Innovative
Marketing
for Coastal Destinations

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Contents

Introduction

Innovation is the successful commercialization of new ideas. It can cover all processes in the development of tourism destinations. Marketing innovations create new markets, products and services. They are not restricted only to 'high tech' but include also 'low tech' levels, as well as they cover the spectrum of levels, from incremental to radical – from progressive improvements of existing tourism products, to radical design for sustainable society. A number of coastal destinations in the EU face the problem of market maturity. Due to this reason and because of a growing competitiveness among destinations, technology development and globalization, these destinations have to approach market positioning as well as tourism product development in an innovative way.

The Erasmus Intensive Programme (IP), funded with support from the European Commission, focused on cooperation between professional field of destination marketing and tourism education sector. Combination of theory and innovative practice was introduced within the project called Innovative Marketing for Coastal Destinations (IMCD). Visiting professionals, professors and students provided a bridge between the theory and practical experiences from the field of tourism, marketing, and innovation management. Workshops for students were organized in order to encourage the development and application of problem finding and creative problem solving strategies.

ICT tools were introduced within the IP program. Different teaching approaches provided a combination between traditional, multicultural and innovative teaching methods. Best practices of European costal destinations as well as fieldwork in Slovenian costal destinations were used (e.g. Lepa Vida – the unique outdoor spa center in the Sečovlje Saltpans). Besides marketing innovations for coastal destinations the programme followed also European Commission guidelines on sustainable development of tourism destinations.

The Erasmus Intensive Program (IP) called Innovative Marketing for Coastal Destinations (IMCD) was mainly aimed at improving mobility, both for students and professors, among European educational institutions and EU countries. Erasmus actions not only are promoting new knowledge, innovations and understanding on the specific filed of tourism and thus contributing for the development of competence among

future professionals working in tourism sector, but also raising the aware-
ness of long term mobility for students and professors. Indeed, mobility
is a critical issue for developing new research and knowledge, improving
collaboration among partners and, consequentially, disseminating new
and best practices in the European context. The organization of Inno-
vative Marketing for Coastal Destinations summer school gave us the
opportunity to create this publication which joined the knowledge of all
the participating IMCD lecturers from the fields of tourism, marketing,
and innovation management.

University of Primorska, Faculty of Tourism Studies – Turistica and
its partners organized summer school Innovative Marketing for Coastal
Destination (IMCD) within the Erasmus Intensive Programme (IP).
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The Complex Force Field of Tourism Network-Forming in European Border Regions

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This literature review aims to outline the socioeconomic context in which intra-municipal and inter-municipal tourism cooperation surface in border regions, and to draw up a research agenda for this multidimensional topic. As natural and cultural resources are often shared in bordering areas, tourism clusters strive for region-wide economies of scale and scope. Yet very distinct inter-municipal cooperation patterns appear, mainly due to a lack of policy support, unawareness of and apathy against expensive junkets, and difficulty to measure results. High levels of mutual trust among the key players at business-level are a prerequisite for business development and knowledge spillover, and for tourism clusters to be competitive.

Keywords   tourism; cooperation; border regions; policy; endogenous; exogenous

Introduction

The European Union encourages local communities and towns, and particularly those in bordering areas, to find partners across national borders. Restraining the impacts of border drawing is, of course, championed by the European Union, and border region twinning stands close to European unification goals. It is a challenge to comprehend which contexts underpin choices regarding inter-municipal cooperation in European border regions and how they explain variations between regions. This brief literature review sketches the economic background to the presence of *endogenous* tourism cooperation, i.e. the contacts with partners in the local tourism cluster, and *exogenous* tourism cooperation, i.e. inter-municipal partnerships with other localities. Thus, the emphasis is on tourism, a sector in which cooperation, both within and between municipalities, is often considered a necessity. It is not the intention to produce innovative theories about such multifaceted matters, but rather to structure existing theoretical knowledge on the topic and to open up research avenues.

Municipal Cooperation

Municipal cooperation refers here to bilateral or multilateral twinning between border towns or communities which are adjacent to each other. Most twinning in border areas aims at communality reaching beyond national configurations, and occurs between towns facing similar social, economic and political situations or sharing historical links (Joenniemi & Sergunin, 2011). International governmental cooperation in tourism surfaces in, for instance, airline negotiations, the provision of facilities and services, connections with other industries, the exploitation of public resources as tourist attractions, the issuing of visas and the funding of marketing campaigns of destinations (Ahmed & Krohn, 1990).

On twinning agendas, economic matters are nowadays given greater importance than sociocultural matters. Van der Heiden (2010) claims that we witness a shift towards more entrepreneurial urban policymaking at large and that public and private actors become increasingly interdependent. Networks based on technological complementarity, or multidisciplinary networks, turning specifically to capacity building and institutional strengthening have become more popular lately (Campbell, 2012).

Intra-Municipal: Forces For and Against

Since tourism is a multidisciplinary sector by nature, clustering is essential. Scott (2011) calls tourism an open system that in some ways resembles a microcosm of the wider society. Thus, the tourism industry offers great potential to test theories and concepts developed in other scientific arenas. Nevertheless, it is puzzling to analyse, since stakeholders are often ill-defined and the tourism industry consists of numerous sub-sectors, such as accommodation, tour operators and travel agencies.

Competitiveness and clusters are regarded as interlinked. In his famous theory on competitive clusters, Porter (1990) suggests clusters to potentially affect competition in three ways: by increasing its productivity of constituent firms, by driving innovation, and by stimulating new businesses in the field. Regions gain sustainable competitive advantages by bundling resources and competences in a given economic branch.

Erkuş-Öztürk (2009) names the following reasons for companies in the tourism sector to join forces:

- Lowering transaction costs and external economies of scale and scope.
- Sharing ideas leads to a better understanding and learning of issues, and ultimately to more innovation.

- Networks improve the coordination of policies and actively promote consideration of environmental, economic and social impacts of tourism.
- Smaller actors are allowed to take part in the decision-making process.
- Networks allow organisations to enhance their skills base and provides them with access to pools of resources and knowledge.

It is believed that economic benefits can only be exploited if a base of mutual trust has been built. This is confirmed by O'Toole (2001), who argues that town twinning arrangements typically consist of three stages: an associative phase, based on friendship and cultural exchange; a reciprocative phase, based on planning issues, educational and people exchange and, ultimately; a commercial exchange phase that is based on business development.

This implies that the concept of social capital is important in endogenous networks. High levels of social capital are indeed widely understood to positively influence economic and political developments (Scott, 2011).

Arndt and Sternberg (2000) notice that the relational behaviour of small firms is more spatially embedded and more attached to local networks than that of large firms. This could be explained by the fact that smaller firms lack certain resources and need each other. This recognition of interdependence creates an understanding of the need to network. On the other hand, large firms possess more resources and are therefore more inclined to develop a global network.

In her analysis of the tourism sector of Antalya, Erkuş-Öztürk (2009) found that firms in agglomerated clusters do not only show high levels of local networking, they are also more inclined to network at a global level. This argument holds especially for specialised and diverse clusters with large firms. Small tourism companies are generally more isolated in networks, whereas medium-sized tourism companies tend to venture most upon local networking. The size of the companies in the network is a stronger determinant for external networking than the degree of network specialisation.

Inter-Municipal: Forces For

Now let us turn to motives for exogenous tourism cooperation in border regions, i.e. policy cooperation between municipalities on both sides of the border. Tourism is one of the world's fastest growing industries, accounting for around 9% of global GDP (Scott, 2011). Therefore, it seeds

wide interest amongst local, regional, national and international poli-cymakers aiming to fuel economic growth and the wellbeing of their citizens. Keynesian economists use multipliers and economic regener-ation theories to explain the value of increased tourism spending in a region. Put bluntly, if more tourists make hotel reservations, the hotels need to procure more food and beverages, and hire more employees, which are paid more wages, of which a part will be spent in the local economy.

