



LISBON
SCHOOL OF
ECONOMICS &
MANAGEMENT

UNIVERSIDADE DE LISBOA

MASTER

MASTER IN MARKETING

MASTERS FINAL WORK

PROJECT

PERCEIVED IMAGE OF PORTUGAL BY SWEDISH
TOURISTS

TERESA CERQUEIRA DE MIRANDA

NOVEMBER 2015



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SUPERVISOR: PROF. MARIA FERNANDA PARGANA ILHÉU

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Abstract

Tourism plays an important role in the Portuguese economy. All efforts to increase the number of tourists arriving in Portugal has been recognized worldwide by awards and Lisbon occupies the first place on the rank of the best European cities to visit. However, the image of Portugal does not have that much of an impact on certain countries, such as Sweden. The image of tourist destination is a very important topic discussed in tourism literature.

The aim of this study is to understand the attributes that Swedish people consider while choosing their destination, to find out the perceived image of Portugal and, therefore, suggest strategies to increase the communication of Portugal in Sweden.

After making a brief literature review, the model followed was the Echtner and Ritchie (1993), Tri-dimensional model, which includes the functional attributes (tangible) and psychological attributes (intangible) that allows to have a complete analysis of the perceived image of Portugal.

The results showed that the Swedish tourists look for in a destination to have a good time, get to know the culture and history and specially they take into account the weather of the destination. The perceived image of Portugal is positive in most of the tangible and intangible attributes evaluated. Finally, the communication should be done over internet through campaigns on magazines and newspapers, using social media and blogs.

Keywords: Tourism, Tourism Destination Image, Promoting tourism destination, Image Perceptions, Attributes components, Holistic components

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1. Introduction

1.1. Theme Relevance

Tourism has been an important service that contributes for the GDP of all countries and Portugal is no exception. Tourism has a crucial role in the Portuguese economy making it the most relevant service exported in country's economic activity. Portugal has been developing a variety of resources and infrastructures to attract more tourists and to give them a high quality service over time. According to Turismo de Portugal (2015), the tourism revenues in 2014 were approximately 8 million euros, increasing 12% over the same period of 2013. Also in 2014, Portugal was the third country in Europe with the highest growth in total in relation to tourism nights with 7.1% (Eurostat, 2015). Tourism is also a great factor for employment

The total revenues predicted, in 2014, were over 9 million euros and the most relevant markets were France, United Kingdom, Spain and Germany (Turismo de Portugal, 2015). Although, Portugal has been losing tourists from others nationalities due to the strong competition from other destinations, such as to Greece and Turkey. Sweden is one of the countries that is moving their vacation destination to the places mentioned before. The commercial relationship between Sweden and Portugal have low impact on both economies. Sweden represented 1.0% of the total tourism revenues in 2013 (AICEP, 2014). The trends show that the number of Swedish tourists do not have a regular tendency but it has been stabilized over the years (AICEP, 2014). The Swedish market is on the fourteenth position on the Portuguese top tourist arrivals (Turismo de Portugal, 2014).

Sweden is one of the countries with best rankings in terms of quality of live, purchasing power and, especially, the higher wages in Europe. For this reason, to attract this market would be beneficial for both the Portuguese tourism and economy. Sweden is also integrated in the Scandinavian region, so understand and attract the Swedish market can also bring other benefits. One of them would be the easy access to other markets (Danish and Norwegian markets) to attract more tourists and consequently more revenues.

Sweden is a cold-weather country and do not have much sun during the winter, hence the reason why Swedish people enjoy spending their vacations in warmer places, choosing primordially the south of Europe.

Portugal is rich in natural resources and can offer a variety of services for all interests, for instance sun and beach, religious and cultural, city breaks, business, golf, nature, nautical, health, food and wine tourism. The country is well known by its beaches, country side, historical cities and diverse ecosystem in Azores and Madeira archipelagos. The capital, Lisbon, is one of the most appealing cities due to the combination of the historical centre and its natural landscapes (river and ocean).

For this reason, this study arises from the importance of tourism for the Portuguese economy and the weak expression of tourists that come from the Nordic countries, especially from Sweden, in Portugal.

1.2. Research Objective

Portugal has been losing the preference of the Swedish people as a touristic place, what are the criteria to choose a tourist destination for a Swedish citizen? What is the

perception of image of Portugal as a tourist destination? Finally, how to create / improve the image perception?

To answer these research questions, this paper has the purpose of having a better understanding of how Swedish people perceive the tourism destination image of Portugal. The main objectives of this paper were defined:

- Understand the Swedish market as a source of tourists.
- Understand the tourism destination image of Portugal perceived by the Swedish people.
- Attract the Swedish tourists through a communication proposal.

