University of Groningen

Making Strategies in Destination Branding

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INTERNATIONAL CONFERENCE: SUSTAINABILITY ISSUES AND CHALLENGES IN TOURISM

3-5 October 2013, Istanbul, Turkey

Making Strategies in Destination Branding

What is the online tourism promotional material saying about Portugal?

BOĞAZİÇİ ÜNİVERSİTESİ · 1863

150.TH YIL | YEAR

university of groningen

faculty of spatial sciences

@eduoliveira98
October the 3rd
Boğaziçi University
Tourism Administration Dept.
Istanbul, Turkey

QUALIFICAR É CRESCER.

QREN QUADRO DE REFERÊNCIA ESTRATÉGICO NACIONAL

UNIÃO EUROPEIA
Fundo Social Europeu

Are you sure you want to listen this presentation?!

✓ **Part I:** *Setting the* **context**

✓ **Part II: Theoretical** *background*

     > *The* **why** *&* **how**?

         > *Destination Branding*

         > *Digital challenges*

✓ **Part III: Empirical** *background*

     > *In* **destination branding**.

         > *Approach to* **Portugal** *(case study)*

         > *Making strategies*

✓ **Part IV:** *Step* **forward**

I will take some time…

…with around **200** slides…

…talking about challenges…

in the end you can make questions

Like

Dislike

The presentation contents through keywords

In the end is all about...

Part I: *Setting the context* - Is that so complicated?

Part I: Setting the context - Is that so complicated?

Conversation

Entertainment

Relationship Building

Participation

Sharing

Rating/ Tagging

Publishing

Content Dissemination/ Distribution

SOCIAL MEDIA (for business)

Virtual Worlds · MMO · Social Gaming · Microblogging · Social Networking · Discussion · Video Sharing · Photo Sharing · Content Publishing · Articles · Blogging · Wiki's · Lifestreaming · Reviews/ Recommendations · Collaborative Filtering

Amplifiers: Aggregation/Recombination, Tracking, Apps/Tools, Mobile

Everyone is trying to *connect* with other people all around the world – But, was always that easy?

1800

2020

Local Marketplace

Newspapers / Magazines

Radio

Television

Webs

1800 · 1850 · 1900 · 1920 · 1940 · 1960 · 1980 · 1990 · 1995 · 1998 · 2000 · 2002 · 2004
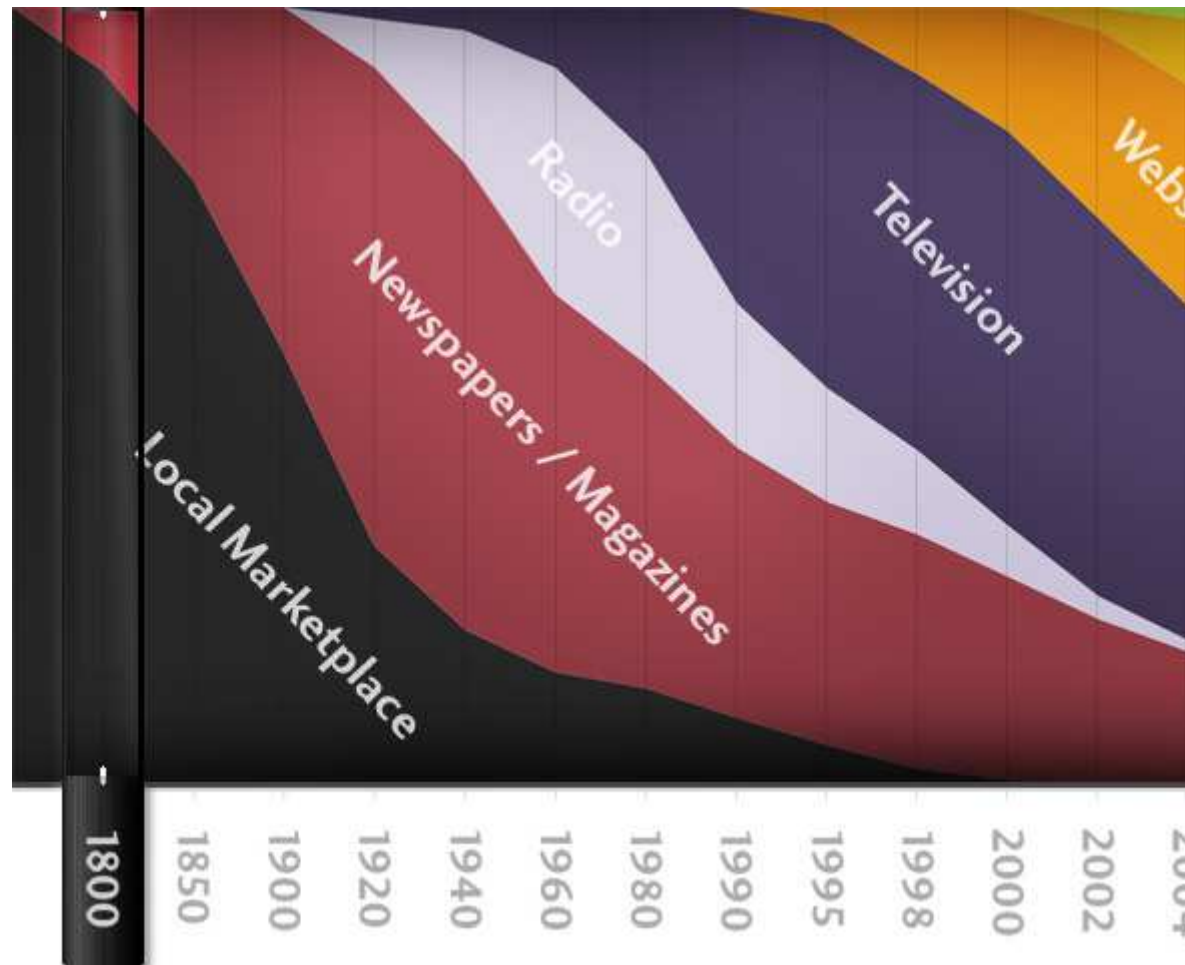
Reading information - *passive.*

1900

2020

Local Marketplace

Newspapers / Magazines

Radio

Television

Web

1800 1850 1900 1920 1940 1960 1980 1990 1995 1998 2000 2002 2004
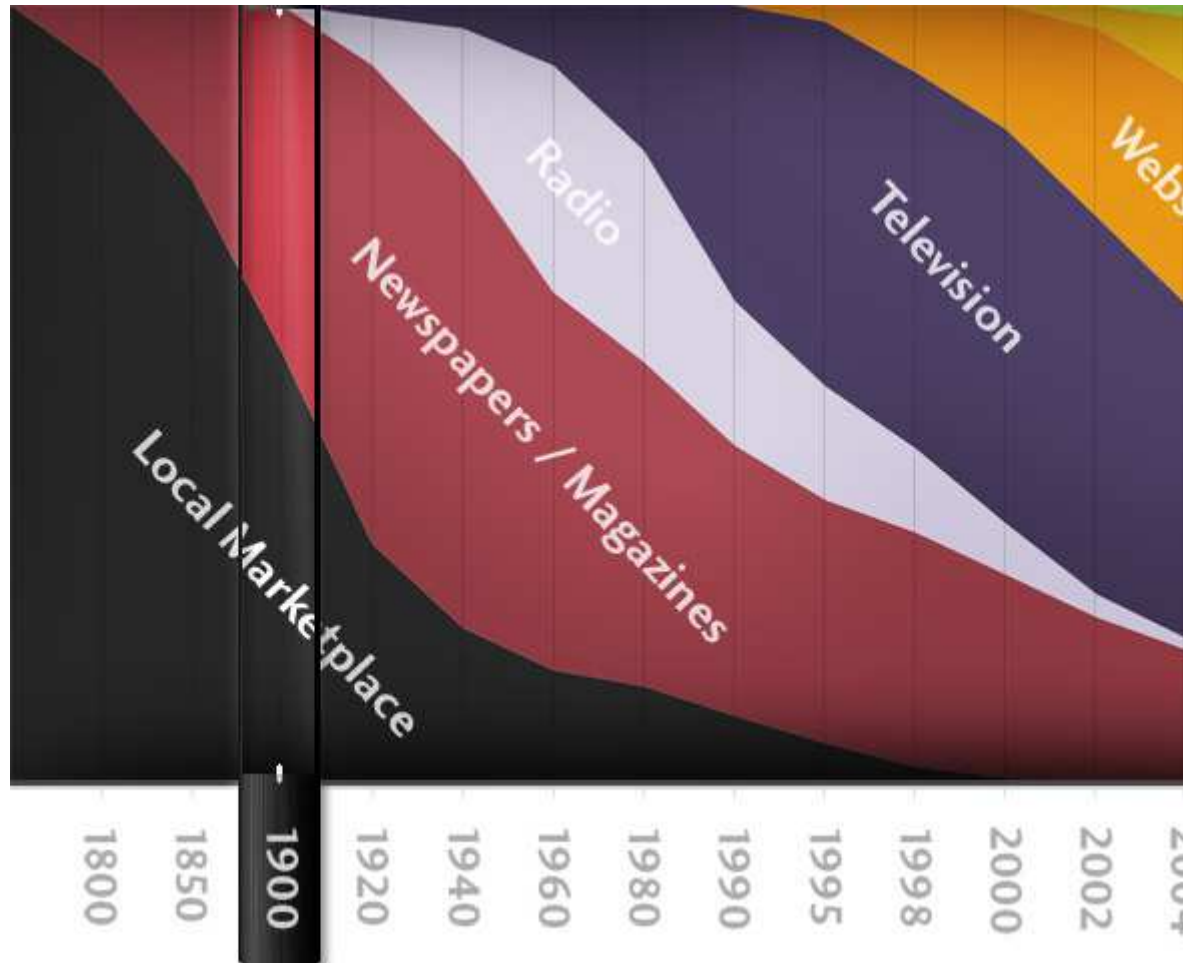
Getting the latest news - *passive.*