Competitiveness among regions and particular destinations has grown rapidly over the course of the past decades. Particularly in EU border regions, where national boundaries are blurred and economic goals of-ten shared, municipal cooperation in tourism can be viable substitute for competition and strengthen an international region's economic and cul-tural attractiveness. Economies of scale can be achieved in e.g. marketing a region together, to attract a higher number of visitors to all destinations within the region.

Moreover, tourism resources are often shared in border regions, and the environmental and social impacts must be dealt with internationally. The Iguazu falls, situated directly at the border of Argentina, Brazil and Paraguay provide a good example here. The protection and maintenance of the natural phenomenon is a shared responsibility.

Lawrence and Dredge (2007) detect several other phenomena that in-fluence tourism policy formulation. First of all, the institutional context matters. Furthermore, macro-environmental factors, actors, networks, policy dialogues, events, space and time play a role in drawing up tourism policy.

In neo-liberalist stances communities of stakeholders have an increas-ingly stronger say. Needless to say, policy formulation and cooperation take place in a dynamic political jungle of coalition building, debate, lobbying, pressure groups and mutual mudslinging. According to Fur-mankiewicz (2005), factors that influence the establishment of cross-border partnerships include support of external and local institutions and private contacts.

Inter-Municipal: Forces Against

One of the major problems associated with inter-municipal cooperation is its open-endedness. The activities involved are too often seen as expen-sive junkets for non-committed politicians, funded by ratepayers' money. It is therefore necessary to avoid partnerships that only consist of shak-

ing hands and a few minor cultural events. To go beyond the symbolic nature, pragmatic cooperation agreements with clearly formulated success criteria must be drawn up.

On a similar note, De Villiers (2005) stresses the difficulty to quantify results, as they often deal with 'soft' measures. These include establishing business contacts, knowledge transfer, gateways into new markets, etcetera.

Another potential issue of cross-border partnerships relates to the unawareness of local populations. De Sousa (2013) states that too many of the twinning activities are unknown to locals, or they have an apathetic attitude towards them, regardless of the success in fulfilling the designated objectives.

Van Ewijk and Baud (2009) notice a general lack of policy support for international cooperation. Only 21 per cent of the municipalities researched replied affirmative when they were asked about the presence of policy behind their partnerships.

Conclusion

A small step has been taken on the long path towards full comprehension of cooperation patterns in border regions. Tourism clusters are embedded in complex force fields that must be understood to explain variation in business-level and municipal-level cooperation. At business level, social capital plays a key role in knowledge sharing and business development to strengthen the competitiveness of the cluster. At municipal level, aspects of like-mindedness and similitude are often stressed to reduce various functional restraints that have long concealed the common nature of border towns. It should not be forgotten however, that the presumption about similarity may vary a lot, and that it is by no means the sole explanatory variable of cooperation patterns. In certain towns, political and legal forces are so strong as to make cross-border cooperation nearly impossible. Open-endedness, unawareness, apathy towards twinning and unclear policy formulation are amongst the major pitfalls of inter-municipal cooperation.

Still lots of research needs to be carried out on the type and level of impact all the aforementioned forces exert on the strength of cooperation. Also the relationship between endogenous, intra-municipal cooperation and exogenous, inter-municipal cooperation, as well as the impact of e u subsidies on the establishment of regional cooperation deserve more academic attention.

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Developing and Marketing the Coastal Region as a Wellness Holiday Destination

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The aim of this paper is to describe the main theoretical and practical aspects and the importance of holistic approaches when selecting to develop and market the coastal region as a wellness holiday destination. The other aim is to give to students and tourism stakeholders some ideas and practical tools how to connect and use the principles of wellness when designing the image of a coastal wellness destination. The paper has two theoretical parts: tourist destination and destination image as well as wellness holiday destination. The third part of the paper is more practical and gives some ideas on how to connect these principles when developing and marketing coastal region as a wellness holiday destination. These ideas are developed and presented by the students of the IMCD International Summer School at Turistica (Portorož, Slovenia), 2013.

Keywords   destination, destination image, wellness holiday destination, wellness concept and dimensions

Introduction

The terms wellness and wellness holiday are fairly complex and may be interpreted in various ways. They are rather widely used in some countries and yet relatively unknown in others. The whole set of ideas underpinning the wellness concept is often not understood and is viewed in connection with spa holidays, alternatively the terms are only applied because they 'sell well' (Smith & Puczko, 2009).

When a destination (for example: a country, a coastal region or a town) aims to develop and market itself in the wellness holiday market both developers and marketers need a clear vision of what a wellness holiday is and what prospective customers may expect, need and desire (Konu, Tuohino, & Björk, 2011). The image projected by a tourist destination through promotional activities as well as all the sources of information provided to their potential tourists is a topic of crucial interest to tourist destination bodies (Marino, 2008).

Wellness tourism is the sum of all the relationship and phenomena resulting from a journey and residence by people whose main motive is to preserve or promote their health. Besides preventing illnesses and sustaining wellbeing, the goal of wellness tourism is to have experienced of pleasure and luxury (Müller & Lanz Kaufmann 2001; Konu et al., 2011).

When selecting to develop and market a coastal region as a wellness holiday destination, it is important to know, understand and follow the holistic concept of wellness and have enough suitable resources for developing, marketing and creating the image of the wellness destination.

This paper gives a short overview what is a tourist destination, why the image of the destination is so important, what kind of destination is wellness holiday destination and how to use the ideas of the holistic concept of wellness in developing and marketing of the coastal regions as wellness holiday destination.

Tourist Destination and Destination Image

Traditionally, destinations are regarded as well-defined geographical areas, such as a country, an island, a region or a town which is marketed or markets itself as a place for tourists to visit. Destinations are amalgams of tourism products, offering an integrated experience to consumers. Most destinations comprise a core of the following components, which can be characterised as the six As (attractions, accessibility, amenities, available packages, activities). Therefore, a destination can be regarded as a combination (or even as a brand) of all products, services and ultimately experiences provided locally. It also enables us to assess the impact of tourism regionally, as well as manage demand and supply in order to maximise benefits for all stakeholders. Developing a destination typology is a difficult task, as different visitors use destinations for different purposes. Nevertheless most destinations can be classified in several categories which represent their principle attractiveness for both, business and leisure customers: urban, seaside, Alpine, rural, authentic Third World and unique-exotic-exclusive (Buhalis, 2000).

But under these 6 As there are a lot of others ways to classify and market the destinations, for example: eco-tourism destination, wine tourism destination, sports tourism destination, spa destination, wellness holiday destination, etc. What kind of image destination we would like to design, develop and market? How is the image, perception, expectation of the destination promoted and formed in the eye of the tourist?

The study of destination image is a relatively recent addition to the field

of tourism studies. As more and more areas of the world are developed for tourism, the destination choices available to people continue to expand. Furthermore, today's consumers, facilitated by increasing leisure time, rising levels of disposable income and more efficient transportation networks, have the means to choose from among this much larger variety of destinations. As a result, tourism planners, developers and marketers are now faced with influencing consumer decision making in an increasingly complex and competitive global marketplace (Echtner & Ritchie, 2003; Chen & Tsai, 2007; Marino, 2008).

Based on the conceptual framework, Echtner and Ritchie (2003) define a destination image as not only the perceptions of individual destination attributes, but also the holistic impressions made by the destination. Destination image consists of functional characteristics, concerning the more tangible aspects of the destination, and psychological characteristics, concerning the more intangible elements.

