

University of Groningen

Place branding in strategic spatial planning

da Silva Oliveira, Eduardo Henrique

IMPORTANT NOTE: You are advised to consult the publisher's version (publisher's PDF) if you wish to cite from it. Please check the document version below.

Document Version

Publisher's PDF, also known as Version of record

Publication date:

2016

[Link to publication in University of Groningen/UMCG research database](#)

Citation for published version (APA):

da Silva Oliveira, E. H. (2016). *Place branding in strategic spatial planning: an analysis at the regional scale with special reference to Northern Portugal*. [Thesis fully internal (DIV), University of Groningen]. University of Groningen.

Copyright

Other than for strictly personal use, it is not permitted to download or to forward/distribute the text or part of it without the consent of the author(s) and/or copyright holder(s), unless the work is under an open content license (like Creative Commons).

The publication may also be distributed here under the terms of Article 25fa of the Dutch Copyright Act, indicated by the "Taverne" license. More information can be found on the University of Groningen website: <https://www.rug.nl/library/open-access/self-archiving-pure/taverne-amendment>.

Take-down policy

If you believe that this document breaches copyright please contact us providing details, and we will remove access to the work immediately and investigate your claim.

Downloaded from the University of Groningen/UMCG research database (Pure): <http://www.rug.nl/research/portal>. For technical reasons the number of authors shown on this cover page is limited to 10 maximum.



university of
 groningen

Place branding in strategic spatial planning

An analysis at the regional scale with special reference to Northern Portugal

PhD thesis

to obtain the degree of PhD at the
 University of Groningen
 on the authority of the
 Rector Magnificus Prof. E. Sterken
 and in accordance with
 the decision by the College of Deans.

This thesis will be defended in public on

Thursday 31 March 2016 at 16.15 hours

by

Eduardo Henrique da Silva Oliveira

Born on 14 August 1982
 in Póvoa de Lanhoso, Portugal

Supervisor

Prof. G. de Roo

Co-supervisor

Prof. G.J. Ashworth

Assesement committee

Prof. G.J. Hospers

Prof. F.M.D. Vanclay

Prof. A. Deffner

Funding information

This Ph.D. thesis has been funded by the scholarship/grant number SFRH/BD/76077/2011 of the Foundation for Science and Technology (Fundação para a Ciência e a Tecnologia, FCT) from the Ministry of Education and Science of the Portuguese Government and supported through the Operational Programme for Human Potential of the National Strategic Framework Program 2007-2013 supported by the European Union Social Fund. This information is in line with the number 2 of the article 35 of the FCT scholarship regulation. The logos of the institutions involved are presented below. Without their financial support this Ph.D. thesis would not have been possible.



Cover explanation

Own design. The cover and back cover photo was taken by Arezou Oliveira on 25 September 2015. The photo shows a part of the 18th century tile-work that decorate the entrance-walls of the Episcopal Palace of Braga, located in the Palace Square (Largo do Paço), Braga, northern Portugal. The “azulejo” or tile-work is an identitary art of Portugal. This building is, at present, the rectory of the University of Minho. This particular part of the tile-panel represents scenes of knowledge exchange, debate of ideas and the construction of visions of the future. In my personal perspective, this tile-work is a source of inspiration and motivation to never stop dreaming, thinking, questioning and wondering. To always envision better futures for ourselves, those around us and the world we live in.

ISBN

ISBN (book): 978-90-367-8565-5

ISBN (ebook): 978-90-367-8564-8

This Ph.D. thesis is dedicated to:

My breathtakingly intelligent and supportive wife, Arezou Oliveira. Arezou left her family in Iran to pursue her dreams, to follow her heart and passion and build a new family by my side. I am endlessly grateful for her love, her dedication, her effort and her patience, both during this Ph.D. programme and beyond. I feel humble and blessed to have her in my life: to have her smile filling my days with sunshine, to have her words fuelling my thoughts with inspiration, to have her love in every single minute, to listen her voice touching my heart and my mind with perseverance, values, knowledge, dedication and enthusiasm.