1.3. Structure

The structure of this dissertation is organized into seven chapters, including this initially chapter. The second chapter, Literature Review, is reserved to present the most relevant concepts for this study; the third chapter is focused on the conceptual model chosen based on the second chapter; the fourth chapter presents the methodology used, including the questionnaire and the sample selection; the fifth chapter presents the results achieved from the questionnaire; the sixth chapter presents the communication proposal and the last chapter presents the conclusion, constraints and future recommendations.

2. Literature Review

2.1. Tourism

The tourism in Portugal has an important role on the economic development of the country and it is a relevant source of revenues. Therefore, like in the business world, the image perception that the tourists have of Portugal is a very significant factor to attract tourists all over the world and consequently increase the revenues.

According to The United Nations World Tourism Organization (UNWTO), tourism is defined as “activities of people travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes”. Tourism is an intangible product and it includes a variety of services such as transportation services, accommodation and entertainment. Smith (1994) developed a model with the purpose to assure the satisfaction of the tourists and to keep the industry profitable in the long-term. The author defined five elements that constituted the tourism as a product: physical plant, freedom of choice, service, involvement and hospitality. The first one, physical plant refers to the physical environment such as weather, natural resources and so on. Services take into account the tasks needed to have a good performance to meet the tourist’s needs. Hospitality evaluates how welcoming the tourists feel in a foreign place. Freedom of choice bring up the need to have a large range of options to provide tourists more satisfaction. The last one, involvement is how the tourist wants to participate in services delivery (Santos, 2013).

2.2. Concept of Tourism Destination Image

The tourism destination image is a key factor when a tourist chooses the travel destination. The concept of destination image, over the years, has been defined by different authors (Represas, 2013). According to Lawson and Baud Bovy (1977), destination image is an “expression of all objective knowledge, prejudice, imagination and emotional thoughts of an individual or group about a particular destination” (cit. in Lopes, 2011, p. 307). Other authors define it as a sum of all beliefs, ideas and impressions that people associate to the destination. Valls (1992) define image from a consumer point of view. According to the author, the brand image of a country is defined as a “set of consumer’s perceptions” (cit. in Lopes, 2011, p.307). Bigné, Sánchez and Sánchez (2001) circumscribe image as a subjective interpretation (perceptions) of reality by tourists. All authors agree that the image is characterized by a very strong subjective component which makes the research work more complex (Lopes, 2011; Seehyung & Yooshik, 2003). The tourism marketing admits that the development of the image of a tourist destination is based on rationality and emotionality of the tourist and is a combination of both components/dimensions. In perceptual and cognitive dimension, the destination image is evaluated by the attributes of resources and attractions that motivates the tourist to visit a particular site, according to Stabler (1995). The affective dimension refers to feelings and emotions created by the tourism destination that is also strongly affected by the tourist motivations. The rational component of the image has a considerable impact on the emotional component. The socio demographic characteristics, such as gender, age and level of education have an impact on both components (Lopes, 2011).

2.2.1. Destination personality

Destination personality is a new investigated topic. According to Aaker (1997), brand personality is a “set of human characteristics associated to a brand” (cit. in Hosany, Ekinci & Uysal, 2006, p.639) in the context of consumer behaviour literature. The author, also, constructed a scaling procedure named The Brand Personality Scale (BPS). This scaling consist in five generic dimensions: sincerity, excitement, competence, sophistication and ruggedness. Although, the application of this procedure to places and tourism destinations has been scarce (Hosany, et al., 2006). Hosany et al. (2006, p.639) adapted the Aaker’s study and view destination personality as “a multidimensional construct” and is defined as “the set of human characteristics associated to a tourism destination”.

Brand personality and brand image are two concepts that seems to be related with each other. However, there is poor conceptualization and lack of empirical studies to explain the two concepts. In addition, there is two issues at the theoretical level: inconsistencies of the definitions and the interchangeable use of both concepts (Hosany et al., 2006).

Hosany et al. (2006) investigated the relationship between destination personality and brand image. Through an empirical study, they conclude that there is actually a relationship between the two concepts. Firstly, the destination image scales were significantly related to three destination personality scales (sincerity, excitement and hospitality). Secondly, brand image seems to be an encompassing concept and brand personality is more related to the affective components of brand image. Thirdly, the investigation supports that the brand personality scale procedure can be applicable to places. Although, the study did not match exactly with the five dimensions. The three

most important dimensions are sincerity, excitement and hospitality. The authors suggest that the brand personality can be described using less dimensions (Hosany et al., 2006).