Wellness Holiday Destination

So far image related issues of wellness holiday destination have received little attention from researchers. Obviously, when a destination aims to develop and market itself in a wellness holiday market both developers and marketers need a clear vision of what a wellness holiday is and what prospective customers may expect, need and desire. Surveys however, pay most attention to health holiday issues and it remains unclear whether wellness and health holidays are the same thing, and which differences in these notions customers may perceive and how they relate their experience of the holiday with the image portrayed by the destination (Smith & Puczko, 2009; Konu & Laukkanen, 2009; Konu et al., 2011; Tooman, 2010).

Wellness (or wellbeing) tourism is acknowledged as sub-concepts of health tourism. The concepts of wellness and wellbeing tourism are closely related and have occasionally been used as synonyms. Besides preventing illnesses and sustaining wellbeing, the goal of wellness tourism is to have experienced of pleasure and luxury (Konu et al., 2011). Müller and Lanz Kaufmann (2001) define wellness tourism as 'the sum of all the relationship and phenomena resulting from a journey and residence by people whose main motive is to preserve or promote their health.' They stay in a specialized hotel which provides the appropriate professional know-how and individual care. They require a comprehensive service package comprising physical fitness/beauty care, healthy nutrition/diet,

relaxation/meditation and mental activity/education. The definition emphasises maintaining and promoting one's own health. In addition, it highlights an extensive product and service package which meets tourists' expectations as the aim is a state of holistic wellbeing.

There are several regional concepts related to developing and marketing a wellness holiday destination: for example Alpine Wellness (Alpshealthcomp, 2008), Nordic Wellbeing (Konu et al., 2011), Lake Wellness (Konu, Tuohino, & Komppula, 2010), etc. All of these concepts connect the uniquenesses of the region (Alpine picturesque nature and mountain climate; Nordic freshness, simplicity and climate; wilderness of the lakes and forests, peaceful atmosphere and healthy activities) with the ideas of wellness concept and local resources to develop and market the region as a wellness holiday destination.

But there are other regions that have unique and attractive resources to develop the region as a wellness holiday destination – for example, the coastal regions. There are several choices, what could be the best way to develop and market coastal regions, for example – as sports tourism destination, events tourism destination, cultural tourism destination, etc. One of the possibilities could be, if there are enough resources and conditions for that, to design, develop and market the coastal region as wellness holiday destination. Sun, sea and sand are not enough for that! Wellness tourists need personal and pleasurable holistic experience, high level wellness establishments, facilities, services, activities, etc., and they need to be sure that the whole destination follows the holistic wellness concept and its dimensions: physical, emotional, intellectual, social, spiritual, environmental, occupational (Konu et al., 2011).

Wellness is a term formed from the words *well*-being and fit*ness* and generally it means a healthy balance of the mind, body and spirit that results in an overall feeling of well-being. Wellness can be described as a state that combines health and happiness. According to Travis and Ryan (2004) there are many degrees of wellness, just as there are many degrees of illness.

While recognizing that there are regional variations in the concept of wellness, several common threads stand out across the various definitions of wellness. Wellness is multidimensional and most of the leading definitions of wellness include a model that presents anywhere from 4 to 14 or more dimensions, which usually include physical, emotional, intellectual, spiritual, and social dimensions. Wellness is holistic and a much broader concept than physical health or fitness, focusing on the well-being of the whole person. It is not simply the absence of physical disease, but an ap-

proach that emphasizes all aspects of a person – body, mind, and spirit – working in harmony.

Wellness destination is a place where visitors really feel themselves well during their stay – from point of view of the holistic experience of the visitors' all the dimensions of wellness are important, and related to the security, atmosphere, hospitality, environment and many other aspects of the whole destination (country, region, city, resort, etc.) (Tooman, 2010). It is very challenging and responsible, but also a risky task – to develop and market the coastal region as wellness holiday destination. To make such a decision one needs very good knowledge and understanding of the deep meaning of wellness, and of course, enough suitable economic, natural, human and other wellness related resources. Only then it could bring new investment into the region from outside investors and visitors, build 'pride' in the region, promote lifestyle, target more mid-week visitors, promote day trip demand, create a brand identity 'more than just beaches' and support cultural tourism development initiatives.

The decision of whether or how to use the word wellness in developing and marketing of the coastal region is probably best left to individual destinations to decide, based on their own business strategy and customer base. However, it would be beneficial for the destination managers and stakeholders to start thinking and talking about wellness in a more coherent and harmonized manner.

Practical Tool for Developing and Marketing the Coastal Region as Wellness Holiday Destination

During the IMCD summer school (2013) students learned a lot, they have been very active, innovative and creative on preparing and presenting different tasks. At the end of this paper one of the tasks of their group work is presented and it would be useful to take it as an example of one of the practical tools for developing and marketing the coastal region as well as the other regions as wellness holiday destinations. There are no strict and perfect recipes for how to fill in this table (Table 1), but it gives to students, developers and marketers a simple and structured model what they need to keep in mind when developing and marketing the holistic wellness holiday destination.

Conclusions

In conclusion, this paper yielded a number of significant and thought-provoking questions. Firstly, a wellness holiday destination can be interpreted in different ways, it is frequently viewed as a health and spa

Group work: What kind of destinations could call and market itself as a wellness destination?

Discuss and list the main aspects that a wellness destination has to follow when selecting to develop and market a coastal region as a wellness holiday destination. Keep in mind the holistic concept of wellness, e.g. wellness dimensions. Be specific, give examples!

TABLE 1 How to Follow the Holistic Concept of Wellness on Developing and Marketing the Wellness Destination?

Wellness dimensions	How to assess and follow the holistic principle of wellness on developing and marketing of the wellness destination?
Physical dimension	*Examples:* • Safe, secure • Good accessibility, easy and comfortable to move around • Good level accommodations, wellness facilities and services • Quiet (good to sleep and relax) • Green • Clean • Healthy activities and food *Add:*
Emotional	*Examples:* • Hospitable people everywhere (staff, local people, etc.) • Friendly and relaxing atmosphere • Professional and personal service • Suitable music, colours, etc. *Add:*
Intellectual	*Examples:* • Exhibitions, concerts, theme evenings • Possibilities for self-development, learning and intellectual activities *Add:*
Spiritual	*Examples:* • Meditation, yoga trainings *Add:*
Environmental	
Social	
Occupational	
Add more dimensions:	

holiday whilst some clearly distinguish between these and wellness holiday. Secondly, in order to create and implement the strategy to develop and market the region as a wellness holiday destination, joint efforts from the public, private and voluntary sectors are paramount for the better positioning of destination and presenting the convincing for

wellness customers' aspects of the unique wellness holiday destination.

Good knowledge and understanding of destination development, destination image and wellness related issues support to build up a reputation of being such a destination. This paper offers a practical tool for how to use the ideas of the wellness concept and dimensions of wellness to develop and market the region as a holistic wellness holiday destination.

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The Importance of Implementing Creativity in Generating Ideas Activities

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Lateral thinking is simply an ability to think creatively. Despite the fact that it seems to be the answer to the rapid changes and a vast information inflow it remains in the shadow of vertical thinking that follows certain patterns and does not allow to 'think out of the box.' It has been claimed that creativity can be taught but our educational systems seem to mostly ignore this fact, insisting on providing the proven patterns of thinking. Business on the other hand, is keener on using new creativity learning tools, such as the method of the six thinking hats, developed by Edward de Bono. The tool attempts to introduce parallel thinking which is an increased development of the lateral thinking process. The purpose of this article is to expose the fact that rapid changes in the world call for changes in mind data processing. As an answer to this need it presents the method of the six thinking hats that was used in an activity intended to generate ideas in creation of a marketing plan which was a goal for students attending the Intensive Programme summer school: Innovative Marketing for Coastal Destination in Portorož in 2013 (IMCD).