My mother, whose personality, character and the spirit she embraces daily to fight for better futures continue to inspire me, affecting my willingness and ability to understand and transform the world with firmness, generosity and grace.

My father, whose long career and professional dedication inspired my daily efforts for success, kindness and mutual support. His daily perseverance, dedication, endless energy and the search for perfection, positively impact my thoughts and actions.

My sister, whose critical thinking and energy in pursuit of new challenges has influenced me as a nuclear fusion, a nano-eruption of motivation to face the complexity and uncertainty that have always characterized the evolution of the Oliveira family. Her dedication to always fight for the respect of personal values, professional integrity, better labour conditions and living philosophies keep feeding my thoughts with alternative, and often radical, ideas and actions.

My gratitude and appreciation.

Eduardo

Acknowledgements have been included in the end of this Ph.D. thesis (page 237).

Preface

This Ph.D. thesis brings together the strategic spatial planning approach and place branding, specifically at the regional scale. It critically explores the actual or potential roles of place branding as an instrument for the attainment of strategic spatial planning goals. This discussion is gaining particular momentum at a time when the application of branding techniques and principles to places, such as cities and regions, has been firmly positioned on the agendas of local and regional governments. Place managers and policy-makers have been embracing place branding as a panacea for a bewildering assortment of deep-seated economic and social ailments, as well as a critical component to assist regional development strategies. However, and in spite of theoretical and empirical advancements, the debate on place branding often lacks any intellectual grounding or even positioning within wider spatial planning strategies, and is ripe for a rethinking in terms of its origins, theoretical underpinnings, conceptual development and practical applications.

Strategic spatial planning, which has been gaining in popularity in Europe, particularly at the regional level, was conceived as a means of overcoming the temporal and often spatial limitations and rigidities of traditional/statutory planning, by confronting the contemporary social, spatial and economic needs of a place and envisioning shared, realistic and desirable better futures for places and their citizens. Strategic spatial planning focuses on a limited number of strategic key issues and focuses on place-specific qualities and assets (whether tangible or intangible). In addition, strategic spatial planning involves relevant place actors and the specific activities of citizens, politicians and spatial planners. Proactive civic participation in a collective strategy and vision for a place (for instance, a region) may generate trust and legitimize spatial interventions, as participants in the process are likely to find that some visions present a future that certain individuals would like to inhabit; to work, study and play in; visit and develop leisure activities in, while other possible futures are considered highly undesirable. In this regard, place branding may be used in support of such visionary realignments and structural change; to foster economic restructuring, social inclusion and cohesion, political engagement and civic participation; as well as the reinforcement of place identification and the general well-being of citizens and communities.

The theoretical assumption postulated in this thesis is that place branding could and perhaps should be integrated into strategic spatial planning, independent of the geographical scale of application and whether the place branding initiatives are novel or a re-branding exercise. This thesis investigates the empirical significance of a regional branding strategy for northern Portugal (NUTS II), integrated into wider strategic spatial planning, and its ability to overcome the entrenched regional, economic and social difficulties and imbalances. To achieve this aim, a qualitative methodology was employed. Specifically, a content analysis of strategic spatial plans, development plans, strategic initiatives and online tourist-/traveller-generated content for Portugal and its northern region. In addition, 16 regional actors with a stake (and expertise) in the region were interviewed. By drawing the attention of scholars, practitioners and policy-makers towards place branding as a strategic spatial planning instrument, this thesis aims to contribute to theoretical underpinnings of place branding in order to make it effective, efficient, socially and environmentally responsible and more grounded in theory.

