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DESTINATION BRAND POSITIONING SLOGANS – TOWARDS THE DEVELOPMENT OF A SET OF ACCOUNTABILITY CRITERIA

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Abstract

A significant gap in the tourism and travel literature exists in the area of tourism destination branding. While interest in applications of brand theory to practise in tourism is increasing, there is a paucity of published research in the literature to guide destination marketing organisations (DMOs). In particular there have been few reported analyses of destination brand positioning slogans, which represent the interface between brand identity and brand image. Brand positioning is an inherently complex process, exacerbated for DMOs by the politics of decision making. DMOs must somehow capture the essence of a multi-attributed destination community in a succinct and focused positioning slogan, in a way that is both meaningful to the target audience and effectively differentiates the destination from the myriad of competitors offering the same features. Based on a review of the brand positioning literature and an examination of destination slogans used in the USA, Australia and New Zealand, the paper proposes a set of slogan criteria by which a DMO's marketing manager, political appointees and advertising agency could be held accountable to stakeholders.

Key words: destination branding, positioning, slogans, destination marketing organisations

INTRODUCTION

The topic of branding first appeared in the marketing literature fifty years ago (see Banks 1950, Gardner & Levy 1955). However, most of the literature on brand theory and practise has only been published since 1991 (see for example Aaker 1991, 1996, McEnally & de Chernatony 1999, Urde 1999, Aaker & Joachimsthaler 2000, Keller 1993, 2003, Morgan 2003). While works such as these provide a valuable resource for consumer goods marketers, the topic of tourism destination branding did not appear in the literature until the late 1990s (see Gnoth 1998, Ritchie & Ritchie 1998). The paucity of research is a significant gap in the tourism literature, particularly given assertions that the future of marketing will be a "battle of brands, a competition for brand dominance" (see Aaker 1991 p. ix; de Chernatony 1993, p. 173), and that in the travel industry destinations are emerging as the biggest brands (Morgan, Pritchard & Pride, 2002).

The most commonly cited definitions of brands are from the supply perspective, and are usually variations of the following:

> *A brand is a distinguishing name and/or symbol (such as a logo,*
> *trademark, or package design) intended to identify the goods or*
> *services of either one seller or a group of sellers, and to differentiate*
> *those goods from those of competitors* (Aaker, 1991, p. 7).

However, it is important to recognise that such public symbols are part of a broader brand construct, which also includes a demand-side perspective. Aaker (1996) conceptualised a brand as consisting of a brand identity and a brand image. On the

supply side, brand identity represents the aspired self image. This has an internal focus, and is used to guide and motivate those within an organisation by articulating the brand's vision, values, and essence or personality. On the demand side, brand image is the actual image held in the minds of consumers. Since destination brand image may or may not bear any resemblance to that intended in the brand identity, positioning represents the interface between these demand and supply side perspectives.

Today's consumers have increasing product choice but less decision time than ever before in our history. Consequently, a brand that can help simplify decision making, reduce risks associated with purchase, create expectations about benefits, and deliver the promise will be invaluable (Keller, 2003). Branding should underpin all marketing planning (Aaker, 1991), and the purpose of all marketing communication should be to enhance brand equity in the minds of the target audience.

The purpose of positioning is to establish a distinctive place for the brand in the minds of the target segment (Trout & Ries, 1979). A number of literature reviews on memory structure have found the most commonly accepted conceptualisation has been by a spreading action (see for example Keller 1993, Cossens 1994, Cai 2002). This has been referred to as the associative network memory model, which sees memory as consisting as nodes and links (see Anderson, 1983). A node represents information that is stored about a concept, and is networked by links to other nodes. Activation between nodes can occur either through the action of processing external information or when information is retrieved from memory. When a node concept is recalled, the strength of association determines the range of other nodes that will be

activated from memory. A destination brand represents a potential node, to which associations with other node concepts are connected. Brand associations are anything linked in memory to a brand (Aaker, 1991). Positioning theory (see for example Ries, 1996) suggests that to cut through the clutter of marketing communication messages from competing and substitute products, to reach the minds of busy consumers, requires a succinct message focusing on reinforcing one or a few brand associations. The challenge is not to achieve general awareness, but to be remembered for the reasons intended (Aaker, 1996).