Keywords   parallel thinking; generating ideas;
six thinking hats; creativity

Introduction

We are bombarded with information more than any other time before in human history – we have to learn to process them efficiently. Despite this increasing need it has been proved that we are facing a creativity crisis. Kyung (2011) discovered that from the beginning of the 20th century IQ scores have been rising but the creativity scores have drastically decreased. What IBM poll of 1,500 CEOs identified as the number one 'leadership competency' of the future is in reality a dying skill. But there is still some hope in the proven fact that creativity can be taught.

Our educational systems have as well not adapted much in order to meet the needs of rapid changes in the world. When only trying to compare a classroom from one hundred years ago to one now there are no

drastic changes despite the developing technology which could, when used appropriately, allow to alter the process of learning. In fact, also our traditional methods of thinking have not changed for centuries. Students are still grouped according to their age, still mostly sitting in rows; most of their work is still done individually, also graded in that way, etc. Computers and the internet, for example, have only become tools to make certain tasks easier but they are rarely used in order to expand the educational process. It is therefore hard to claim that today's educational systems are effectively preparing youngsters for this world of rapid and ongoing change.

Already in 1969 Edward de Bono wrote that the educational system as well our culture had been up to then emphasising the vertical thinking for many generations but it can hardly be claimed that the recent generations witnessed many changes in this aspect. Especially nowadays, in the era of vast information inflow, it is not anymore important to just pile new information and knowledge on top of already existing ones in our minds but to be able to know how and where to get information and most importantly how to use them. Education must hence lean towards enabling individuals to free themselves from the established ways of thinking, so glorified in the past.

Edward de Bono, on the other hand, presented methods, processes and tools that can be used to boost creative thinking. One of them is the focus of this paper. The ground for appreciating the mentioned technique is the understanding of two different types of thinking: vertical and lateral.

Lateral thinking, Vertical Thinking, Parallel Thinking

In order to comprehend the tool used at the IMCD workshop it is vital to clarify a set of thinking concepts. Starting with vertical and lateral thinking and finishing by explaining parallel thinking as a further development of lateral thinking.

Vertical thinking functions in a hierarchical order and it is defined as a 'sequential process in which every single step has to be correct and justified before moving to subsequent stages' (Waks, 1997, 246). Whereas the type of lateral thinking goes outside the set order and enables thinkers to go beyond the preconceived patterns of thinking. In general, lateral thinking is the ability to think creatively or 'outside the box.' De Bono (1970) states that lateral thinking is opened to provocative use of information and to challenge the established and the adequate. Vertical thinking 'is increasingly being complemented by lateral thinking, which aims

at freeing the mind from the imprisonment caused by already established concepts and patterns' (Waks, 1997).

Edward de Bono (1970) compared vertical thinking with lateral thinking. He discovered that vertical thinking tends to be analytical, sequential and finite process. It uses the negative in order to block certainty, forces to exclude what is irrelevant and always follows the most likely path. Whereas lateral thinking is provocative and probabilistic. It allows no negative and chances of intrusions are welcome. It explores the least likely path and allows one to make jumps. But nevertheless the two thinking processes are complementary. While lateral thinking is useful when being creative and generating new ideas, they are only developed by using the vertical thinking. And most importantly they can both be learned.

The concept of vertical and lateral spread also to other fields. For our paper it is perhaps interesting that the same division also became known in marketing. Lateral marketing involves taking a product and transforming it with the purpose of making it satisfying for new needs, people and situations considered before. The same as in types of thinking lateral and vertical marketing are complementary. Lateral marketing tends to create more ideas but only vertical marketing can make them truly happen.

As a further development of the lateral thinking process de Bono introduced parallel thinking which adds to lateral thinking by allowing to all the participants in the thinking process to look on an issue of discussion from the same perspective at the same time. Looking in the same direction allows the thinkers to parallel with the thoughts of others thus avoiding the ever emerging conflicts in communication (De Bono Group, 1998).

The Method of Six Thinking Hats

De Bono's six thinking hats system is a practical parallel thinking technique. It is one of the first methods ever designed with such a purpose. It forces people involved to separate different aspects of thinking instead of trying to do all the tasks at once, which makes the thinking process much more systematic, focused and also more creative. The six thinking hats representing the way of thinking are divided by colours: the white hat covers facts, data, pure information; the red hat covers intuition, feelings and emotions, the black hat is the logical negative, the yellow hat is the logical positive, green hat is a hat of creativity and the blue hat takes control of the thinking process.

De Bono states that the method functions positively in many aspects:

- people are able to see results immediately,
- it is easy to learn as well as use
- it does not totally depend on others and can be used by an individual
- modifies behaviour without attacking it
- it empowers
- it can be used at many levels
- it tends to improve cross cultural interaction
- it reduces conflicts among speakers by encouraging cooperation
- it enhances the quality of thinking
- it forces people to think in a way new to them. For example a pessimist is forced to think positively.

It is a rather new method used in business. Lynda Curtin, one of de Bono Master Trainers, states that the use of this method enables employees to think 'broadly, clearly, and critically, about any challenge they are faced with' (Curtin, 2010), which means the method unlocks many often neglected available methods of doing things. As such it has for example been used by many successful companies operating on many different fields of practice and in with a purpose of achieving many different goals.

Six Thinking Hats Used in a Generating Ideas at a IMCD 2013 Workshop

Today's world, of business and also elsewhere, calls for creativity. There is a great need to design new opportunities, solve problems, seek new possibilities rather than just argue between the possible options. Lateral thinking as well as its further development parallel thinking have become very important aspects of advertising, the media and art design, as well as marketing, where creativity is needed. Hence the students attending the IP Innovative Marketing for Coastal Destinations (IMCD) were given an opportunity to learn about the The six thinking hats tool and a chance to use it in the process of generating new marketing ideas for a tourism product. One might think that all the students did during the workshop was brainstorm but this is a slightly different process. Brainstorming was designed to be used in advertising industry where bizarre and exotic ideas are required but it often makes people miss the most practical ideas at hand. De Bono (1995) actually claims that people who are used to brainstorming perform rather poorly in his courses on creativity.

The students were given an opportunity to learn about lateral thinking, parallel thinking as well as about a very useful tool for the vital creativity as a part of their future careers. This is what education often tends to dismiss, still mostly fixating merely on vertical thinking.

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Defining Place Brands

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Due to the complex origin of the place branding concept, there is a lack of agreement on its exact nature, which, in its turn, results in the absence of a clear definition that includes the most important components and characteristics of place brands. To arrive at such a definition, the paper first examines and compares the two approaches to defining brands in general, selecting the more appropriate one. After that it examines the nature of place branding and place branding product, and identifies similarities and differences between the two concepts. Based on this examination, the paper attempts to give a working definition of place brands that can be used to better represent their complex nature.

Keywords   place branding, destination branding, definition

Introduction

Branding places, though not a new phenomenon, has become increasingly more common during the last decades. Not only individual locations, such as towns and cities, but also whole regions and even countries use branding in their attempt to attract the attention of information-spoilt tourists, who are confronted with a continuously increasing choice of holiday destinations. Other places have tried to use branding in an attempt to correct their negative images or to create a better internal cohesion.

However, regardless its apparent popularity, there is no common agreement in the literature on what place branding is. That is why this paper will discuss this topic and try to give a possible definition that can be used in future research. To do that, first the concept of branding in general will be examined, followed by the discussion on the nature of place brands, in which the similarities and differences between the two concepts will be underlined. In the conclusion, the definitions of brands and place brands will be given.

Brands

In order to properly define place brands, it is important to know what is understood by the concept of branding as such.

Looking at the history of the concept, it is reasonable to say that classical branding theory has evolved largely in the context of tangible consumer goods (Blichfeldt, 2005; de Chernatony & Segal-Horn, 2001; Hankinson, 2005), on which branding has conventionally focussed. These tangible goods, as opposed to intangible services, can be seen, tasted, felt, heard or smelled (Kotler, Armstrong, & Cunningham, 2005), in which case tangibility represents the physical side of these products.