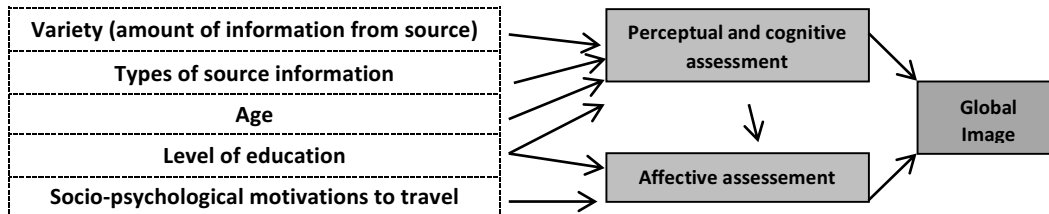
Brand personality differentiates the brand from the competitors, enhances the brand equity, increases brand preference and develop strong emotional ties between consumers and brands, resulting in trust and loyalty. A well-defined brand personality can potentiate the perceived image of the tourism destination and consequently can influence the tourist choice behaviour (Usakli, 2011).

2.2.2. The tourist destination image formation

Several authors present models of how the tourist destination image is formed. The image of any destination can be formed by everyone, even if you have never been there. Therefore, the image is based on historical, political, economic and social information (Lopes, 2011). The country also influences the construction of the image of the destination by tourists, according to Bonn, Joseph and Dai (2005). Baloglu and McCleary (1999) identified two factors that affect the path of the image formation process, namely, perceptual/cognitive and affective assessment. The authors characterize the determinants of destination as the sum of information collected by an individual about a destination, by means of information sources and previous experiences. One of the most important sources of information is the opinion of family and friends and also testimonies. Regarding to personal determinants, the authors identify the psychological and social factors that affect the predisposition of an individual to receive information and to evaluate that same information. The determinants lead to the dimensions given above (perceptual/ cognitive and affective). It can also be noted that the determinants

of the destination are only related to cognitive and perceptual dimensions while the personal determinants are related to both dimensions (Figure 1).

Figure 1. PATH model of the determinants of the destination image by Baloglu & MacCleary (1999a)



Source: Lopes, 2011

According Tasci (2007) age, race and an earlier visit to the tourism destination are crucial for the creation of mental image of that same destination. Govers, Go and Kumar (2007) argue that the tourist personality is a significant factor in choosing the destination to visit and that personality influences the differentiation between destinations. Beerli and Martin (2004) consider that the motivation, experience and socio-demographic variables contribute significantly to the construction of the image. Image is the most important concept to be able to interpret the choices made by tourists. However, to have a clear destination image without ever having been in that place before it becomes a difficult process, according to Govers and Go (2003). In this context, the factors that most affect the choice of tourist are motivation, demographic variables and information about the destination (Echtner & Ritchie, 1993; Bologlu & McCleary, 1999b; Beerli & Martin, 2004). The sources of information on the destination can be magazines, celebrities who may have already visited the destination, television and the internet. Social networks can be an important source of information dissemination to potential tourists allowing to configure a stronger and lighter image of the destination (Govers & Go, 2003). Gunn (1972) identified two image levels based on the type of information transmitted to the tourist, the organic and the induced image. The organic image is the

image that was created without any intentional transmission information by representatives of the tourism destination, which can be carried by newspapers, television, radio, books, magazines, stories of friend's experience or people living in tourism destination. The induced image is the image created through promotion and communication of representative of the tourism destination such as travel brochures, publicity and advertisements (Lopes, 2011).

Gunn (1972) developed a seven-stage theory that involves the frequent building and modification of the images which are conceived as organic, induced and modified induced images. Organic information, as mentioned previously, includes all the non-promotional information about the destination, which means the information is impartial and do not have the intention to sell. Induced, or promoted, information includes all the information with the intention to sell the destination. Finally, the modified induced image is the result of personal experience on the destination (Jenkins, 1999). Figure 2 shows the seven stages of a tourism destination visit comparing it from the first image that the tourist held before visiting the destination to the final image after the visit. During the experience, the visitor will be exposed to different types of information and it may contribute to modify their previous image perception of the place.

Figure 2. Seven-stage theories of destination image by Gunn (1972)

1. Accumulation of mental images of a place through life	ORGANIC IMAGE
2. Modification of images through research prior to the decision to travel	INDUCED IMAGE
3. The decision to travel based on image efficiency, anticipated experience but kept within time, money and other constraints	MODIFIED-INDUCED IMAGE
4. Travel to attraction may condition the image (for example road signs, landscape, guides)	
5. Participation or experience at the destination, the activities, accommodation and other services all influence the image	
6. Return travel allows reflection and evaluation, including discussion experiences with fellow travellers	
7. New accumulation occurs after the visit because the process is circular, the end image may be the same or different to the original one	