1960

Local Marketplace

Newspapers / Magazines

Television

Webs...

1800 1850 1900 1920 1940 1960 1980 1990 1995 1998 2000 2002 2004
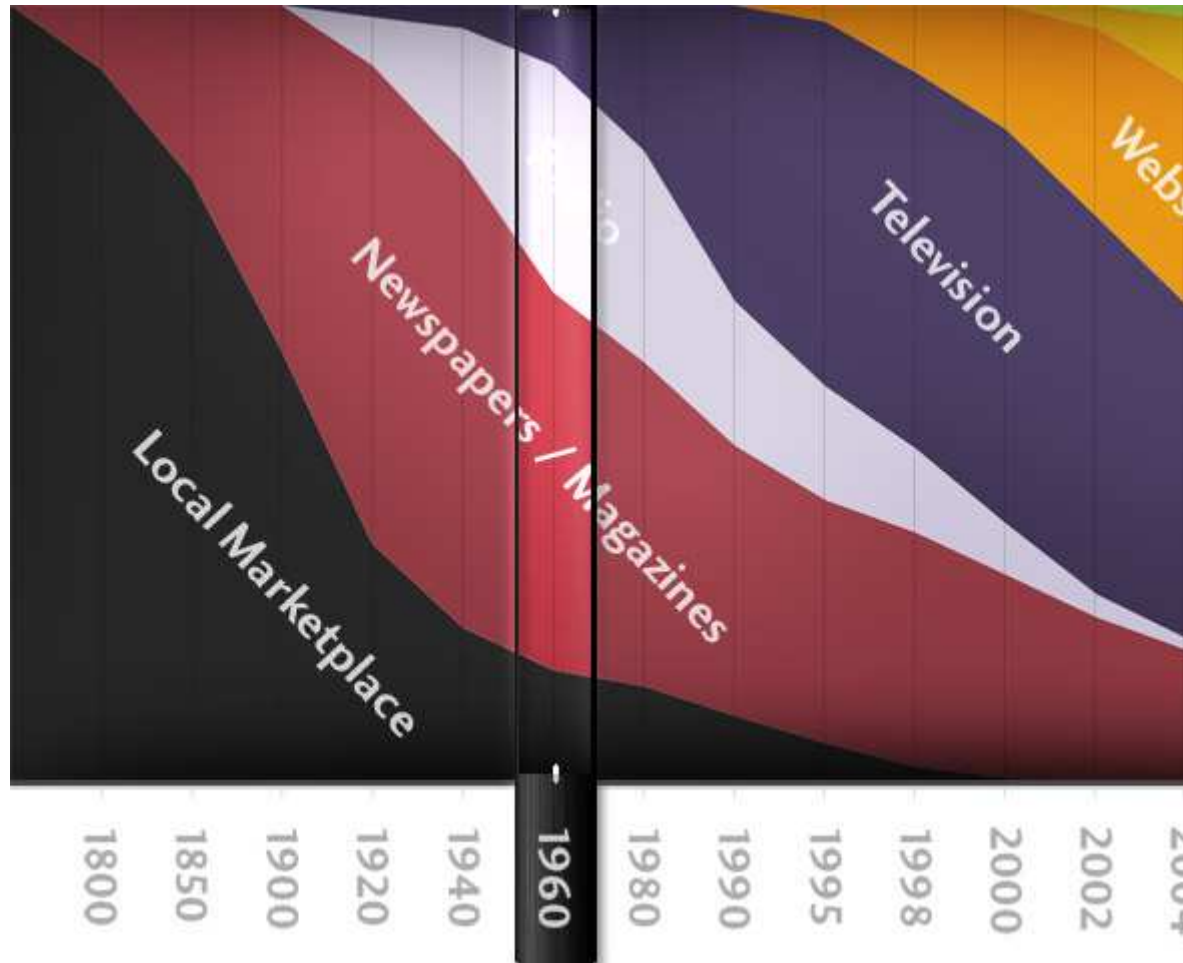
2020

Tune in tomorrow - *less passive.*

1990

Websites

Radio

Television

Newspapers / Magazines

Local Marketplace

1850 1900 1920 1940 1960 1980 1990 1995 1998 2000 2002 2004 2006
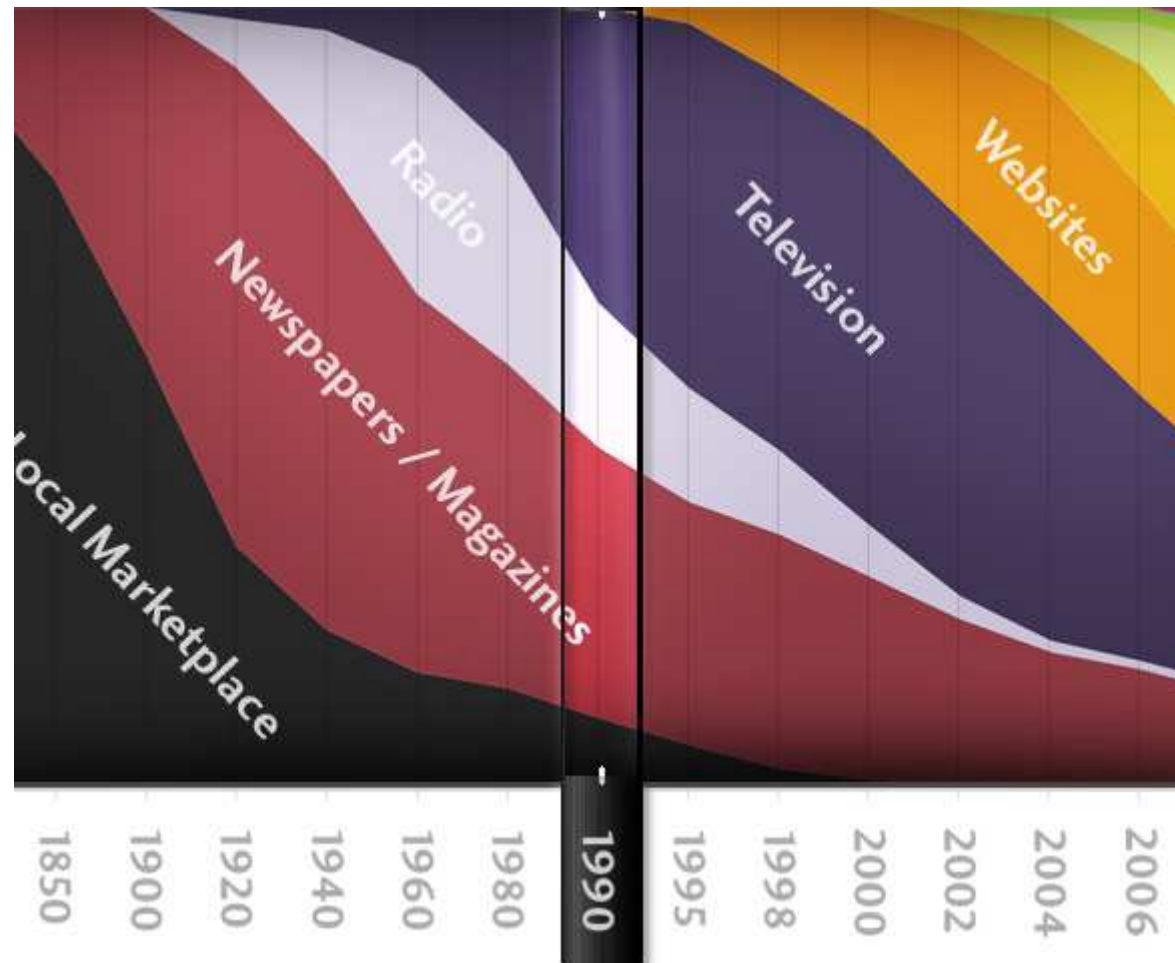
2020