Voices of northern Portugal

Voices of northern Portugal, aims to bring together various perspectives over the northern region of Portugal (“O Norte”) from those that currently live there or have been there developing work, studies, visiting or for any other purpose. The collection of opinions was started on the 15th of March 2015 and finished on the 1st of July 2015. It was conducted through social media, specifically my own personal account on Facebook and an account administrated by me in the same social media platform called “The Northern Portugal”. My own twitter account was also used for this purpose. I have requested to my contacts and followers to write in one or two sentences (or 140 characters if shared via Twitter) their perspectives, thoughts, and feelings about northern Portugal. Their words were not analysed neither do they contribute to the findings discussed on the chapters that composed part B of this Ph.D. thesis. They do represent, despite that they are not any representative sample, an effective mode of involving and engaging with citizens, communities and a multiplicity of actors. As I widely argue throughout this thesis, the opinions of place actors and citizens must be taken at the heart of any place branding strategy, independently of the scale of application, as well as in strategic spatial planning processes. Place actors and citizens can act as co-creators of place brands (see chapter 4 of this thesis). Their involvement is also relevant in strategic spatial planning as they can co-produce process (see chapters 5 and 6 of this thesis). The portfolio of opinions is presented below.

“Northern Portugal is the most beautiful and true region of Portugal, with hospitable and friendly people.”
(Nuno Oliveira, March 2015)

“Galicia and Northern Portugal, the corner where the Atlantic meets Europe.”
(António Alves, March 2015)

“Northern Portugal is simply lovely, for its stunning landscape and welcoming people.”
(Thiago Brito, March 2015)

“Northern Portugal is the region where we can find the authentic Portugal. Is the region where we can hear people speaking loudly, see clothing drying at the balconies, neighbours requesting sugar to the next door neighbour, the bakery owner that knows our name. For me, these is what best represents northern Portugal, and for me these is our Portugal.”
(Andreia Amorim, March 2015)

“Northern Portugal a land of white wine and filled with traditions”
(Márcia Sousa, March 2015)

“Northern Portugal, a region with history, traditions and astonishing landscapes.”
(Miguel Correia, March 2015)

“Northern Portugal, the region where the people are hospitable and cheerful.”
(Sylvia Santos, March 2015)

“To speak about northern Portugal, it is necessary to fill the chest of a green and fresh pride, straighten your back and lift the chin. And, look ahead to the infinity with the confidence that in each northerner gesture focuses there is tradition and the purest beauty of our country.”
(Olga Pereira, March 2015)

“Northern Portugal, where the "green sounds" of nature, mix with a determined touch of peoples' northerner accent.”
(Mário Coelho, March 2015)

“Northern Portugal represents the joy of the colours of its hills; the joy of their sounds and the cheerful smells. Those who lived or visited northern Portugal probably will never forget it; they will leave with the desire of returning someday.”
(Silvia Fernandes, March 2015)

*Northern Portuguese people are daily fighters in toil of wild land.
Northern Portugal is tough and strong with expressive people and landscapes which impact positively all those that interact with the region.
Is a tracery of natural and human landscapes that amazes in each corner.
Is a watching point, because in the wilderness of each hill one is able to observe all its charm.*
(Sérgio Ferreira, April 2015)

Table of Contents

List of figures and tables following the sequence of their appearance in each chapter.....	xii
List of acronyms in English and Portuguese organized in alphabetical order	xv

PART A: THEORETICAL AND METHODOLOGICAL APPROACH

Chapter 1: Introduction

1.1. Problem statement and strands of reasoning.....	1
1.2. Theoretical and empirical endeavours linking place branding and spatial planning.....	5
1.2.1. <i>Highlights of Table 1.1. for the theoretical and empirical attempts to link place branding and geographical thinking/ spatial planning</i>	10
1.2.2. <i>From traditional land-use planning to a strategic-oriented approach to spatial planning in Europe</i>	17
1.3. Research methodology.....	25
1.3.1. <i>Research objectives</i>	25
1.3.2. <i>Research questions</i>	28
1.3.3. <i>Research philosophy</i>	29
1.3.4. <i>Research strategy</i>	30
1.3.5. <i>The case study choice</i>	31
1.3.6. <i>Collecting and revising the literature</i>	32
1.3.7. <i>Primary data collection and analysis: in-depth interviews</i>	32
1.3.8. <i>Secondary data collection and analysis: documental content analysis</i>	36
1.4. Background of the case study.....	38
1.4.1. <i>Northern Portugal</i>	38
1.4.2. <i>Spatial-demographic setting</i>	40
1.4.3. <i>Spatial-economic setting</i>	43
1.5. The role of strategic spatial planners in place branding	44
1.6. Structure of the thesis.....	46