Market positioning usually includes a brand name, symbols such as a logo, and a slogan. The latter is a short phrase that communicates either descriptive or persuasive information about the brand (Keller, 2003). It could be argued slogans will be limited in what they can achieve, since they are but one component of a wider destination promotion strategy. Slogans are commonly used by destinations, which is surely an indication they are considered important. If slogans are important, why then has there been so little academic attention in the tourism literature? Since the 1990s there have been a number of academic/practitioner case study collaborations on destination brand development published (see for example Curtis 2001, Hall 1999, Pride 2002, Crockett & Wood 1999, Morgan, Pritchard & Piggott 2002). However, to date there has been little discussion on brand positioning slogans, to guide destination marketing organisations (DMOs).

Representative of a both a 'group of sellers', as indicated in Aaker's (1991) brand definition, and a host community, all DMOs face a number of constraints and challenges that add to the already complex process of product branding. There are

three primary challenges faced by DMOs in designing destination positioning themes. First, destinations are multi-attributed entities, containing an often eclectic range of features, including commercial businesses, natural attractions and the host population. Somehow, a succinct positioning theme must be developed that encapsulates the community's sense of place, as well as the tourism industry's view of the visitor experience, into a message that will be meaningful to travellers. The DMO has no direct control over the individual components of the destination community, and therefore no role in the actual delivery of the brand promise. Second, DMOs operate in a multitude of markets of interest to members of the local tourism industry and travel intermediaries. These consumer travel markets are heterogenous and dynamic, and one positioning theme may not be meaningful over time, to each of the multiplicity of market segments of interest. Third, DMO decision making takes place within a political context. DMOs are increasingly governed by public-private partnerships (PPPs), and face considerable political pressure in decision making, at various levels. Therefore it cannot be assumed that all destination positioning is developed through a process grounded in some holistic, theoretical and systematic foundation.

It has been argued that destination promotion has seen few creative ideas, with most campaigns failing to achieve anything more than ephemeral indifference (Gold & Ward, 1994). In other words, they are likely to be short lived, and not effectively differentiate. The difficulty faced by DMOs in attempting to promote difference and avoiding hyperbole was recognised by Dann (2000, p. 65):

Undoubtedly the greatest problem of all though, is the perennial and unresolved question of constructing a message that is both credible and responsible. If difference is to be projected in order both to satisfy growing demand for novelty and to eliminate old and emerging rivals, is there not a tremendous danger of cherry-picking reality to the point where it becomes unreal, of degenerating into hyperbole and of irresponsibility portraying a destination and its people without taking their self-image or the true motives of tourists into full consideration?

Similarly, Pearce (1988, p. 168) proposed there can be much commonality in promotional descriptions of destinations: "There is an international language of tourism advertising which promotes similar sorts of images for widely different destinations". What would be helpful for stakeholders in progressing the development of effective destination slogans is a generally accepted set of global standards against which a DMO's marketing manager, advertising agencies and political appointees could be held accountable.

DESTINATION SLOGAN CRITERIA

While there are few guidelines in the marketing literature for empirically testing brand slogans (Supphellen & Nygaardsvik, 2002), there is a wealth of brand positioning literature (see for example Aaker 1996, Aaker & Joachimsthaler 2000, Aaker & Shansby 1982, Chacko 1997, DiMingo 1988, Hooley, Saunders & Piercy 2004, Keller 2003, Lovelock 1991, Porter 1980, Ries 1996, Ries & Ries 1998, Ries & Trout 1986, Trout & Rivkin 1995, Wind & Robinson 1972, Wind 1980), which can be used to guide slogan development. However, while there have been a number of positioning

typologies proposed in the marketing literature, few have been empirically tested (Blankson & Kalafatis, 2004). Based on a review of the positioning literature and an examination of DMO slogans world wide, it is suggested DMOs should be able to address six questions from stakeholders about the slogan rationale:

1. What is the slogan's value proposition?

It is fundamental in positioning theory that a value proposition is communicated. To investigate how destinations are currently being positioned through slogans, an exploratory content analysis of worldwide DMO slogans was undertaken. A mix of slogans at national, regional and local levels, from different parts of the world, was obtained by examining slogans used during 2003 by all national tourism offices (NTOs), USA and Australian state tourism offices (STOs), and regional tourism organisations (RTOs) in England, Australia and New Zealand. The approach used was to record the slogan shown on the home page of each DMO's consumer web site. The rationale for this process was the assumption that since the basic tenet of integrated marketing communications dictates a consistency of message across different media (Clow & Baack, 2004), the slogan used on a destination's consumer home page would represent the desired position of the destination brand. This provided a total of 244 slogans, which, due to space limitations, have been tabled separately in a text (see Pike, 2004).

An exploratory analysis of the proposition content of the NTO, STO and RTO slogans was undertaken by categorising the key terms used in each slogan. In only a few cases was a value proposition not evident, such as in 'Utah!' in the USA and 'The Coromandel' in New Zealand. The classification criteria recommended by Guba

(1978) was adopted, where categories should feature internal homogeneity and external heterogeneity. This approach resulted in the identification of 14 categories, which are listed in Table 1. The total number of slogans and DMOs shown in the table are not equal as many slogans use more than one term. Also, some of these multiple terms correspond to different categories. As an example, the key terms used in 'Canada – discover our true nature' match the 'discover' and 'nature' themes. The most noticeable use of different categorical terms was 'Ecuador – nature, culture, adventure and travel', which either reflects the difficulty faced by DMOs is designing a focused position or is a deliberate attempt to create multiple associations with the brand. The propositions used in the following four slogans were not able to be categorised: 'I am…Dunedin', 'FLA USA', 'Could it be Cayman?', and 'Slovakia – your choice'. From the analysis, a typology of destination positioning can be developed, and it is suggested DMO slogans are currently used to position destinations by one of the following categories of propositions:

- *Functional destination attributes*, such as 'Tropical North Queensland – where rainforest meets the reef' and 'Hurunui – alpine Pacific triangle'.

- *Affective qualities*, such as 'Brisbane – its happening' and 'West Virginia – wild and wonderful'.

- *Travel motivation benefits*, such as 'Hawaii – the island of Aloha' and 'Ruapehu – where adventure begins'.

- *Market segmentation*, such as 'Dive into the heart of exotic Micronesia' and 'Hawkes Bay – wine country'.

- *Symbols of self expression,* such as 'If travelling is your passion, Brazil is your destiny' and 'Pack your six senses – come to Peru'.

- *Countering risk*, such as 'Cuba – peaceful, safe and healthy tourism'.

- *Brand leadership*, such as 'Zambia – the real Africa', 'Egypt – where history began and continues' and 'Eastland – first to see the light'.

- *Focus,* such as 'Kalgoorlie-Boulder – gold capital of Australia' and 'Auckland – city of sails'.

- *Unfocus,* such as 'Curacao – in the Southern Caribbean. Real. Different', 'Ecuador – nature, culture, adventure and travel' and 'Take time to discover Bundaberg, Coral Coast and country'.

- *Combinations of the above*, such as 'Northland Naturally – first region of New Zealand' and 'Michigan. Great Lakes. Great times'.

(INSERT TABLE 1 ABOUT HERE)

2. Who will find the proposition meaningful?

Positioning has the potential to be mutually beneficial to marketers by enhancing differentiation; and to consumers by simplifying decision making. Clearly for the latter to occur the value proposition must be of interest to the target market. Therefore the proposition should be at least implicitly linked to benefits in the mind of the target, such as in 'Be inspired by Wales' and 'St Maarten – a little European, a lot of Caribbean'. Many others however appear ambiguous in terms of relevance. For example, 'Idaho. Great potatoes. Tasty Destinations' is a clever play on words but is a curious tourism message, particularly as it appeared on a web home page featuring a backdrop of snowy mountain scenes (www.visitid.org, October 2003). For any DMO the question should be asked: *Has the slogan been tested for meaningfulness in key target markets?* This issue of relevance is also particularly challenging for

destinations with stakeholder interests in a multiplicity of heterogeneous markets. It is unlikely that one message will suit the needs of all markets, although the literature review did not source any empirical investigations of this proposition.