Internet growing - *mix passive-active.*

1998

Newspapers / Magazines · Radio · Television · Websites · Blogs · Social Ne...

place

1920 · 1940 · 1960 · 1980 · 1990 · 1995 · 1998 · 2000 · 2002 · 2004 · 2006 · 2007 · 2008
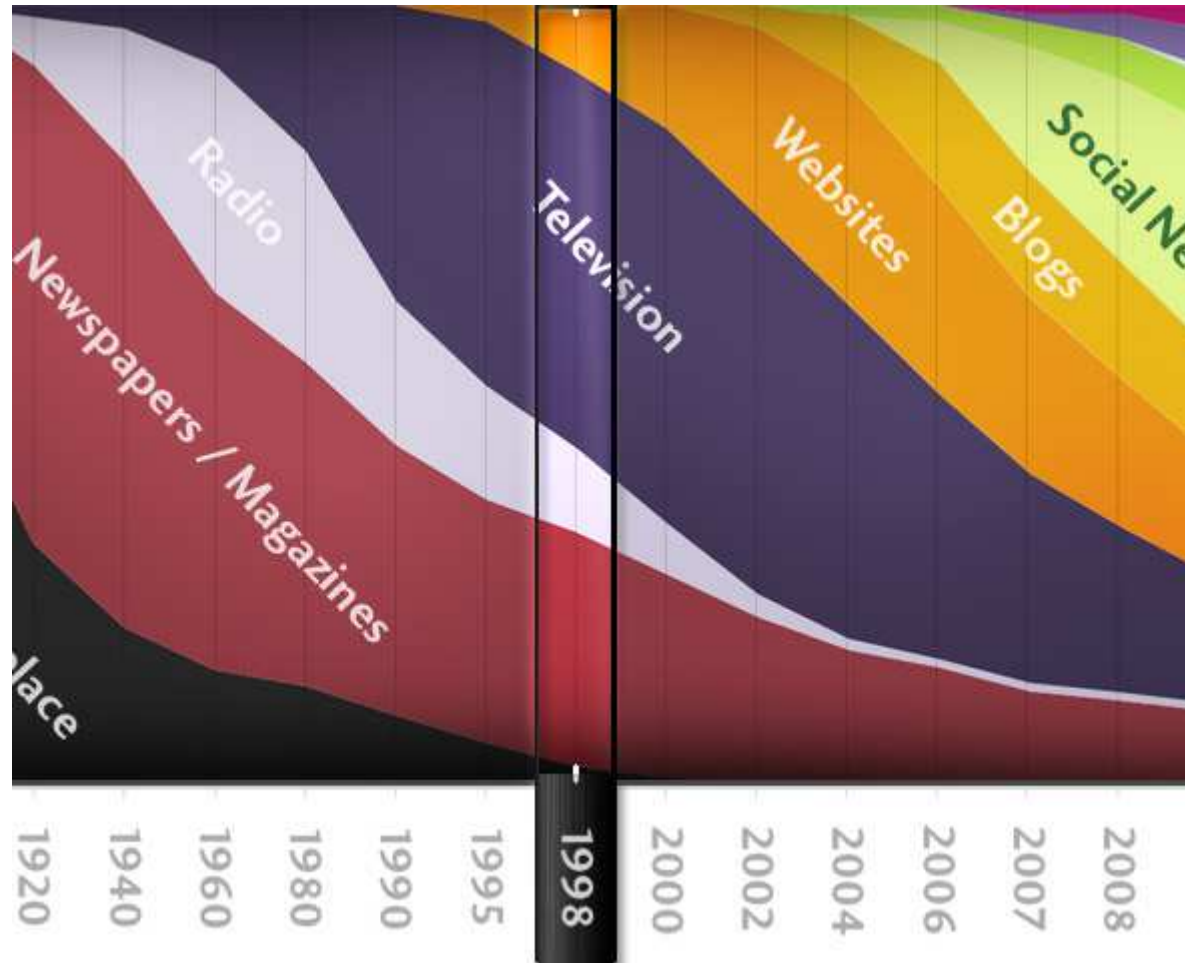
2020

Creating & Generating content

2004
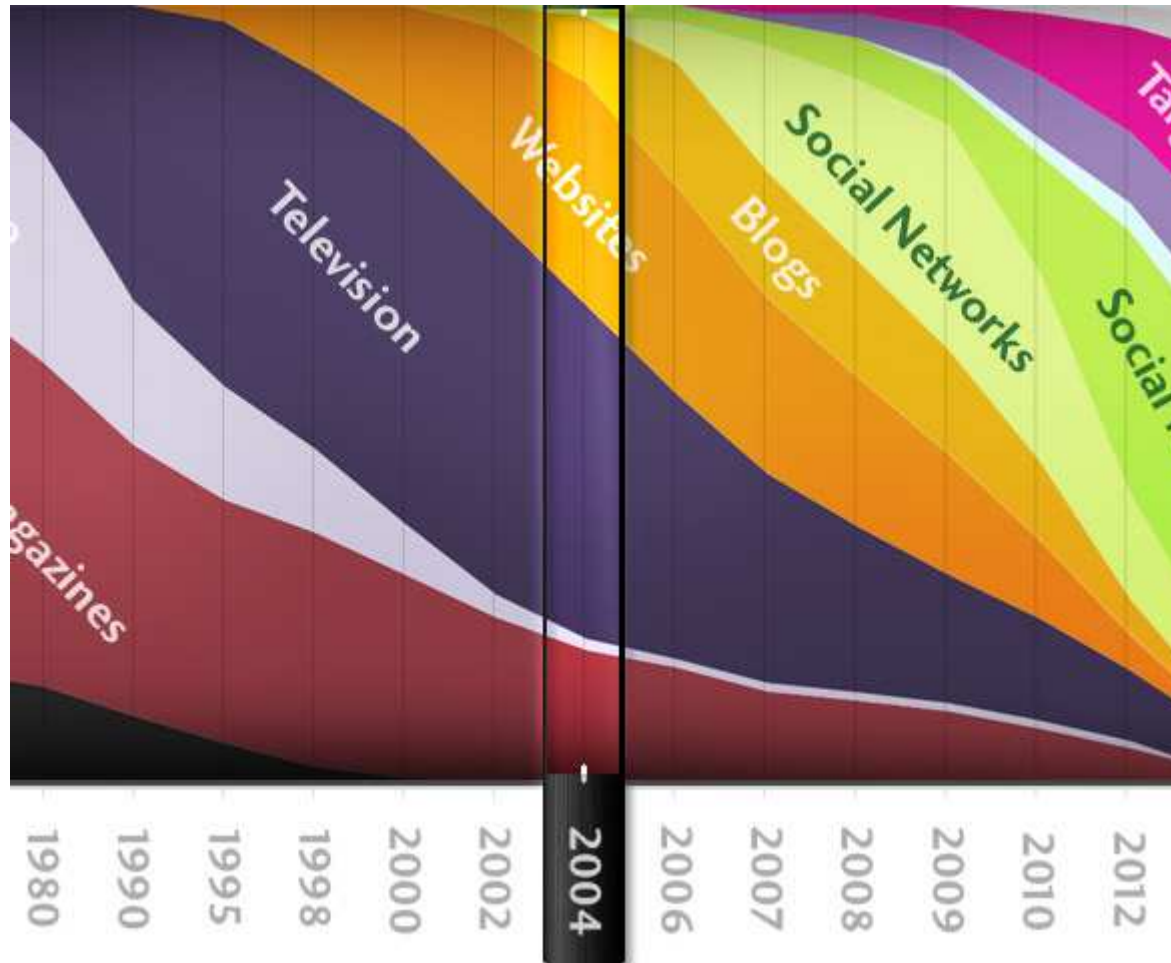
2020

Blogging and sharing - more active.