Taking this into account, it comes as no surprise that most of traditional definitions of branding, according to Blichfeldt (2005), could be characterised as product plus approach. This approach represents the traditional attitude to brands as additions to products, alongside with packaging, pricing and promotion (in other words, the so-called Marketing Mix), and implies that branding is used to identify and differentiate the product and/or seller from competition.

The other approach, identified by Blichfeldt (2005), is the holistic view of branding that is based in a fundamentally different concept and treats the brand in a holistic sense, making it similar to the psychological concept of gestalt, which is related to the collection of various entities (biological, physical, psychological or symbolic) that creates a unified concept, configuration or pattern which is greater than the sum of its parts. Moreover, this approach recognises the fact that brands are in the minds of the consumers, which helps to establish a certain independence of brands from the tangible characteristics of the product and suggests their multiple nature as the creation of each separate individual. This all makes holistic view more suitable for the further discussion on place brands.

The collection of various entities mentioned above can be linked to brand components, divided into 3 major groups (Hankinson, 2005, p. 25):

- names, symbols and logos which aid identification and awareness,
- brand images which communicate a brand's meaning through a set of associations, and
- brand associations held in consumer's memory that form the basis for brand images.

Out of these three groups of components, the first refers mostly to the 'outer,' visible side of brands and consists of the aspects that were most often paid attention to by marketers. Although important in their own right, these components are secondary to the brand images (the 2nd group), which are central in the holistic approaches to branding and refer to the representation of brands in the minds of consumers. The third

group, though related to the second, examines brands on a different level and refers to the associations/elements (i.e. sub-components) that allow creation of the brand images themselves.

Taking all above into account, it is possible to say that even though there is no common agreement on what brands are, there is an implication of a certain link between brands and consumers, in whose minds the brands reside. Moreover, it is believed that brands consist of various components, which are interrelated and represent both visible side of brands (tangible) as well as values these brands represent (intangible). This understanding of brands is helpful in the discussion on what place brands are, which takes place in the next section.

Place Brands

Similarly to defining the concept of branding, there is a lot of disagreement about what place branding is. This situation has, probably arisen from the fact that, while not addressing the branding specifically, there was abundance of work in the area of place and city marketing related to three disciplines (urban development, tourism and marketing management), which have significantly influenced the earlier writers on the subject (Parkerson & Saunders, 2005). Thus, some authors, according to Kavaratzis (2004), tended to equal place branding to place marketing, sometimes even using both terms interchangeably. On the other hand, others disagreed, stating that place branding is a lot more than just its marketing as it involves various stakeholders, as well as policy-making and the complexity constrained by its political dimension (Parkerson & Saunders, 2005).

Besides the lack of agreement on the nature of place branding, there is a certain confusion about the use of various terms. Thus, different (and in some cases even the same) authors used such terms as place branding (Gertner & Kotler, 2004), city branding (Parkerson & Saunders, 2005), location branding (Hankinson, 2001) or destination branding (Caldwell & Freire, 2004).

On the whole, while all of them refer to virtually the same thing, place branding and location branding do not refer to any particular type of location, unlike city branding does. Nor do they indicate any type of prevailing activity from which point of view the location is examined, as it is done in the case of destination branding, which is clearly examining the issue from the point of view of incoming tourists (i.e. tourist destination, and therefore, destination branding).

Differences in terminology notwithstanding, the idea that places could be marketed and branded just like products and services found a wide support by various authors (Hankinson, 2005). For example, Parkerson and Saunders (2005, p. 242) believed that product, services and city brands had the same economic bottom line, while the following group of benefits for customers, found in the classical literature on branding, were also applicable to place branding:

- encoding and retrieval cues, and heuristic cues for evaluation and choice decisions,
- identification functions, added value, credibility guarantee and intangible value,
- trustworthy badge of origin and promise of performance, and
- facilitation of the consumer choice process and make it more effective.

Regardless these similarities, there are also unique characteristics of place branding that differentiate it from the branding of products and services and are inherent in the nature of the place branding products themselves (i.e. various types of locations). For example, Hankinson (2005) argued that, in contracts to consumer products, places are more complex, as they exist both as 'holistic entities or nuclear products' (i.e. images) and 'as collections of contributory elements or individual services and facilities' (p. 25), in which case the latter can have their own, independent associations. Moreover, the place product can be assembled individually by each visitor, depending on their experiences of these individual contributory elements, while these elements also make places multifunctional and can be consumed by the same consumer group as a whole (e.g. by residents) or individually by different consumers with special interests. Such multi-functionality of the place products makes it possible to be simultaneously consumed by different consumer segments. In addition, Parkerson and Saunders (2005) believed that place branding, unlike product and service brands, is not driven by the market as much as by the need to diversify the local economies and to attract tourism and inward investment.

This indicates that there are more diverse groups of stakeholders involved, who, besides the brand-makers (i.e. the company responsible for the creation of the brand) and brand-consumers (i.e. consumers at whom the branding of a product is directed), include other interested parties, such as the local government and residents. This supposition supports

the idea that place brands have multiple audiences and are more complex than the product brands.

To sum it up, it is believed that place brands, similar to products brands, help customers (i.e. visitors/tourists) distinguish between various offers (Parkerson & Saunders, 2005), satisfying their multiple needs (Kavaratzis, 2004). At the same time, due to the nature of the place branding products, there is a less obvious difference between these products and their brands (Kavaratzis, 2004), while place brands are composite and consist of multiple images on various levels (Hankinson, 2005). Furthermore, due to their complexity, place brands have multiple audiences, by whom they can be consumed simultaneously due to multi-functionality of the product (Hankinson, 2005).

Conclusion

Regardless the increasing importance of brands and their common use, the lack of agreement on their definition has been identified by various authors. In general, most definitions could be divided into two broad categories: a more traditional 'product plus' approach and a holistic approach, the latter serving a better starting point for the discussion on the nature of place brands.

Thus, looking at the definition of brands from the holistic point of view, it is possible to suggest that brands, though wholesome, consist of several categories of attributes/elements, represented in their image, and are created in the minds of their consumers.

Similarly to brands in general, place brands (be it a brand of a particular town or a whole country), are also created and reside in the minds of consumers (i.e. brand images). However, due to the complex nature of places, which exist both as holistic entities and a collection of contributory elements, place brands have multiple audiences, by whom they are simultaneously consumed and whose individual needs they satisfy (i.e. multi-functionality).

Therefore, looking at the aforementioned description of brands and taking into account the similarities and differences, it is possible to suggest that place brands are complex entities, consisting of more than one image on various levels, which are created in the minds of multiple audiences, on whose preferences they depend, whose multiple needs they satisfy and who consume all or individual aspects of the place product simultaneously.

The author hopes that this, by no means complex definition can help to

better understand what place brands are and encourage further research into this topic.

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Lisbon as a Nautical Events Destination: A New Leisure and Tourism Attraction

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The consequence of its geographical position the city of Lisbon has developed a close relationship with the river (Tagus river) and the sea (Atlantic Ocean). Portugal was one of the pioneering nations in the Sea Discoveries (intensive maritime exploration mainly during the 15th century). Lisbon was the port of departure for these adventures. This fact early conditioned the relationship of the city with the river and the sea, and organized the city waterfront as a space mostly devoted to economic activity and commercial trading. With the development of tourism in Europe, Portugal has established itself as a major European destination and Lisbon, as result of its historical heritage, an important city-break destination. In this conversion process Lisbon has reinvented its relationship with the river. The waterfront has been taken as a strategic point of tourism attraction and development. In this context, nautical tourism has assumed particular prominence, both as a tourism product, and also associated with major international yachting events which have put Lisbon in world news.