3.   How does the slogan differentiate the destination from those in the competitive set?

Differentiation is the key to strong brands (Aaker, 1996). Positioning planning therefore involves thinking about differentness rather than betterness (Ries & Trout, 1986). However, imitation in destination promotion is rife (see Gold & Ward 1994), perhaps because few tourism service offerings are actually inimitable. Indeed, until Tourism Bay of Plenty in New Zealand introduced a new slogan in 2003, the destination shared the same theme as Australia's Gold Coast. Both destinations were touted as 'the coast with the most'. Similarly, Slater (2002) reported that when Louisiana unveiled the new slogan 'Come as you are – leave different', Florida's Key West filed a lawsuit over the similarity with their theme 'Come as you are'.

Admittedly there is a case for some DMOs to design slogans that attempt to achieve points of parity rather than points of difference. While points of parity are easier to achieve, they do not represent a source of advantage. However, they might be used to negate a rival's point of difference or establish membership of a product category (Keller, 2003). Few destination slogans have been able to achieve this in a manner that is also relevant to the target. One approach destinations might consider is first mover advantage, which is being the first of a competitive set to launch the theme in the market. Certainly with new product launches being first to the market can be associated with market leadership (see Ries & Trout 1982, 1986). Morgan, Pritchard

and Pride (2002) suggested unique selling points should be something that others might have or could copy but couldn't surpass. For example they suggest there can only be one 'Eternal City' (Rome) or city of romance (Paris).

4. How is the message likely to be memorable?

Brand associations in memory should be strong, favourable and unique, in that order (Keller, 2003). Slogans should be designed to cut-through the media clutter, and might therefore lose effectiveness if further promotional material is required to explain the proposition. It has been suggested that too many destination slogans have been less than memorable (Dann 2000, Morgan, Pritchard & Piggott 2003, Gold & Ward 1994). The ideal is for the value proposition to be stored in working memory, with simplicity the key. As a short statement limited to around seven words the slogan should be expressed in simple terms and clearly focused on one value proposition of interest to the target. Examples of simplicity include: 'Cumbria – lake district' and 'Arizona – Grand Canyon state'. Admittedly, simple slogans are often clichéd, such as 'Nicaragua – a water paradise'. Such terminology might appear unoriginal, but can nevertheless be effortlessly recognisable in the crowded market place. Examples of slogans that are vague or require further elucidation include: 'Could it be Cayman?' and 'Rotorua – feel the spirit manaakitanga'. The difficulty in attempting to capture a brand identity with a short slogan may or may not be implicit in slogans such as 'Greece – beyond words' and 'Barbados – just beyond your imagination'.

5. Has the proposition been designed for the long term?

Since destination image change occurs only slowly in the market place (Gartner & Hunt, 1987), and a considerable financial investment is made in brand development,

the positioning theme should be consistent over the longer term. Aaker (1996) suggested brand equity assets (loyalty, awareness, perceived quality and associations) may be affected whenever the brand's position is changed. However, politics at various levels can inhibit DMO decision making. At the government level for example, the public funded DMO for Valencia in Spain is obligated to issue a new advertising agency contract annually (Pritchard & Morgan, 1998). Likewise, the Louisiana Department of Culture, Recreation and Tourism is legislated to review its advertising agency account every three years (Slater, 2002). In any public organisation, there is also a danger that private interests impede the governance process. Thus DMO politics also arises through inequality between tourism businesses. An example of this was the influence of the Disney Corporation on the development of the 'Orlando Magic' destination brand (Ritchie & Ritchie, 1998). Pressure may also be exerted by intermediaries such as airlines, travel agents and wholesalers. For example, Vial (1997, in Morgan & Pritchard 1998) cited the example of a new destination brand developed for the Morocco Tourist Board, which while supported by the local tourism industry, was derailed by pressure from travel agents and tour wholesalers. Also, the DMO brand strategy can be subject to tinkering with by new marketing managers wanting to leave their personal mark on promotions. McKercher and Ritchie (1997) cited the example of a local tourism authority in Australia, where four managers in six years had developed four different marketing plans, with each featuring a different positioning statement. Likewise, Woodside (1982) offered the example of Nova Scotia as a destination with a vague image, where a contributing factor was the use of four different destination promotion themes in as many years.