2007
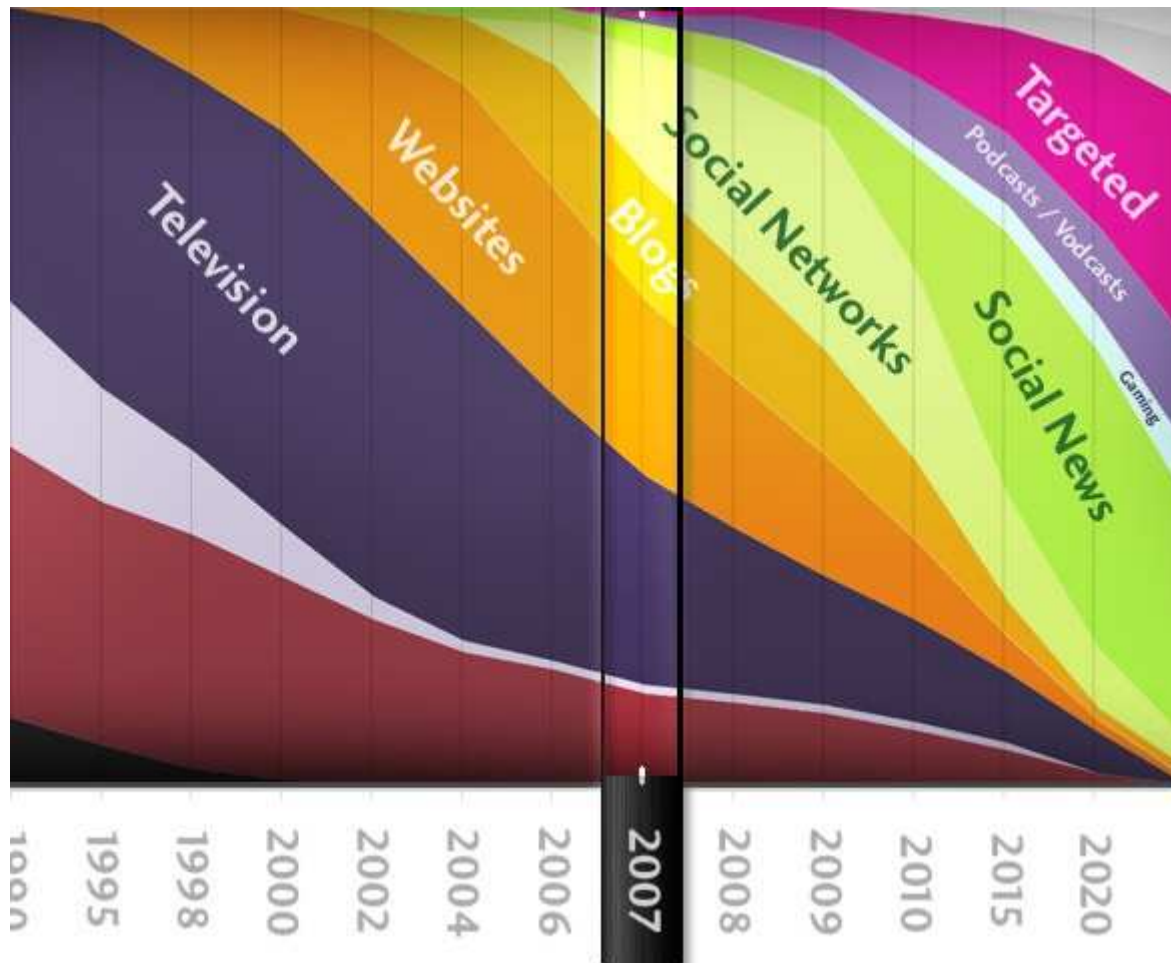
2020

Social Networks - Creator & Generator.

2009

Television | Websites | Blogs | Social Networks | Targeted Podcasts / Vodcasts | Social News | Gaming

1990 | 1995 | 1998 | 2000 | 2002 | 2004 | 2006 | 2007 | 2008 | 2009 | 2010 | 2015 | 2020
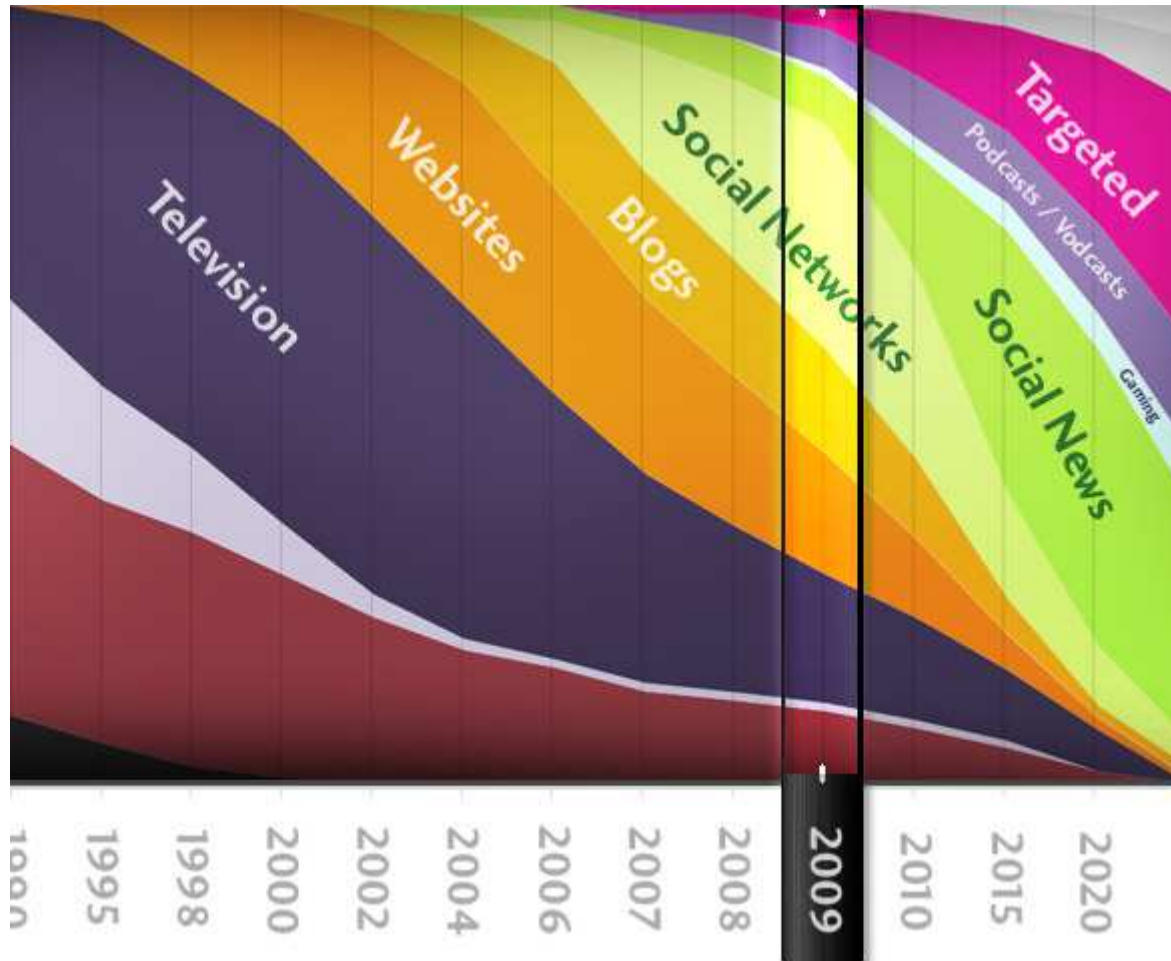
2020