Keywords   tourism destination; tourism development; nautical tourism

Introduction

The alternative tourism has been gaining an increasing role in the promotion and territorial marketing, working as a differentiating factor in the context of tourism. The nautical tourism emerges within this concept as a tool for the development of coastal areas (both in recreational and sports dimensions) either as cruise tourism destination or as a mean for international events.

The infrastructures development process within these waterfront areas as well as the strategic promotion of nautical events, transformed, in the last ten years, the city of Lisbon, allowing the Tagus River waterfront return back to citizens and making it one of the most important and attractive places for leisure, tourism and nautical events.

The touristic and economic dimensions as well as the international projection (aesthetic-culture) of Lisbon are directly and widely benefited with the promotion of nautical activities, bringing Portugal's capital to the top of European Destinations.

Lisbon and the Sea: A Historical Relation

Built on the banks of the river Tagus,[1] the most important river of the Iberian Peninsula, and surrounded by the Atlantic Ocean, the city of Lisbon was once famous worldwide alongside cities like Rotterdam and Antwerp, as one of the most important maritime and trading posts and as the European gateway for all maritime traffic from Asia, Africa and the American continent.

Nevertheless, the decline of the Portuguese maritime-commercial empire, in the late 15th century, the violent earthquake in 1755 which destroyed a substantial part of the city, and the characteristics of a prolonged dictatorship in the 20th century, gradually drew visitors away and refrained the international recognition of a city filled with valuable historical heritage as well as significant beauty.

Out of the flow of the international grand tour,[2] especially due to the peripheral geographical condition of Portugal within Europe, it was very difficult to put Lisbon on the map and show the world the importance of Lisbon and its profound connection to the river Tagus. During the 20th century it happened only on rare occasions.

The alleged neutrality of the country during the Second World War, turned the city and its west coast[3] into a privileged scenario for spying and counter-intelligence services, at which point a considerable number of British and German secret agents roamed hotels in the area, on espionage missions.

Earlier, in the late 30s, the Spanish Republic and the Civil War, brought to these same places a considerable number of refugees. Soon after, in the early 40s, the air-bridge between Europe and the United States, with its

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[1] The Tagus estuary is the largest in Europe, with about 34.000 hectares, and a sanctuary for fish, mollusks, crustaceans and especially for birds that stop here during their migration between northern Europe and Africa, as it is one of the most important wetlands in Europe.

[2] Initial phase of tourist demand, 18th and 19th centuries.

[3] The seaside towns of Estoril and Cascais (Portuguese Riviera) are located just a few kilometers from Lisbon and concentrated a great number of foreigners between the 30s and 40s in the 20th century.

base in the hydro-port of the Tagus, made it possible for thousands of refugees to escape Nazi persecution, fleeing to America through Lisbon.

More recently, in the second half of the 20th century, as a consequence of the Israeli-Arab political and military crisis (shut down of the Suez Canal) and benefiting from its extraordinary geo-strategic position, Lisbon started receiving the new supertankers which were forced to resume to the dangerous and slow Cape Route and which needed to stop in the Tagus shipyards for repairs and renovations.

Though this fact did increase the nautical and commercial aspect of the city and its harbor, and raised the Portuguese naval and metal industry to a worldwide position, it also had a strong negative impact not just on the environmental quality of the river Tagus, but also on the relationship between Lisbon inhabitants and the river. For decades, the access to most of the 19 km of the northern riverside and almost all the southern riverside was forbidden to the population and was used only for docking, ship repair, oil pipeline and loading and unloading terminals.

Lisbon as a Tourism Destination: Nautical Tourism as Part of the Tipping-Point Strategy

The truth is that the city, despite its strong and historical connection to the sea, slowly turned its back on the riverside and the people from Lisbon abandoned all leisure and sport activities associated with it. The environmental conditions were dreadful. They fostered the large-scale estrangement of the population, as well as any efforts to restore the riverfront as one of the main attractions of the city.

The situation began to change in 1994. There was a turning point, *tipping-point strategy* (Gladwell, 2000) with the winning bidding of Lisbon to hold the World Expo (EXPO 98) which was focused on the Ocean and its preservation and the celebration of the 500th anniversary of the Portuguese arrival in India (1498) and the opening of the sea route between East and West through the Atlantic route.

The EXPO 98 led to a huge effort of urban rehabilitation of the eastern riverside and the requalification of an area that was highly degraded because of the location of a landfill and some of the major heavy and polluting industries of the city (refinery, processing and storage of fossil fuels). The renovation of the eastern area of Lisbon, initiated in 1998 with the transformation of an obsolete industrial park into a leisure, service and housing area, allowed not only to provide a number of cultural, leisure

and sports infrastructures,[4] but also to undertake other necessary environmental improvements of the river and its tributaries[5] which continued in the following years.

Although the E X P O 98 worked effectively as an ignition factor of the entire process of urban and tourist change and requalification of the city of Lisbon, it is also important to add three other factors of major importance, in order to understand the current tourism performance of Lisbon[6] and the importance that the river Tagus and the sea have in this process.

1. A clear ideological return to the Sea, as a source of economic development of the country[7] (Pitta e Cunha, 2011), enhancing not only the geo-strategic aspect of the country, but also the implementation of a strategic development plan for the Sea, focused on the promotion of the blue economy (SaeR, 2009) and the rising of new strategic products associated to tourism, sports, scientific development and alternative energy resources.

2. A clear commitment on the part of the Town Council to give the riverside back to the people of Lisbon within the years 2011–2014 (Associação de Turismo de Lisboa, 2011), strongly focusing on the relationship of the Sea as a unique element in the value chain of Lisbon's supply as a tourist destination. In this framework it was especially important to re-qualify the riverside of Lisbon,[8] construct a cruise terminal, change the location of the container terminal (parking, loading and unloading of containers) and improve the eight harbors between Cascais in the west and Parque das Nações to the east of Lisbon, for recreational, sport, tourism and business purposes. Lisbon has a high potential in this context and appears as an impor-

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[4] Oceanarium, multipurpose pavilion, museums, theaters, hotels and marinas.

[5] Dredging and toxic substances removal, construction of water treatment plants, construction and enlargement of the cruise pier and transference of the container terminal to another area.

[6] Ranked as one of the most beautiful cities of the world, alongside Venice, Paris and Prague, and the most attractive tourism destination for European and Americans in 2012/2013, Lisbon has had, according to the Observatório de Turismo de Lisboa, 5 million foreign tourists in the year 2012.

[7] Portugal is the E U country with the largest exclusive economic zone which may be extend to over 2.000.000 km^2 with the probable amendment proposed by the task group of the extension of the continental shelf.

[8] Pedestrian zones along the northern river bank, cycle lanes, gardens and public leisure spaces, urban sports facilities and restaurant and hotel infrastructures.

tant destination for nautical tourism: 'The region of Lisbon covers an extensive sea area [...] where there is a supply of infrastructures and natural conditions for water sports – such as surf, sailing, fishing, diving, etc. – and for water-tourism activities' (Associação de Turismo de Lisboa, 2011).

3. As mentioned above, the influx of cruises in the river Tagus has highly increased in the past few years. According to the A P L[9] the number of passengers had an average annual variation of 14% in a period of five years (2006–2011), from 270 thousand to over 502,000. The number of port calls had an average annual growth of 4%, from 269 in 2006 to 33 in 2011. With results like these, the port of Lisbon positioned itself on the second place of the Cruise Europe European ports ranking (this association gathers over 100 harbors of the Europe and Northern Europe Atlantic ports, and Lisbon is surpassed only by Copenhagen).

4. Finally, the compromising strategy regarding the market of major water sports events as a factor for economic promotion and spreading of tourism potential (Getz, 1991) in Lisbon, began with the bidding for America's Cup 2007 and even though it was lost to Valencia (in Spain), it ignited a number of large-scale international events which have been of the uttermost importance for the projection of Lisbon as a nautical tourism destination.