Speaking at the 2004 Queensland Tourism Futures Conference, the Tourism New Zealand CEO George Hickton suggested Australia had failed to stamp a tourism brand on the country following the success of the 2000 Olympic Games (Madigan, 2004, p. 5):

> *He advised Australia to create a marketing campaign with a central theme, and not waiver. "Don't blink. If you have a campaign, stick to it". Many countries wanted to make changes to 100 per cent pure New Zealand to appeal to perceived domestic tastes…but maintaining absolute control and conducting the same campaign in every country paid huge dividends. "it was just like McDonalds – you are going to get the Big Mac".*

Also, the theme should be capable of sub-suming the addition of new attractions. For example, Snow World at Surfers Paradise may seem incongruent with the image of a sub-tropical beach resort, but is nevertheless in keeping with the brand positioning slogan 'Gold Coast – the coast with the most', which implies 'lots to do'. Potential advantages of long term consistency include enhanced consumer-based brand equity through:

- ownership of a position, such as 'Virginia is for lovers'
- ownership of an identity symbol/slogan such as 'I ♥ New York'
- assurance for local tourism businesses and travel intermediaries who invest resources in developing sub-brands that are compatible with the destination umbrella brand

- cost efficiencies over the long term investment in the brand.

Analysis of the longevity of destination slogans requires access to historical data, which in the tourism literature is limited. This section focuses on STOs in the USA and RTOs in New Zealand, for which slogans have been documented at previous points in time. USA state slogans used in 2003 were compared to those categorised by Richardson and Cohen (1993) and Pritchard (1982), as shown in Table 2. It is felt these time frames provide an indication of the consistency of use over the short to medium term. Of the 47 slogans used in 1982, only 6 were still in use in 1993, and of the 46 slogans used in 1993, only 13 were still being used in 2003. Over a 21 year period, only six of the 1982 slogans remained in use in 2003: Arkansas, Delaware, Massachusetts, New Mexico, New York and Virginia. In Table 3 the New Zealand RTO slogans used in 2003 are compared to those recorded by Pike (1998). It should be noted that some RTOs did not participate in the 1998 study. Of the 15 slogans listed in 1998, nine of the RTOs had retained the same message over the five-year period.

(INSERT TABLE 2 ABOUT HERE)

(INSERT TABLE 3 ABOUT HERE)

6. Is the proposition promise deliverable by the destination community?

Ultimately, the need for creativity in slogan design must be tempered with reality. In this regard amplification over fabrication is recommended (Gilmore, 2002). Any claims of propositions must be deliverable, for ethical as well as litigious reasons.

Many of the slogans analysed feature what could be regarded as embellished claims. These include: 'Barbados – just beyond your imagination', 'England's North Country – the perfect package' and 'Greenland – out of this world'. There should be no reason for destination marketers to resort to puffery, even if exaggerated claims might be considered difficult to objectively refute. Are today's sophisticated consumers likely to be convinced by such efforts?

Research into the perceptions of 'New Asia – Singapore' by Henderson (2000), highlighted the challenges involved in gaining acceptance of new destination branding from the local community. Henderson's study provided insights into the problems of designing a tourism brand that does not encapsulate the host community's sense of place (p. 215):

> *When residents are called on to live the values of the brand in pursuit of tourism goals, it would seem that marketers are in danger of assuming too much influence and a sense of balance needs to be restored. Societies cannot be engineered or places manufactured for tourist consumption without a loss of authenticity which is ultimately recognised by the visitor who will move on to seek it elsewhere.*

Similarly, Lawton and Page (1997) found the slogan 'Auckland- city of sails' was incongruent with the imagery used in the brochures of Auckland tourism operators, of which relatively few featured ocean-based products.