Everything is social–shared: challenging

2020
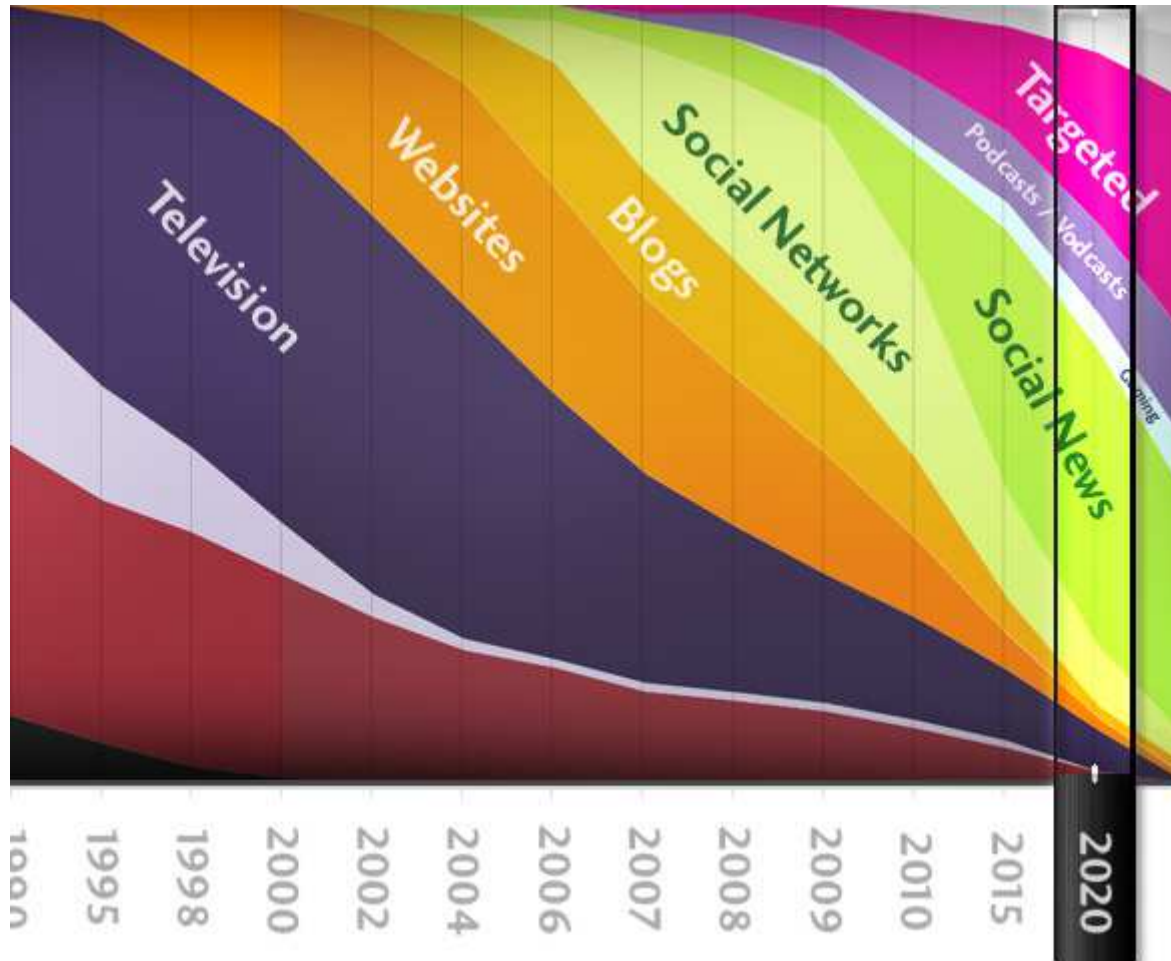
Challenges

Evolutionary spectrum of the **challenge.**
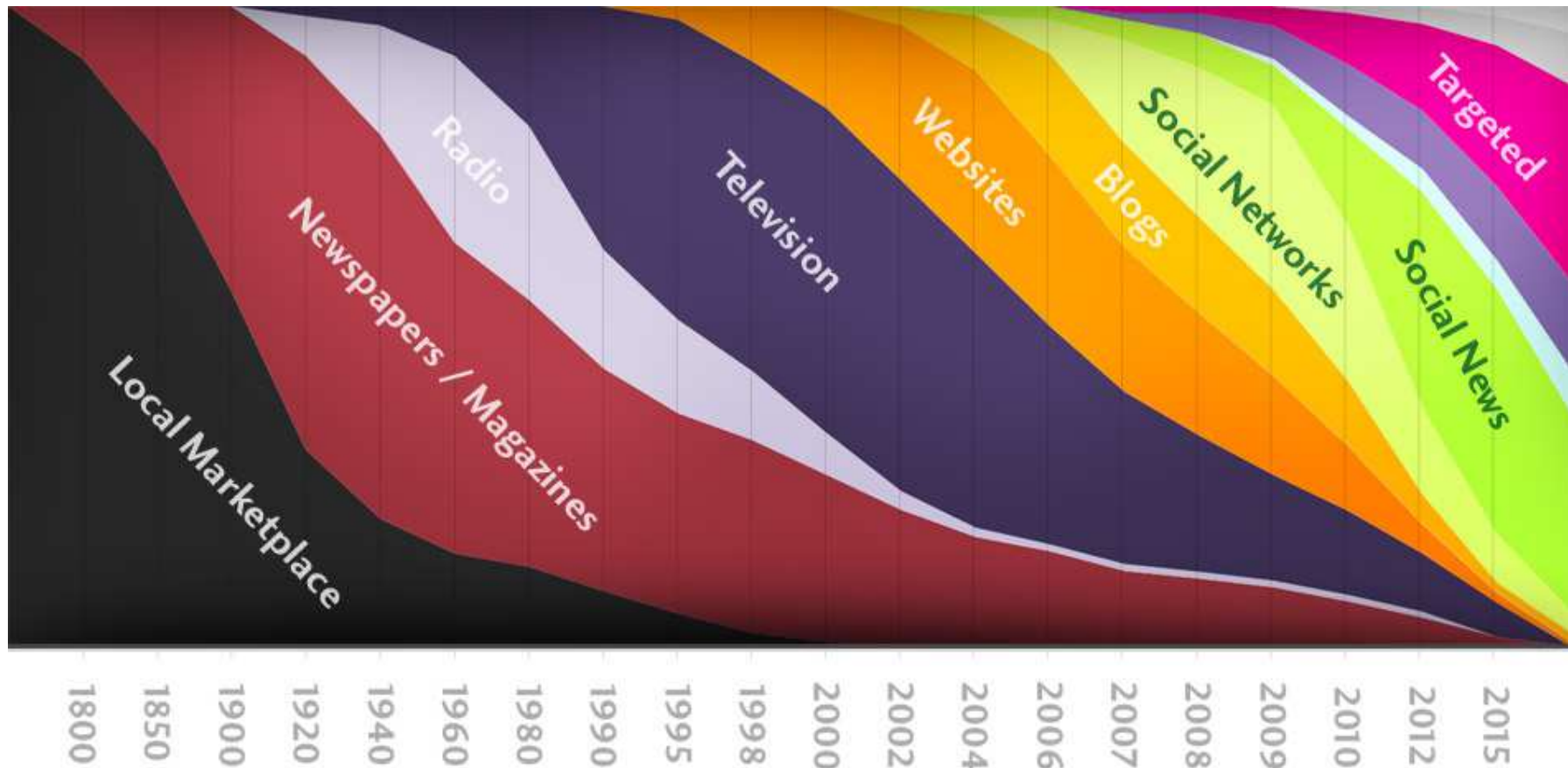
Local Marketplace

Newspapers / Magazines

Radio

Television

Websites

Blogs

Social Networks

Social News

Targeted

1800 · 1850 · 1900 · 1920 · 1940 · 1960 · 1980 · 1990 · 1995 · 1998 · 2000 · 2002 · 2004 · 2006 · 2007 · 2008 · 2009 · 2010 · 2012 · 2015

Part I: *Content - word of mouth get a* **megaphone**

Travellers are **influenced** by comments…

When making travel purchase decisions.