Chapter 2: Conceptualising place branding in strategic spatial planning

Chapter overview.....	51
2.1. Introduction.....	51
2.2. Theoretical framework in the light of two strands of reasoning.....	53
2.3. What is place branding?.....	56
2.4. What is strategic spatial planning?.....	57
2.5. The conceptual intertwining between place branding and strategic spatial planning.....	58
2.6. Discussing the two strands of reasoning: strategically thinking place branding.....	62
2.7. Conclusions.....	66

PART B: EMPIRICAL RESEARCH - PLACE BRANDING IN STRATEGIC SPATIAL PLANNING WITH SPECIAL REFERENCE TO NORTHERN PORTUGAL

Chapter 3: Place branding in strategic spatial planning: a content analysis of development plans, strategic initiatives and policy documents for Portugal and its northern region (NUTS II) for the period between 2014 and 2020

Chapter overview.....	70
3.1. Introduction.....	70
3.2. Place branding in strategic spatial planning: some theoretical considerations.....	72
3.3. From place promotion to place branding with special reference to Portugal and its northern region.....	75
3.4. Research methodology.....	79
3.4.1. <i>Content analysis of spatial development plans, strategic initiatives and policy documents</i>	79
3.4.2. <i>Method</i>	81
3.5. Research findings.....	81
3.6. Discussion and reflections.....	85
3.7. Conclusions.....	87

Chapter 4: Content, context and co-creation: a content analysis of tourism-oriented online publications in which the tourism potential of Portugal and its northern region (NUTS II) has been discussed

Chapter overview.....	89
4.1. Introduction.....	89
4.2. Tourism and place branding for tourism purposes.....	94
4.3. Digital evolutions and place branding.....	95
4.4. Digital trends, technologies and best practices in place branding for tourism purposes.....	96
4.5. Using hashtags in place branding.....	98
4.6. The need for a digital strategy in place branding.....	99
4.7. Research methodology.....	100
4.7.1. <i>Justifying the qualitative approach employed</i>	100
4.7.2. <i>Content analysis of tourism-oriented online publications</i>	101
4.7.3. <i>Content analysis with references to Portugal and northern Portugal as tourist destination</i>	102
4.8. Research findings.....	104
4.9. Discussion and reflections.....	107
4.10. Conclusions.....	109
4.10.1. <i>What image is coming across about Portugal, in comparison with other places?</i>	109
4.10.2. <i>Content generated by average/non-professional travellers, professional traveller bloggers and travel journalists in a regional branding strategy: final remarks</i>	109

Chapter 5: Theoretical framework of the study - place branding as strategic spatial planning instrument and its application to the case study based on regional actors perspective over a regional branding strategy for northern Portugal (NUTS II)

Chapter overview.....	111
5.1. Introduction.....	111
5.2. The intertwining relation between place branding and strategic spatial planning.....	112
5.3. Defining the strategic spatial planning approach and its evolution in Portugal.....	113
5.4. Defining place branding through strategic spatial planning	115
5.5. Theoretical framework of the study: place branding as strategic spatial planning instrument an analysis at the regional scale.....	117
5.6. In-depth interviews with key regional actors of northern Portugal.....	119
5.7. Analysis of the current strategic regional planning documents.....	123
5.8. Theoretical framework applied to the case study on northern Portugal.....	124

Chapter 6: Tourism as key strategic domain: the regional actors perspective over the tourism potential of northern Portugal (NUTS II) and its relevance for a regional branding strategy

Chapter overview.....	127
6.1. Introduction.....	127
6.2 Regional branding focused on tourism as a key strategic domain.....	129
6.3. Setting the scene for a regional branding strategy for northern Portugal.....	130
6.4. The tourism potential of Portugal.....	134
6.5. The tourism potential of northern Portugal.....	139
6.6. Research methodology employed in this chapter.....	146
6.6.1. <i>Content analysis of policy documents for tourism at national and regional levels</i>	146
6.6.1.1. <i>National Strategic Plan for Tourism 2013-2015</i>	147
6.6.1.2. <i>Northern Portugal Strategic Guidelines/ Operational Programme 2014-2020</i>	148
6.6.2. <i>Analysing interviews with key regional actors</i>	149
6.7. Conclusions	151