DISCUSSION

The topic of branding first appeared in the marketing literature during the 1950s. However, applications of branding theory to destinations have only been reported since the late 1990s. The purpose of a brand is to establish a distinctive and memorable identity in the market place that represents a source of value for the consumer. The fundamental challenge for DMOs is to somehow develop a brand identity encapsulating the essence or spirit of a multi-attributed destination that is representative of a group of sellers as well as a host community. The marketing strategy then requires the effective positioning of the brand identity to achieve the desired brand image in the market place. Effective positioning represents a source of advantage, but requires a succinct, focused and consistent message tailored to meet the needs of crowded, heterogeneous and dynamic markets. Slogans are an efficient means of communicating such a message. However, there has been a lack of discussion in the tourism literature to guide DMOs on the development of effective brand positioning slogans.

Given a slogan is a short statement, is it fair to expect destination slogans to ever be anything other than ephemerally indifferent? Destination brand positioning is constrained by a number of challenges, not the least of which is achieving a degree of differentiation in the first place by selecting a few choice words from the public domain that have not already been claimed, and then somehow protecting the theme against imitation by competitors, particularly those with larger budgets. After all, a great slogan with an inferior promotional budget may be little more than a field of dreams. Clichés and repetition are understandable to some extent given the relatively limited resources available to DMOs (Gold & Ward, 1994).

16

There is a paucity of destination branding research in the tourism literature, with which to guide DMOs. In particular there has been a lack of examinations of the i) relevance, ii) history, iii) long term management, and iv) the effectiveness, of destination brand positioning slogans. Future research in this field will see a shift from case studies of brand development towards studies of accountability and destination brand effectiveness. In the meantime it is suggested the six questions raised in this paper represent progress towards the development of a globally accepted set of slogan development criteria by which a DMO's marketing manager, political appointees and advertising agency could be held accountable:

1. What is the slogan's value proposition?

2. Who will find the proposition meaningful?

3. How does the slogan differentiate the destination from those in the competitive set?

4. How is the message likely to be memorable?

5. Has the proposition been designed for the long term?

6. Is the proposition promise deliverable by the destination community?

More research is required into the role of slogans, from both the supply and demand perspectives. A greater understanding is required, from the DMO perspective, on the role of slogans within the wider marketing campaign. Also, more insights are required on the value of slogans from the traveller perspective. More research is required to gain an understanding of issues such as the politics of brand development decision making and the extent to which slogans are based on a brand development strategy.

Also, more research needs to address the effectiveness of destination brands in relation to DMO strategy. This is a complex task that requires analysis at three levels. First, investigations of brand image require more than a survey of perceptions about the destination. What is also required is an understanding of the perceptions held for the competitive set of destinations, since brand positioning analysis requires a frame of reference with the competition. Second, the view of stakeholders must be canvassed. These include the host community, travel intermediaries, and local tourism operations, who are collectively responsible for delivering the brand promise. Third, such investigations will be required in different markets, if one brand positioning strategy is to appeal to different markets. Clearly, such a research undertaking will be beyond the resources available to smaller DMOs such as RTOs. With increasing investments being made in developing destination brand slogans at country, state and local levels, more published research will be of value in guiding these politically-charged organisations.

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Table 1 - Categories of Destination Slogans

Theme	Example	NTOs n =127	USA STOs n = 50	Australia STOs n = 8	Australia RTOs n = 26	NZ RTOs n = 22	UK RTBs n = 11	Total N = 244
Superiority	Yemen – be ready to be astounded	30	12	3	5	5	2	57
Discovery	Discover Bundaberg, Coral Coast and Country	24	9	2	7	1	2	45
Nature	Canada – discover our true nature	21	6	2	6	5	3	43
Location	Heartlands – just a drive away	25	2		7	2	6	42
People	Kentucky – its *that* friendly	24	7			2	2	35
Water	River region – New Zealand's river region	12	3		6	4	1	26
Self expressive	Nelson – live the day	14	3		1	5	1	24
Escape	Norway – a pure escape	10	2	1		1		14
Pleasure	Virginia is for lovers	5	6		2	1		14
Treasure	Samoa – the treasured islands of the South Pacific	8	1		1	1		11
Royal	The Ancient Kingdom of Tonga	6						6
Vibrancy	Melbourne – a vibrant place to be	2	1		2			5
Climate	Ethiopia – 13 months of sunshine	3			2			5
Culinary	Hawkes Bay – wine country	1	1		1	1		4