Methods used for booking		
	2003	**2013**
Internet	13%	76%
Travel agent	65%	18%

To #shout or to #hashtag

To Shout or to Hashtag? Digital Challenges in Destination Branding
http://placesbrands.com/to-shout-or-to-hashtag-digital-challenges-in-destination-branding/
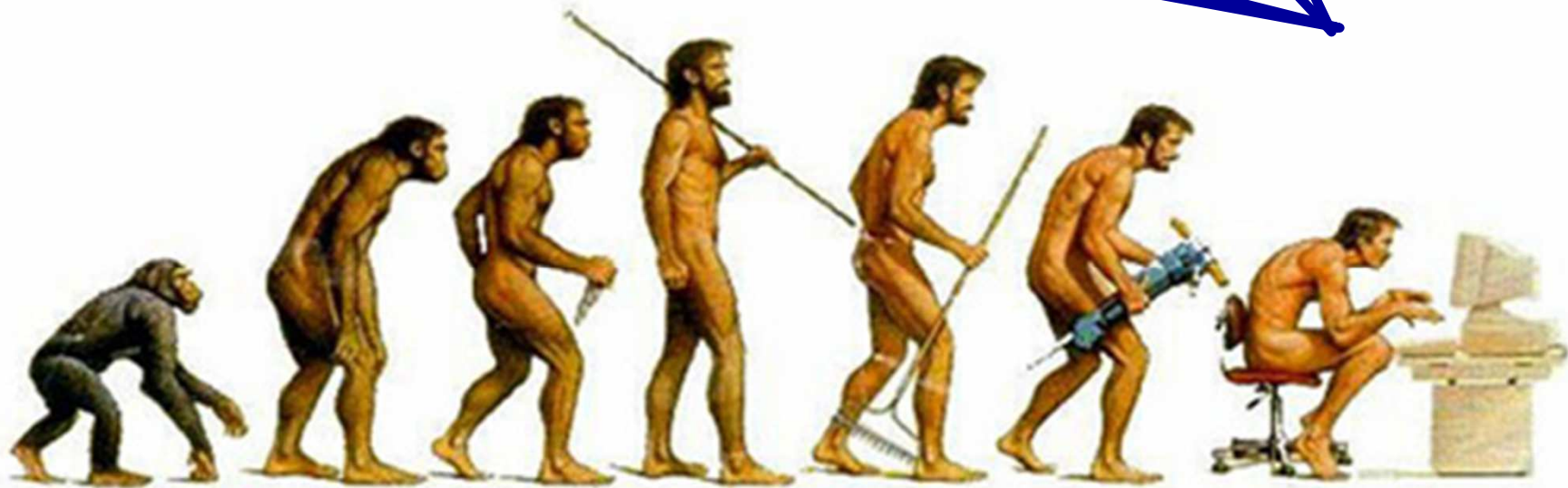
Part I: Tourism destinations are facing challenges

The demand to provide **quality information** and online contents in an era of information overload.

> How to use the **social media** and all **media channels** to communicate and interact with travellers? (O'Conner *et al.,* 2011)

The right strategies

> Open up the discussion about the **role of the institutions** in charge of destination branding (e.g. DMO).

Place or Destination brand(ing)?

> What is destination branding?

Indulge in the UNIQUELY Singapore Experience

PORTUGAL
The beauty of simplicity

MOROCCO
THE COUNTRY THAT TRAVELS WITHIN YOU

I ♥ NY

Malaysia
Truly Asia

SO WHERE THE BLOODY HELL ARE YOU?

Australia

Incredible India

One Love JAMAICA

MÉXICO
Vive hoy, vive lo tuyo.

I ♥ MCR

CROATIA
The Mediterranean as it once was

WOW PHILIPPINES
more than the usual • www.wowphilippines.com.ph

Virginia ♥ is for Lovers®
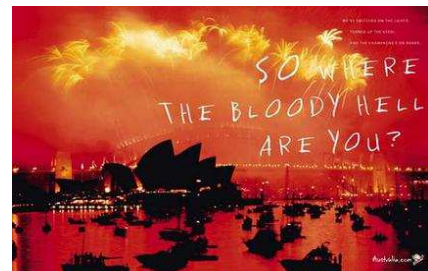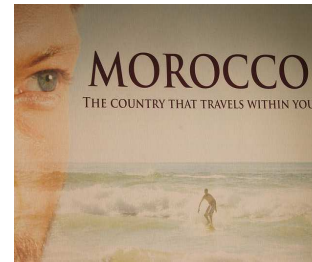
*"**Tourism** has often been seen a key element in the **development** of places and **destinations**, which are adopting **branding strategies** (...)*

*(...) meant to gain a **competitive position** and assert their identity - in their communication **with potential tourists**"*

Morgan, Pritchard & Piggott, (2003)

Today's environment of **intense competition** *is affecting destinations as they are striving to develop themselves as* **attractive places for tourism** *and differentiate themselves from competing alternatives.*

In this 'endeavour' - destinations are facing **Opportunities / Key Issues/ *Challenges***

...it is a challenge for tourism destinations to improve their **own features**, **attributes** *and* **unique elements** *to become more attractive places (Alvarez, 2012)*

Efficient & Successful Destination Branding

- Innovation
- Sustainable Tourism Awareness
- Alignment
- Consistent communication across stakeholders
- Visionary leadership
- Internet digital marketing effort
- Think Tourism
- Integration & coordination
- Compatible partnerships
- Brand-oriented organisational culture

Ritchie & Crouch, (2003)

Hankinson, (2011)

Buhalis, (2000)

Go and search for the very best...
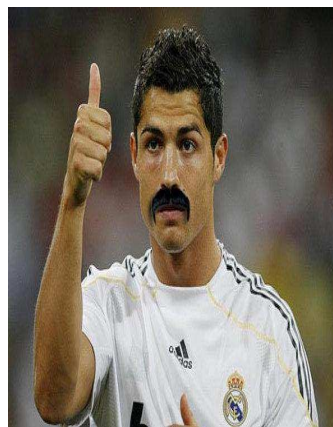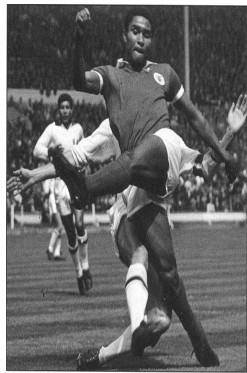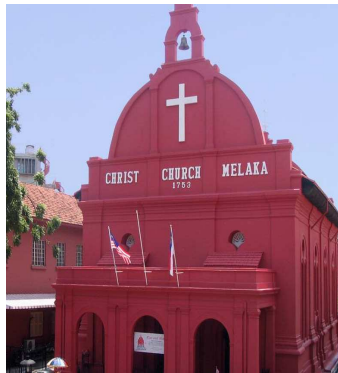
Europe

Portugal

Source: Google Maps

We are here today

Do not mix the location, the place, the destination...

Part III: Portugal as a tourism destination – destination Portugal
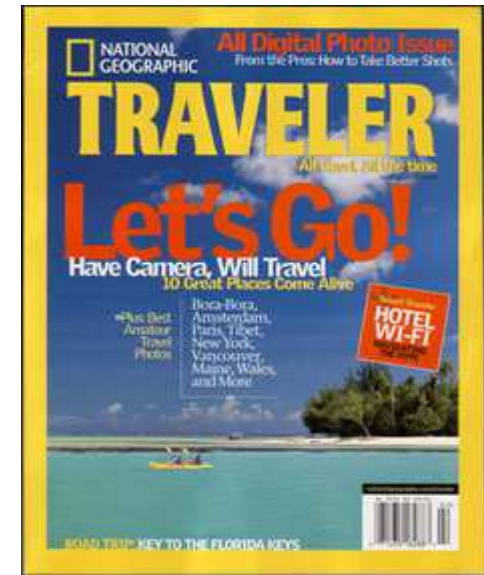
Methodological Exercise

> **Content analysis:** is an empirical technique which involves the **counting, identification** of issues and **interpretation of the content of a text** which is assumed to be significant (Hannam and Knox, 2005),

> **Text Mining:** can be used as a tool for **online text analysis** / unstructured or semistructured collection of text documents.

Project Edit Documents Quotations Codes Memos Networks Analysis Tools Views Windows Help

Word Cruncher ▶ | ⦿ Word Count Table
🔍 Query Tool | Word Cloud on selected PD
Code Cooccurrence Tree | Word Cloud on current PDs
Code Cooccurrence Table
Codes-Primary Documents Table

P-Docs | 📄 P 2: On Portugal Beach 1 {0} | Quotes | Memos

P 2: On Po...