The renowned quality of the estuary of the river Tagus and the coast of Estoril for sailing competitions has allowed to conduct the I S A F Sailing World Championship in 2007, one of the qualifying rounds of all sailing categories for the Olympics. The European leg of the America's Cup World Series took place in Cascais in 2011, and in 2012 the first European stopover and first European leg of the Volvo Ocean Race in the estuary of the Tagus.[10]

According to the consultant firm PriceWaterhouseCoopers Portugal, the 2012 edition of the Volvo Ocean Race represented 'an economic impact of 29 to 34 million Euros and a direct economic effect of 16.4 million Euros.' When arriving to Lisbon the V O R website recorded more than 7 million viewers and over 200.000 people visited the Race Tracker.

The famous Tall Ships' Race had a stopover and a regatta in 2012, also in the Tagus estuary, and some rounds of the World Match Racing Sailing

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[9] A P L – Administração do Porto de Lisboa (Lisbon Port Administration).
[10] Lisbon will once more hold a new leg of the Volvo Ocean Race in 2015.

Tour have come through Lisbon. The latest was La Route des Princes, in June 2013.

As for surf, the region of Lisbon has hosted some of the major events of the World Tour Championship (W T C) and World Qualifying Series (W Q S). Moreover for the first time outside Hawaii, a Triple Crown Race will be held in Portugal in September, of which two of its rounds will be held in the western coast of Lisbon (Carcavelos).

One of the rounds of the Rip Curl Pro Portugal category in 2012 generated 7.8 million Euros in direct revenue and attracted 130,000 people to the event at the Supertubos beach in Peniche, thus expanding the tourist season out of its usual period and increasing tourism revenues on a local level. This event had more than five million viewers on the Internet and over 45 million on T V broadcasts.

All these water sports events have increased the prestige of the tourism of Lisbon. They represent a significant contribution for the tourist promotion of the city and help develop the local economic fabric and stimulate the creation of new tourism products in the sector. The growth of water sports tourism activities has fostered the increase of offer and supply of water sports activities and thus leading to the growth of clubs and enthusiasts, in a snowball effect that brings more events to Lisbon and increases tourist demand.

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Content is Knowledge and Social Media is Transfer

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Blog as a Web 2.0 application allows people to promote summer school, its content, student opinions/impressions and their work on a level that is transparent and accessible to all audiences worldwide. We will take a look at how we approached the blogging empowering students to become promoters leveraging healthy competition among participating nationalities. Methods of approach and processes will be presented in order to recognize the winning group/nationality based upon web analytics. The paper presents the usefulness of a summer school blog and provides readers with structured approach and implementation.

Keywords   Summer School, Web 2.0, Blog, Web Analytics

Introduction

The emergence of internet (in the 1980s) changed the landscape of communication (Varinder & Priya, 2012, pp. 6–7). In late 1990s the evolving technology (later named Web 2.0 by O'Reilly Media conference in 2004) allowed people to go further and interact with information. McHaney (2012, pp. 8–10) states that Web 2.0 does not refer to updates of technical specification but rather to how people use the Web. This was a milestone of a two-way communication between a website and its user. Users are able to run web applications, vote, play, change color and layouts of sites and share information. Social interaction has become more attractive, quick, interesting, accessible and playful. In the 'world of mouth,' we want to be heard, seen, approved and more than all confirmed. Good product or service is not enough, as information needs to circulate among peers in order to establish engagement.

Blog as one of the elements of the social media has not lost much momentum since it was introduced. Wikipedia quotes: 'The emergence and growth of blogs in the late 1990s coincided with the advent of web publishing tools that facilitated the posting of content by non-technical users. Previously, a knowledge of such technologies as HTML and FTP had been

required to publish content on the Web' (http://en.wikipedia.org/wiki/ Blog). This means anyone can be a journalist (blogger) even without IT experience.

Summer School 'Innovative Marketing for Coastal Destinations' needed a platform in order to promote topics, contents, lecturers, students and the destination. Blogging was a part of 'Workshop 1: Blog' and was coordinated by the author of this article and written by participating students. The goals of the blog were transparency, engagement and accessibility. There were five nationalities and each had to make a daily post derived from the IMCD content during the summer school. This article focuses on the implementation of the blog and its outcomes.

Methodology

'Workshop 1: Blog' was the first workshop to take place on the first day after the lectures. The main point of the blog was that the students had to prepare fresh content every day. We were expecting five blog posts each day in the period of 8–17 July 2013 which totals to fifty blog post.

We decided to use Blogger (free blog publishing application from Google) which is very simple and has a lot of accessible manuals and FAQ's. Blogger is very intuitive and is easy to navigate and use. We have opened a blogger account one day prior to IMCD summer school. The design (outline, sidebars, colors, applications, etc.) is visible in Figure 1. To be able to track web metrics we added Google Analytics code to the blogger.

As we can see on Figure 1 we also added some features such as social media share and a simple survey in order to engage audiences. We also included post labeling (each group/nationality had to label their post under the appropriate label).

Instructions

We prepared guidelines and rules defining 'how-to' as shown on Figure 2. The account password was distributed among students at the workshop. The students were also informed not to change general settings or the password.

Students were divided in groups based on their nationality. We had 5 groups/nationalities; Estonian, Croatian, Portuguese, Dutch and Slovene. We wanted their work to be creative as much as possible. As we can see in the Figure 2 we tried to make the rules and 'how-to' short. We were encouraging them to make photos and preferable video content to further

F I G U R E 1   Blogger Landing Page and Layout

engage audiences. Promotion of their blog posts via social media chan-
nels was one of the most important guidelines.

Editorial Flow and Control

In our 'how to' instructions we stated that each post has to include at least
1800 characters with spaces. We were aware that 5 blog posts per day sums
up to 9000 characters with spaces. In order to unify all the posts (font,
size, justification, grammar mistakes, design, etc.) we needed assistance,
so we decided to nominate a blog manager. After the presentation we
asked students who would like to take the position of a blog manager
(Mr. Sander Kalda from Estonia volunteered). Blog manager main tasks
were text editing and communications with the groups/nationalities and
unification of all blog posts.

ws1: Blog
Lecturer: Mr. Mitja Petelin, internet manager
Goal: Awareness
Period: 8–18 July 2013
Grading system: Tasks (1), (2), (3), (4), (5) have to be achieved
in order to be graded positive.

Workshop 1 (ws1) will be dedicated to social media (blog), content creation and web analytics. Each participating nationality will write a blog post every day, summarizing activities (as a diary) of imcd summer school. We would like to see different experiences and points of views. Furthermore, we would like to promote globally and raise awareness of imcd summer school.

Blog (purpose: diary)
- Group work of each participating nationality.
- One blog post per day (until 23:55 of the given day. Starting on 8 July and ending with 17 July).
- Group has to promote posts on social media channels in order to achieve better metrics.

Presentation and evaluation
- On the last day, we will analyze web analytics with Google Analytics.
- We will present the best content creator based on metrics (be sure to promote your content!).

Grading system of WS1
- Group has to publish one post with at least (1) 1800 characters (with spacing) per day. Post has to include at least (2) one photo/picture or a video. (3) Content has to be imcd connected. When the post is published, the group has to fill online form (name, surname, link to the post) at (4) 23:55 of the given day at the latest.
- (5) Posts have to be promotional oriented (no negative impressions or inappropriate words).
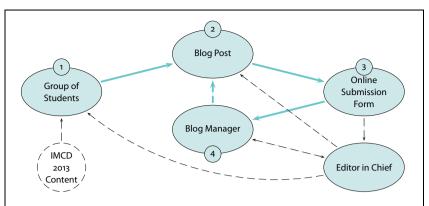- Group has to meet (1), (2), (3), (4), (5) criteria in order to achieve positive grade.