Table 2 - USA STO Slogans used in 1982, 1993 and 2003

State	2003	1993	1982
Alabama	Alabama – Wonder Full	Alabama! The state of surprises	Alabama the beautiful
Alaska	Alaska. Beyond your dreams. Within your reach	(Not included)	Alaska! Where have you been all my life?
Arizona	Arizona - Grand Canyon state	Arizona - the Grand Canyon State	Arizona - do it all
Arkansas	Arkansas - the natural state	Arkansas - the natural state	Arkansas - is a natural
California	California - the land of golden opportunities	You have a date to discover the Californias	No slogan
Colorado	Discover Colorado	(Not included)	No slogan
Connecticut	Connecticut - full of surprises!	Classic Connecticut	Better yet, Connecticut
Delaware	Delaware - the first state	Delaware - the first state	Delaware: In the first place – the first state
Florida	FLA USA	Florida - coast to coast	Florida – when you need it bad, we've got it good
Georgia	Georgia on my mind	Georgia on my mind	Georgia – this way to fun
Hawaii	Hawaii - the island of aloha	Come to life in Hawaii	The Hawaiian Islands – where the world wants to be
Idaho	Idaho. Great potatoes. Tasty destinations	Discover Idaho	Idaho – the great getaway
Illinois	Enjoy Illinois	Illinois. The American renaissance	Magnificent miles of Illinois
Indiana	Enjoy Indiana	Back home in Indiana	Wander Indiana
Iowa	Iowa - come be our guest	The time is right. Discover Iowa's treasures	Try Iowa
Kansas	Kansas - simply wonderful	Kansas – the secret's out	Kansas – land of ah's
Kentucky	Kentucky - it's *that* friendly	The uncommon wealth of Kentucky	Oh! Kentucky – you'll come to love it
Louisiana	Louisiana's great outdoors	Louisiana - we're really cookin'!	Louisiana – a dream state
Maine	It must be Maine	Maine -the way life should be	Maine invites you
Maryland	Maryland - welcome	Maryland - more than you can imagine	Ooh! The state I'm in – Maryland
Massachusetts	Massachusetts – make it yours	The spirit of Massachusetts	Make it Massachusetts
Michigan	Michigan. Great lakes. Great times	Yes! Michigan!	Michigan: Call on a neighbour – call on a friend
Minnesota	Explore Minnesota	Explore Minnesota	Minnesota – lakes and a whole lot more
Mississippi	Mississippi - feels like coming home	Picture it - Mississippi	It's yours in Mississippi
Missouri	Missouri - where the rivers run	Wake up to Missouri	Missouri is for kids just like you
Montana	Montana - big sky country	(Not included)	Montana – last of the big time spenders
Nebraska	Nebraska - possibilities…endless	Send a postcard from Nebraska	Nebraska – discover the difference
Nevada	Nevada - bring it on	(Not included)	Nevada – you've been making fun of us for years
New Hampshire	New Hampshire - make up for lost time	It's right in New Hampshire	New Hampshire – we're better natured