Id	Name
P 1	welcome.png
P 2	On Portugal Beach 1
P 3	On Trails Less Traveled
P 4	3
P 5	2
P 6	on trails
P 7	10 family trips
P 8	10 trips during school
P 9	Days trips lisbon

Search

Id	Name
P 1	welcome.png
P 2	On Portugal Beach 1
P 3	On Trails Less Traveled
P 4	3
P 5	2
P 6	on trails
P 7	10 family trips
P 8	10 trips during school
P 9	Days trips lisbon

20 On Portu... ...ike a Quake
21 By MAÏA de la BAUME
NAZARÉ, Portugal — The big ones typically come only once a year, in the winter. Whipped up by powerful storms in the North Atlantic, they roll for days toward Europe, rising to seemingly impossible heights before crashing on the shores of Praia do Norte, a beach along the Portuguese coast just north of this picturesque
22 fishing town.
23
"It is like an earthquake," said Pedro Pisco, a city hall administrator from this old fishing port, a few miles away from Praia do Norte. "When it breaks, you can feel the earth shaking under your feet."
24
25 The area has a reputation as a dangerous spot for its turbulent gales, crushing surf and frequent accidents, though on a recent day the sea was flat as a reflecting pool. Normally, though, the waves crash on shore with
26 a special power, and for years residents were not even sure they were safe to surf.
27
Despite its charm and a stunning 14th-century church, Nazaré has seen some bad times, with the decline of its once-prosperous fishing industry and an exodus of local youth. And that was before the euro crisis and the deep slump in the Portuguese economy.
28 But thanks to a photo that electrified the world last month — showing a big-wave surfer named Garrett
29 McNamara setting what is expected to be a world record, streaking down the face of an estimated 100-foot breaker — the city is now busily trying to cash in on its moment of fame to promote itself and its now famous beach, Praia do Norte, as a pre-eminent big wave surfing spot.
30 The waves here have long been compared to invincible enemies, killing fishermen, vacationers and frequently
31 inundating streets and shops. There is even a spot called "the reef of widows," where by legend the wives of fishermen would watch their husbands drowning after waves had destroyed their boats.
32 The town is still filled with widows wearing black dresses or the traditional seven layers of multicolored
33 petticoats and long socks. A local legend says that women wore seven skirts because while waiting for their husbands to sail home, they would count seven waves until the sea would calm down.
34
35 Dino Casimiro, a 35-year-old body-boarder from Nazaré, is an ardent admirer of the waves and one of the major
36 initiators of the city's image makeover.
37
"For many years, we didn't know if the waves were surfable or not," said Mr. Casimiro, a physical education teacher in several local schools. "They were too big."
38 In 2010, with the town's big-wave fame spreading, several of the biggest names in surfing — including Mr.
39 McNamara, who lives in Hawaii, and Kelly Slater, Shane Dorian and Tiago Pires, the Portuguese surf champion — came to Praia do Norte. "Praia do Norte is the best secret in the world," Mr. McNamara said by telephone from
40 Hawaii. "There is nowhere in the world where you can be so close to the giant waves."
41
The project, called the "Zon North Canyon show" and developed with Mr. McNamara, was aimed at promoting
42 him as well as the town. It was sponsored by Zon, Portugal's main media holding company, after Mr. McNamara
43 broke his first world record here by surfing a 78-foot wave.
44 Then last month Mr. McNamara spent about 30 seconds on the face of a giant wave still spoken of with awe by
45 other surfers. "It was like riding a mountain, like snowboarding down a giant mountain," he said.
46 There are big wave spots far from land, like Cortes Bank 100 miles west of San Diego, Calif. But there are very
47 few in coastal areas, because the gently sloping continental shelf normally flattens out the giants, gradually sapping their strength before they can reach land. But this small part of the Portuguese coast sits at the end of
48 a giant funnel called the "canyon of Nazaré," 130 miles long and 16,000 feet deep (at its deepest), that points
49 like an arrow toward the town.
50 The canyon, said Luis Quaresma, an oceanographer at the Lisbon-based Instituto Hidrografico, creates "a
51 highway for the swell," which arrives with a lot of energy, very close to the beach. "While the waves here are
52 almost always imposing, local people say, occasionally — on average, once a year — a few swells of almost
53 unimaginable height will roll in," he said.
54
55 As a child, Mr. Casimiro says he would look at the waves almost every day from the 16th-century fortress and its

Analysis Tools Views Windows Help

Word Cruncher ▶ | ⦿ Word Count Table
🔍 Query Tool | Word Cloud on selected PD
Code Cooccurrence Tree | Word Cloud on current PDs
Code Cooccurrence Table
Codes-Primary Documents Table

The New York Times

Counting

4 times
Nazaré (place)
Portuguese
Surfing

8 times
Norte (north)
Praia (beach)

12 times
McNamara Waves

Example I

The New York Times

NAZARE JOURNAL

On Portugal Beach, Riding a Wave That Hits Like a Quake

Garrett McNamara preparing to surf at Praia do Norte beach. "Praia do Norte is the best sec... said by telephone from Hawaii.

By MAÏA de la BAUME
Published: February 24, 2013

NAZARÉ, Portugal — The big ones typically come only once a year in the winter. Whipped up by powerful storms in the North Atlantic they roll for days toward Europe, rising to seemingly impossible...

"It is like an earthquake"

"Whipped up by powerful storms in the North Atlantic"

"When it breaks, you can feel the earth shaking under your feet."

> "Praia do Norte is the **best secret** in the world"

> **Less** Travelled

> Despite **its charm** and a stunning XIV church

Lisbon Architecture Triennale – review

A series of sceptical exhibitions in Lisbon questions the purpose of architecture

Rowan Moore
The Observer, Sunday 22 September 2013
Jump to comments (0)

The New York Times

Travel

WORLD | U.S. | N.Y. / REGION | BUSINESS | TECHNOLOGY | SCIENCE | HEALTH | SPORTS | OPINION

On Trails Less Traveled

Hotel Monte Mulini in Rovinj, Croatia.

By ELAINE GLUSAC
Published: April 19, 2013

Walking trips are the ultimate in slow travel, allowing tourists to take well-trod paths through Cinque Terre in Italy or around the Ring of Kerry in Ireland at their own pace. Strollers seeking more solitude who try Europe's less celebrated regions often find that the trade-off is less service. But that doesn't have to be the case. For explorers seeking quiet pathways, a few outfitters offer pioneering routes and a comfortable place for you to put up your feet at day's end. Here are a...

FACEBOOK
TWITTER
GOOGLE+
SAVE
E-MAIL
SHARE

Example II

theguardian

Those in search of lively Lisbon bars are best advised to take a historic funicular tram, like the one above, to Bairro Alto. Photograph: Getty

Gorgeous gothic

The modern city of seven hills was shaped in 1755 by an earthquake that all but destroyed the old one. Only one part of town survived relatively intact – the Alfama, which slides down the hill from the ancient castle to the river Tagus. Most of the area's narrow, winding streets date back to the 16th century, but follow **Rua Santo António da Sé** and you'll soon see the **Sé Catedral**, built in the 12th century on the foundations of a mosque. While in the area, check out the superb views over the city from the terrace of the **Miradouro de Santa Luzia** cafe. A short distance away is the **Museu do Teatro Romano**, which houses the ruined Roman amphitheatre, built by Augustus. Nearby is the **Museu do Fado**, the spiritual home of the plaintive Portuguese music that resounds through the area's restaurants. Those in search of lively bars are better advised to take a historic funicular tram to **Bairro Alto**, the 18th-century city centre. The best places to drink of the many on offer include the **Old Pharmacy**, where wine bottles occupy the space once taken by drugs, **Páginas Tantas**, where jazz is the soundtrack of choice, and **Maria Caxuxa**, which is in a former bakery, complete with ovens.