Chapter 7: Place branding in strategic spatial planning: cross-border cooperation in a regional branding strategy with reference to Northern Portugal and Galicia

Chapter overview.....	154
7.1. Introduction.....	154
7.2. Defining borders and cross-border geographical areas in Europe.....	157
7.3. Cross-border regions, Euroregion and the role of EGTC Galicia-northern Portugal	158
7.4. Strategic spatial planning, cross-border regions and cross-border cooperation	159
7.5. Debating the primary strand of reasoning of this thesis - place branding as strategic spatial planning instrument at the cross-border spatial level	161
7.6. Background of the case study: Galicia–northern Portugal	163
7.7. Content analysis of Joint Investment Programme Galicia-northern Portugal 2014-2020	165
7.8. Discussing a cross-border branding strategy for Galicia–northern Portugal.....	166
7.9. Conclusions.....	169

PART C: CONCLUSIONS

Chapter 8: Conclusions and future challenges

Chapter overview.....	172
8.1. Revisiting the theory and polishing the theoretical links between place branding and strategic spatial planning	172
8.1.1. <i>Constituents for a renewal of strategic spatial planning</i>	174
8.1.2. <i>Tailor-made and more context-sensitive/ specific strategic spatial planning</i>	176
8.1.3. <i>Co-production of strategic spatial planning processes</i>	177
8.2. Rethinking place branding through strategic spatial planning, towards more effective, integrative, socially responsible and strategic place-branding initiatives.....	183
8.3. Towards a more geospatial way of thinking in place branding.....	193
8.4. Future challenges and opportunities for place branding on the regional scale.....	194
8.5. Future challenges and opportunities for region branding in northern Portugal	199
8.6. Concluding remarks on the summary of the research findings.....	204
8.7. Future challenges for place branding and strategic spatial planning.....	207
References	210
Acknowledgements	237
Appendices	238
Appendix A. List of online information/knowledge sharing platforms, such as blogs and twitter feeds devoting attention to the topic of place branding, place marketing and place management.....	238
Appendix B. Interview guide used during the in-depth interviewing with the regional actors.....	239
Appendix C. List of key regional actors of northern Portugal interviewed for the purpose of this Ph.D. thesis between March 2014 and February 2015.....	240
Appendix D. List of key regional actors of northern Portugal which have been contacted for an interview but have not replied the electronic message or have denied* the participation in this study.....	241
Appendix E. List of development plans, strategic initiatives and policy documents for Portugal and its northern region for the period between 2014-2020 content analysed.....	242
Summary	245
Nederland Samenvatting	251
Resumo em Português	258
About the author	265

This thesis has been proofread in UK Standard English (except for quotations written in American English) following the Oxford Student's Dictionary and reflects modern academic trends. For instance, words have been spelled with an "ize", "izing" or "ization" suffix and some words, such as "analyse", are spelled in the traditional way. The word "chapter", when is not used at the beginning of a sentence, has not been capitalized. "%" appears as "per cent" when in a sentence. "Co-production" has been spelled as "co-production". However, the reader will also find "coproduction" but only when is part of a quotation.

List of figures and tables following the sequence of their appearance in each chapter