New Jersey	New Jersey. America the beautiful…only smaller	New Jersey and you – perfect together	New Jersey's got it
New Mexico	New Mexico - land of enchantment	New Mexico - America's land of enchantment	New Mexico – where the Southwest began, land of enchantment
New York	I ♥ New York	I ♥ New York	I ♥ New York
North Carolina	North Carolina - a better place to be	The best part of your location is where you go. North Carolina	North Carolina – variety vacationland
North Dakota	North Dakota - legendary	Discover the spirit. North Dakota	North Dakota – historically a good route
Ohio	Ohio - so much to discover	Ohio - the heart of it all	Ohio's for you
Oklahoma	Oklahoma - native America	Oklahoma - native America	On to Oklahoma
Oregon	Oregon - things look different here	Oregon - things look different here	Oregon - one big surprise after another
Pennsylvania	Pennsylvania - memories last a lifetime	Pennsylvania - America starts here	You've got a friend in Pennsylvania
Rhode Island	Rhode Island - unwind	Rhode Island - America's first resort	Rhode Island – biggest little state in the Union
South Carolina	South Dakota. Smiling faces. Beautiful places	South Carolina - this is your day in the sun	Come see S.C.
South Dakota	South Dakota – Great faces. Great Places	South Dakota - Great faces. Great places	Imagine your vacation in South Dakota
Tennessee	Roll over the map to discover Tennessee	Tennessee - we're playing your song	Follow me to Tennessee
Texas	Texas - it's like a whole other country	Texas - it's like a whole other country	Texas – come live the legend
Utah	Utah!	Utah!	Utah – more vacation per gallon
Vermont	Vermont – New England's breathing space	Vermont makes it special	Vermont, a special world
Virginia	Virginia is for lovers	Virginia is for lovers	Virginia is for lovers
Washington	Experience Washington	Destination Washington	No slogan
West Virginia	West Virginia - wild and wonderful	West Virginia. A welcome change	Wild, wonderful West Virginia
Wisconsin	Wisconsin - stay just a little bit longer	Wisconsin - you're among friends	Escape to Wisconsin
Wyoming	Wyoming - the cowboy state	Find yourself in Wyoming	Big Wyoming – picture perfect

Table 3 – New Zealand RTO Slogans in 1998 and 2003

RTO	2003	1998
Destination Northland	Northland – naturally. First region of New Zealand	Northland - birthplace of a nation
Tourism Auckland *	Auckland - city of sails	Auckland - city of sails
Tourism Coromandel	No slogan	No slogan
Tourism Waikato	Waikato - where the grass is greener	No slogan
Tourism Rotorua *	Rotorua - feel the spirit Manaakitanga	Rotorua - feel the spirit Manaakitanga
Tourism Bay of Plenty	Bay of Plenty. Ocean – spirit - earth	Bay of Plenty - the coast with the most
Tourism Eastland *	Eastland - first to see the light	Eastland - first to see the light
Destination Lake Taupo *	Lake Taupo - think fresh	Lake Taupo - think fresh
Hawkes Bay Tourism	Hawkes Bay - wine country	Not included – did not participate
Destination Ruapehu *	Ruapehu - where adventure begins	Ruapehu - where adventure begins
Tourism Wairarapa *	Wairarapa - capital country escape	Waiararapa - capital country escape
River Region	River Region – New Zealand's River Region	Not included
Taranaki Tourism	Taranaki - real people, special place	Taranaki - turn west
Positively Wellington Tourism	Wellington - positively irresistible	Not included – did not participate
Destination Marlborough	You're going to love Marlborough	Not included – did not participate
Latitude Nelson *	Nelson - live the day	Nelson - live the day
Hurunui Tourism	Hurunui - Alpine Pacific Triangle	Not included
Christchurch and Canterbury Marketing	Christchurch and Canterbury - fresh each day!	Not included – did not participate
Tourism West Coast *	New Zealand West Coast - with the world's other special places	West Coast - with the world's other special places
Tourism Dunedin	I am…Dunedin	Not included – did not participate
Central South Island Tourism	No slogan	Not included
Destination Queenstown	Queenstown. Any season…every reason	Queenstown - simply remarkable
Destination Fiordland	No slogan	Fiordland - the sightseeing and walking capital of the world
MacKenzie Tourism *	MacKenzie Country - New Zealand's treasured highland	MacKenzie Country - New Zealand's treasured highland
Lake Wanaka Tourism	Lake Wanaka – life the way it should be	Wanaka - where the good life is
Tourism Southland	Soul time in Southland	Southland - the spirit of a nation