Beachside bars

Its unusual situation means Lisbon is blessed with scores of beaches just a short trip out of the centre. Across the water from the city is the **Costa de Caparica**, where the **Delmare Cafe** serves up great seafood and cold drinks on the Praia Cabana do Pescador. On the same side of the

> Focus in **Lisbon**

> Gorgeous **gothic**

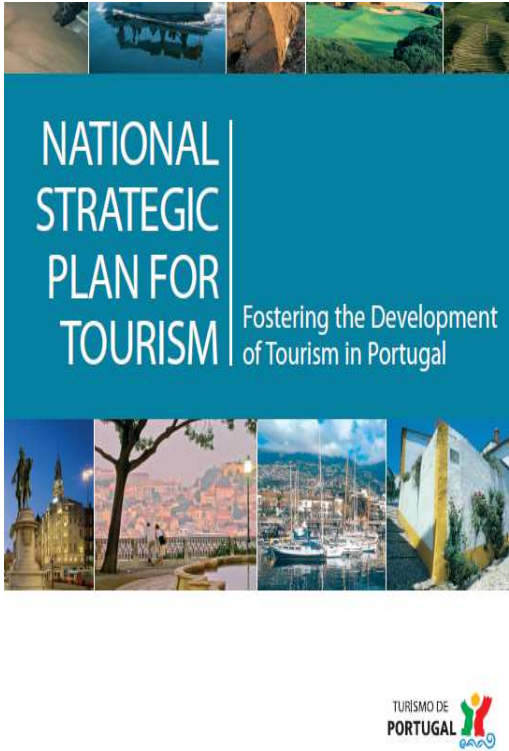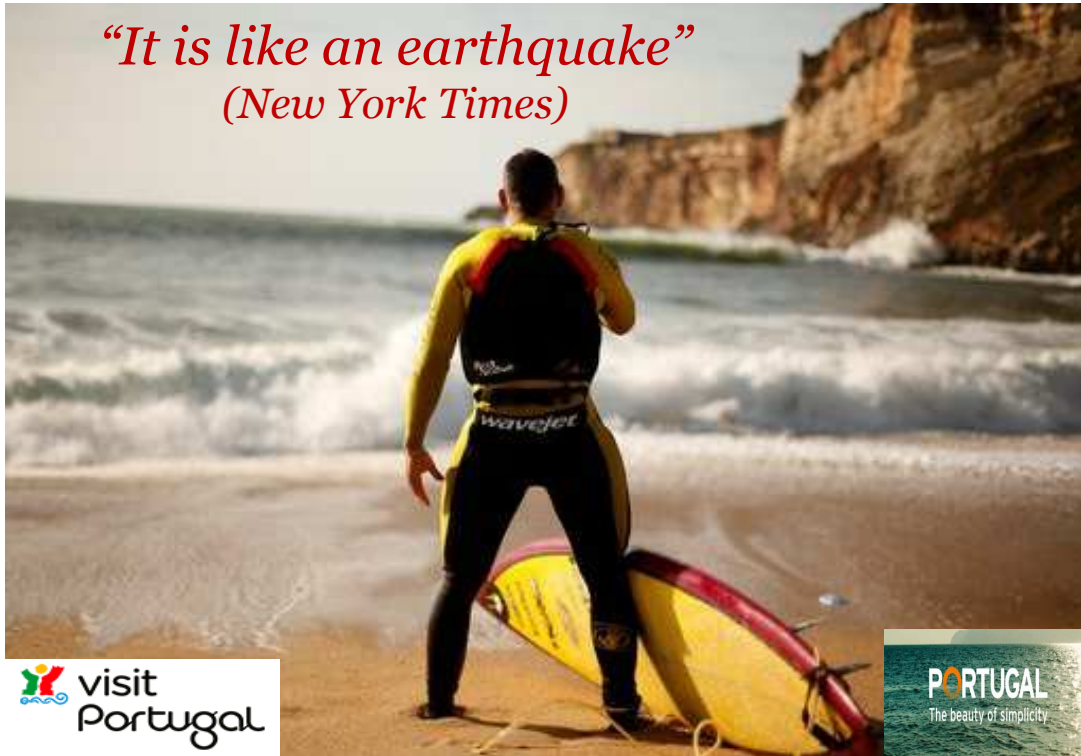> Lisbon is the capital of the style of **Fado music**

> **Superb views** over the city from the terrace of the *Miradouro de Santa Luzia* cafe**.**

> Windsurfers' '**haven**'

Making Strategies I

"It is like an earthquake"
(New York Times)

Making Strategies II

Visit #portugal the #windsurfers haven via @newyorktimes
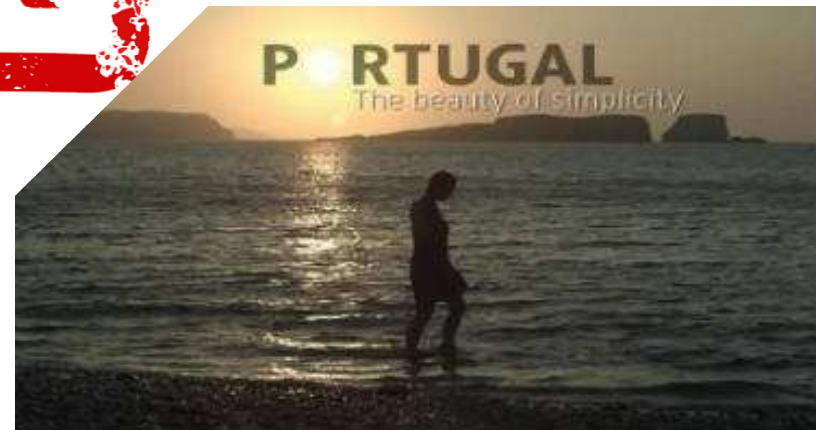
Strategic products

Contents communicated

OK

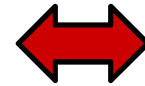**Golf** Health & We[llness] [Gas]tronomy & Wine

Sun & Beach **Cultural** City Break **Meetings** Nature

Part III: *Portugal as a tourism destination*
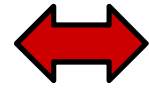
From the online channels ⟷ *To the strategy*

Coherence? ⟷ Content?

From the **online channels** ⬌ To the **strategy**

The facebook cover tag line

Not mentioned ❌

There is no brand identity stated on the document ❌

"Happy to have you here"

❌ "The beauty of simplicity"- not mentioned

❌ Adventure/Romance/ Products

Part IV

Back to the basics

Community development efforts
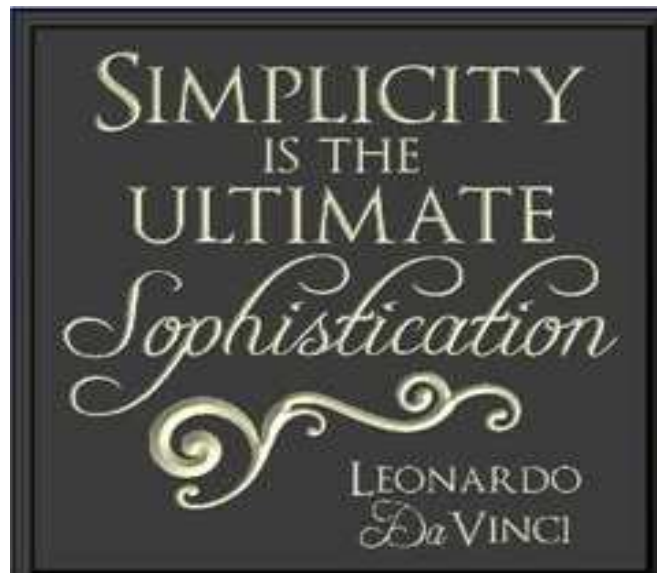
Part of the whole branding effort of the tourism destination

> How to do Destination Branding,

> The need for Strategic Thinking,

Be clear

Be honest

Be simple

"Everything should be made as simple as possible, but not simpler."
Albert Einstein

SIMPLICITY IS THE ULTIMATE Sophistication
LEONARDO DaVINCI

The core objective of destination branding strategy:

Production of a:
*> **Positive, focused** and consistent **communication strategy** for a **destination**.*
(Hall & Hubbard, 1998)

CONTENT IS KING

Qualitative & diverse information

Trip planning tools

Attractive visual material

Photo & Video sharing applications

Identify visitors activity & determine how to move forward.

LISTEN to what your target groups are saying online . Locate where their conversations are taking place (e.g. social media).

Make – Create - Design Strategy

INTEGRATE SOCIAL MEDIA

Build an on-line community

ENGAGE
'the multiple voices'

SELECT THE TOOLS

According with the audience

BUILD YOUR BRAND by **INTEGRATING** USER-GENERATED CONTENT & COMMUNITY into YOUR WEBSITE

Destination

SOCIAL NETWORKS

ENHANCE COMPETITIVENESS

STRENGTHEN POSITIONING

Thank you

References upon request
eduardo.hsoliveira@gmail.com