On the first day (8 July) we will present 'how-to' processes. Blog Manager will be nominated* and held responsible for the processes written above (control over the quality, timing and analytics of the posts). Blog manager will present the outcome of ws1 on the last day. Blog manager will work under supervision and mentoring of Mr. Mitja Petelin.

* In case of no volunteers, we will randomly select a student.

FIGURE 2   'How-to' Instructions

Grading System

We decided to grade (Figure 4) every group/nationality of students. Were aware that group's results might be close when comparing final web analytics so we decided to prepare grading spreadsheet as additional evaluation criteria. Both blog manager and editor in chief gave grades for each

(1) Group of students decided what to write topics, impressions or other content. The main guideline in this aspect was that they had to drive content from the IMCD summer school.

(2) Before they published the post directly on Blogger they were recommended to use 'Show preview' feature in order to see and correct possible content or visual mistakes that may occurred.

(3) After publishing the post groups/nationalities they had to submit working URL address of their post till 23:55 of the same day in the special online submission form. Students were always allowed to make remarks or giving opinion/feedback in order to improve the process.

(4) Every morning the blog manager had to read, grade and check all the post and report to the editor in chief. If there were any substantial errors or content issues the blog manager contacted the editor in chief to provide further steps and actions. In case of minor errors, the blog manager made changes to the post.

FIGURE 3   Editorial Flow

post so the average grade would be as without bias as possible. If a group had missed a deadline of submission it would have received a yellow card. This means that they would still have to make a post the next day for the missing day. If the group would repeat the mistake they would receive a red card. As with football such red card would result as a fail and the coordinator of IMCD summer school would be informed.

On the gray fields there are the inputs from the submission forms which was filled by groups/nationalities. Orange fields are reserved for the editor in chief and blog manger grades. Average of their grades is visible in the pink field. Blue fields contain remarks and the word count. The yellow presents marks for yellow card and red for red the card.

Evaluation

All of the groups used the same blog account so we decided to split metrics in two parts.
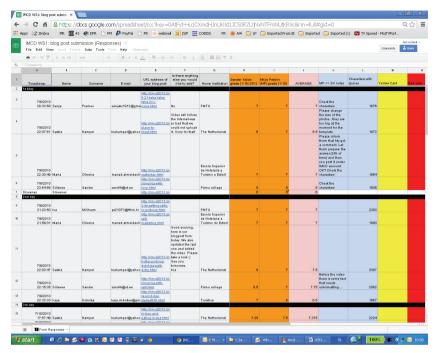
FIGURE 4   Grading Chart (all the groups followed the rules and at the end none
of them received any card)

First part (A) is comprised of general key point indicators (KPI's) of
the blog as a whole; the second part (B) out of number of pageviews only
in order to transparently recognize the winning group/nationality.

(A) General KPI's of the Blog

Web analytics are consisted of many indicators so we needed to point out
the most relevant for our purposes.

Outlined KPI's (date range: 8–17 July 2013) and their definitions:

- 1779 Pageviews (a pageview is an instance of a page being loaded by a
  browser. The Pageviews metric is the total number of pages viewed;
  repeated views of a single page are also counted).

- 801 Visits (this metric is a count of sessions (visits) that have been
  active on your site for the selected date range).

- 2.22 Pages/visits (the Pages/Visit – Average Page Depth – metric dis-
  plays the average number of pages viewed per visit to your site. Re-
  peated views of a single page are counted in this calculation. This
  metric is useful both as an aggregate total as well as when it is viewed

with other dimensions, such as country, visitor type, or mobile operating system.

- 00:02:28 Avg. Visit Duration (this is: total duration of all visits ÷ number of visits).
- 355 Unique visitors (this is the number of unduplicated (counted only once) visitors to your website over the course of a specified time period).
- Bounce rate 64.29% (this is the percentage of single-page visits (i.e. visits in which the person left your site from the entrance page without interacting with the page).
- Demographics (number of visits per country)
- Traffic sources (number of visits per source)

As we can see there were 1779 pageviews and 801 visits which resulted in 2.22 pages/visits. This means that every user read 2.22 pages of the blog and spent app. 00:02:28 reading it. There were 355 unduplicated visitors (unique) which is not much but we need to consider that the blog was active for 10 days and was only published on the summer school site (http://imcd.turistica.si). Meanwhile there was relative high bounce rate of 64.29%, meaning that users were directed to the blog but left it, as they did not find what they were searching for.

Visits from Slovenia and Estonia dominated. Top three countries by number of visits were Slovenia (353), Estonia (337) and Croatia (96). Poland followed with seven visits and some other countries with less than two. The most visits came 466 (85.17%) from Facebook/referrals (any HTTP request that includes a header containing a facebook.com URL) followed with 157 visits from blogger.com/referral (this means that the blog vas accessed from blogger dashboard). Direct traffic/none (unknown origins of traffic) followed with 93 visits. Organic search (listing in search engine results page) was on fifth place with 11 visits, meaning that there was little exposure of the blog in the search engine results pages.

This KPI shows that blog would need further polishing of content, blog design and search engine optimisation (SEO) in order to lower bounce rate ratio (understanding that such actions need months to show results and are not viable for a project lasting 10 days).

We can say that the IMCD 2013 blog was a success based on the KPI's above.

TABLE 1   Pageviews of Top 8 Posts

No.	Page	Pageviews	
		n	%
1.	/	555	29.76
2.	/2013/07/from-slovenija-with-salt.html?spref=fb	83	4.45
3.	/2013/07/from-slovenija-with-love.html?spref=fb	65	3.49
4.	/2013/07/from-slovenija-with-wellness.html?spref=fb	59	3.16
5.	/2013/07/from-slovenija-with-innovation.html	36	1.93
6.	/2013/07/from-slovenija-with-innovation.html?spref=fb	34	1.82
7.	/2013/07/normal-0-21-false-false-false-hr-x-none.html	34	1.82
8.	/2013/07/time-to-say-goodbye-but-see-you-soon.html?spref=fb	33	1.77

(B) Pageviews per Post per Group/Nationality

For providing objective evidence which group of students won at the competition we have decided to rely only on Google Analytics metrics (one student group was far better than others as it can be seen below). Grades from the blog manager and the editor in chief were not needed in order to present the winner in the most transparent and without bias.

Below we can see top 8 posts of the blog using Pageviews as the main KPI. These are the URL addresses of individual posts that usually contain a topic of the post, but not necessarily (if the post was changed after publishing it is normal to have a duplicate or that the URL does not include the topic).

As visible in Table 1, number 1 '\' is the landing page of the blog and we decide to ignore it as it does not provide the success of individual posts. Numbers 2, 3, 4, 5, 6 (5 and 6 are duplicated URL addresses) are the best ones and they are all from the Estonian group. Croatian group followed with number 7 and 8 with significantly lower pageviews.

Top 6 blog posts were from the Estonian group and it is most obvious that they were the best. They were announced as winners at the closing ceremony on 18 july 2013.

Discussion

The topic of IMCD summer school ('Innovative marketing for coastal destinations') was closely connected to the social media. Content that was delivered at IMCD summer school was available to worldwide audiences which were able to see what the students and the lecturers were doing. Furthermore the students had a platform to share and express their opinions and impressions. There was a gap between some groups/nationalities

as how they approached the blog. Winning result of the Estonian group is perhaps connected with the Estonian national attitude towards internet. Estonia is an internet progressive nation which understands the importance of internet and views it as one of the prime services in line with tap water and clean streets. Some argue that internet in Estonia is more than a service and is perceived as a symbol of democracy and freedom (Kingsley, 2012) which perhaps adds additional sense to their result.

Subsequent results and debates about the content are possible even if the blog is not active meaning that there will be no additional posts as we achieved our goal of transparency, engagement and accessibility to IMCD summer school. Approaching summer schools with a blog proved to be a success. Our work was visible and there was a competitive spirit among the students to be the best blogging group.

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