any positive or negative feedback on the information and communication? If so, what kinds of feedback have been given?

56) Do you feel that your organization and Embratur had the same view on stakeholder involvement in the branding process? If no; what kind of disagreement appeared, how were they solved and what were the results?

57) Are you satisfied with the involvement of the stakeholders in the branding process?

58) Is your organization satisfied with the overall results of the branding process? In which way are you satisfied or dissatisfied?