Chapter 1

Figure 1.1.	The two possible strands/directions of reasoning considered in this Ph.D. thesis.
Figure 1.2.	Layout of the approach undertaken in this Ph.D. thesis.
Figure 1.3.	Branding neighbourhood, city quarters, districts, cities, regions, cross-border regions and countries in strategic spatial planning.
Table 1.1.	Theoretical and empirical endeavours linking place branding and more geographical/spatial planning approaches between 1988 and 2015.
Table 1.2.	A comparison between place branding processes and spatial planning undertaken by Nea Ionia in Greece and Pafos in Cyprus.
Figure 1.4.	Theoretical cycle between place branding, spatial planning, place narratives and place identity.
Figure 1.5.	Timeframe (1988-2015), by author and the main thoughts, of theoretical and empirical endeavours linking place branding and more geographical/spatial planning approaches to the idea of branding countries, regions, provinces, and cities.
Table 1.3.	Key differences between traditional spatial planning and strategic spatial planning.
Figure 1.6.	The six key-focal points of strategic spatial planning.
Table 1.4.	Main and sub-research objectives of this Ph.D. project/thesis.
Table 1.5.	Main and sub-themes covered by the semi-structured interview guide.
Table 1.6.	List of key regional actors interviewed, their role and interview date.
Figure 1.7	Geographical representation of Portugal, Northern Portugal (NUTS II) and its NUTS III (1–8).
Table 1.7.	Demographic indicators for Portugal and its northern region (NUTS II).
Table 1.8.	Crude rate of natural increase (%) for Portugal and its northern region (NUTS II).
Figure 1.8.	Net migration observed in Portugal and its northern region between 2000 and 2013 (number).
Figure 1.9.	Summarizing the roles strategic spatial planners in place branding.
Figure 1.10.	Structure of the thesis.

Chapter 2

Figure 2.1.	Visual conceptualization of the two strands of reasoning (1) and (2) considered in this Ph.D. thesis.
Figure 2.2.	Strategic links between place branding and strategic spatial planning.
Table 2.1.	Explicating the two strands of reasoning (primary and alternative).

Chapter 3

Figure 3.1.	From place promotion to place branding in Portugal between 1906 and 2014.
Table 3.1.	List of documents' content analysed.
Table 3.2.	Words and terms searched.
Table 3.3.	Place branding and related terms INTERNAL (brand attempt/place marketing and place promotion) or EXTERNAL (no significant finding*) to the analysed documents.

Chapter 4

Table 4.1.	The methods used for booking by European travellers in 2013 compared with 2003.
Table 4.2.	List of online articles content analysed September 2013 - February 2014.
Table 4.3.	Research findings for 14 of the 20 online articles content analysed (grey colour highlights the reference to northern Portugal).

Chapter 5

Figure 5.1.	The theoretical framework of the study.
Figure 5.2.	Summarizing the research findings on the key strategic domains for northern Portugal.
Figure 5.3.	Theoretical framework of the study applied to the empirical case.

Chapter 6

Table 6.1.	Macroeconomic indicators for Portugal.
Figure 6.1.	Unemployment rate in Portugal and its northern part for the period between 2004 and 2015 (1 st quarter of each year). Own elaboration based on CCDRN (2014a, 2015).
Table 6.2.	Unemployment rate in Portugal and portuguese regions (NUTS II).
Table 6.3.	The economic impact of tourism in Portugal.
Table 6.4.	World's top tourism destinations in arrivals and receipts (2012-2013).
Table 6.5.	Travel and tourism contribution to GDP and employment in Portugal and other countries.
Figure 6.2.	Money spent (in US \$) by foreign visitors to a country (or visitor exports).
Table 6.6.	General reasons to visit Porto and northern Portugal (values in %) by country of residence (source markets) in 4th quarter of 2011 and 1st quarter of 2014.
Table 6.7.	Specific motives to visit Porto and northern Portugal in 1st quarter of 2014.
Figure 6.3.	General reasons to visit Porto and northern Portugal in 1st quarter of 2014.
Figure 6.4.	Specific motives to visit Porto and northern Portugal in 1st quarter of 2014 of those that visit for "leisure" reasons.
Figure 6.5.	Specific motives to visit Porto and northern Portugal in 1st quarter of 2014 of those that visit for "business" reasons.
Figure 6.6.	Average of nights spent by tourists in Porto and northern Portugal (1st quarter 2014).

Figure 6.7.	Overnight stay cities of northern Portugal, for those tourists who have decided to spend some nights out of Porto (data for the 1st quarter of 2014).
Figure 6.8.	Key tourism products for Portugal and its regions in the summer of 2015.
Figure 6.9.	Measures to boost tourism in Portugal and its regions.
Figure 6.10.	Summary of key questions that result of the above analysis on the branding attempts in Portugal and its northern region.

Chapter 7

Figure 7.1.	The Euroregion Galicia-northern Portugal, the main cities (1-10) and the two Eurocities (11; 12).
Table 7.1.	Key social and economic figures for Spain, Portugal, Galicia and northern Portugal.
Table 7.2.	Galicia-northern Portugal-specific qualities/key-strategic domains combined.

Chapter 8

Figure 8.1.	Section outline and the 3-R's model explained.
Figure 8.2.	The basis for a renewal of the strategic spatial planning approach.
Table 8.1.	Summary of definitions and perspectives on co-production*.
Table 8.2.	Summarizing co-production* in strategic spatial planning.
Figure 8.3.	An example of co-production in spatial planning.
Table 8.3.	Rethinking place branding (PB) through strategic spatial planning (SPP) towards a more effective, integrative, socially responsible and strategic place-branding initiatives.
Table 8.4.	Summarizing some of the challenges and opportunities of regional branding.
Figure 8.4.	The multi-scale complexity of regional branding.
Table 8.5.	Summarizing some of the challenges and opportunities of a potential region-branding strategy for northern Portugal identified by the 16 interviewees during field work.
Table 8.6.	The actual or potential roles of a regional branding strategy for northern Portugal as an instrument for the attainment of strategic spatial planning goals 2014-2020.
Figure 8.5.	Current main branding efforts at the national and regional levels, and possible attempts at the city level.

List of acronyms in English and Portuguese organized in alphabetical order

Acronym	English translation	Original name in Portuguese
ADRAVE	Regional Development Agency of the Ave Valley	Agência de Desenvolvimento Regional do Vale do Ave, S.A.
ATP	Textile and Clothing Association of Portugal	Associação Têxtil e Vestuário de Portugal
AICEP	AICEP Portugal Global - Trade & Investment Agency	Agência para o Investimento e Comércio Externo de Portugal
CCDRN	North Regional Coordination and Development Commission	Comissão de Coordenação e Desenvolvimento Regional do Norte
DMO	Destination Marketing Organization	
EGTC	European Grouping of Territorial Cooperation	Agrupamento Europeu de Cooperação Territorial
EU	European Union	União Europeia
ESDP	European Spatial Development Perspective	
eWOM	Electronic Word of Mouth	
FCT	The Foundation for Science and Technology	Fundação para a Ciência e a Tecnologia
GDP	Gross domestic product	Produto Interno Bruto
GNP	Galicia-northern Portugal also as Galicia north-Portugal	Galícia-Norte de Portugal
HCP	Health Cluster Portugal	Pólo de Competitividade da Saúde
ICT or ICTs	Information Communication Technologies	Tecnologias de Informação e Comunicação
IN	Regional actors and organizations interviewed	Atores regionais e organizações entrevistadas
INE	Statistics Portugal	Instituto Nacional de Estatística
IPM	The Institute of Place Management	

ITPD	Institute of Tourism Planning and Development	Instituto de Turismo
NUTS	Nomenclature of Territorial Units for Statistics	Nomenclatura das Unidades Territoriais para Fins Estatísticos
OECD	Organisation for Economic Co-operation and Development	Organização para a Cooperação e Desenvolvimento Económico
PB	Place Branding	
PSP	Portuguese Society of Propaganda	Sociedade de Propaganda de Portugal
SPP	Strategic Spatial Planning	Planeamento Territorial Estratégico
TPNP	Regional Entity of Tourism of Porto and Northern Portugal	Entidade Regional do Turismo do Porto e do Norte de Portugal
TTCI	Travel and Tourism Competitiveness Index	
UM	University of Minho	Universidade do Minho
UNESCO	United Nations Educational, Scientific and Cultural Organization	
UNWTO	United Nations World Tourism Organization	
WTTC	World Travel and Tourism Council	

PART A:

**THEORETICAL AND METHODOLOGICAL
APPROACH**