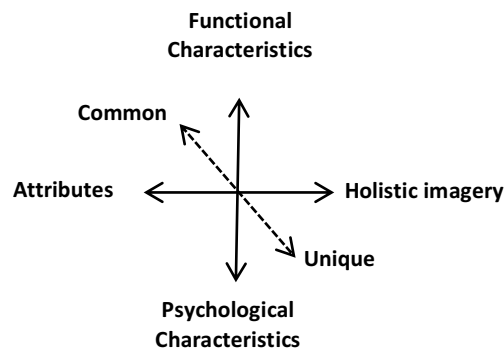
Source: Jenkins, 1999

2.2.3. The tourist destination image components

Tourist destinations have a large number of features that create the impression and thus the image of the place. These features include physical and tangible attributes but also psychological and intangible ones (Echtner & Ritchie, 2003). The authors did not agree with the destination image conceptualization trend as a tangible attribute that dominated for several years. A new model was developed by them. The new model combines the tangible and intangible attributes of a destination, referred to as three-dimensional model of the tourist destination image components. The model represents the target image using three different axes to split the image into two components, attributes and holistic imaginary. The component of the attributes is the tangible associations of destination that are clearly identifiable and measurable, resulting from the information stored in people's heads, such as price, time, and others. On the contrary, the holistic component represents the sensor part of the human through its mental representations of a place, for example the atmosphere and friendliness of the local people (Jenkins, 1999). Figure 3 shows the components of destination image of the Echtner and Ritchie in four dimensions: common functional attributes, common psychological attributes, unique functional attributes and unique psychological attributes. The first dimension, common functional attributes, includes features through which most of the targets can be compared, such as price, weather, housing and others. The second dimension, common psychological attributes consists of notoriety, kindness of the local people or the beauty of the landscape, i.e., is the only and unique features of the destination that distinguishes them from the others. The unique functional attributes consist of icons and events that are part of the destination image, such as

concerts, bridges, among others. The unique psychological attributes consist of the feelings associated with historical places or related to religion. This model comprehend three dimensions: attribute/holistic, functional/psychological and common/unique (Jenkins, 1999).

Figure 3. Components of destination image by Echtner & Ritchie (1993)



Source: Jenkins, 1999

2.3. The tourist destination image measurement

There are two types of methodologies that can be used to measure the destination image, which is structured and unstructured. The first is based on a list of predefined attributes that is shown when the respondents are asked to assess each of the items on this list according to people's opinions. Typically these items are evaluated through a Likert scale. For the non-structured methodology, the respondents are questioned to interpret the target and describe aspects that are more representative of the target image. This type of methodology is usually applied through focus groups, questionnaires, open responses or content analysis (Jenkins, 1999; Gallarza, Saura, & García, 2002). The structured and non-structured methodologies assess distinct and important aspects/characteristics of image making essential use them together. However, this consensus is recent. In the 90's, the researchers gave preference to the structured methodology, making the unstructured methodology be forgotten. Echtner

and Ritchie's three-dimensional model marked the turning point in the image measurement. This model integrate the two methodologies in the evaluation process. The authors proposed a study using open-ended questions in order to study all the holistic elements associated with the image that is perceived by the respondents. Consequently, the authors defined a list of items based on attributes measuring them through the Likert scale (Jenkins, 1999).

2.4. Promoting Tourism Destination

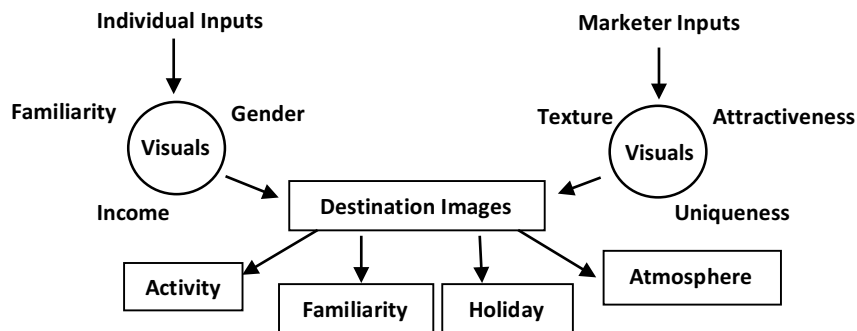
Promoting plays a crucial role in marketing destination. In tourism, the visual aspect is vital, hence photographs are the principal resource to create and communicate an image of destination. The authors, Oslon, McAlexender and Roberts (1986), defend that the visual aspects of the advertisement have influence on vacation experience perception through the association of pictures with certain types of experiences. Hecker and Stewart (1983) say that the nonverbal content (symbols, social and physical cues) gives more variability to the advertisements. The effectiveness of image advertising is determined by source credibility, expertise and trustworthiness. MacInnis and Price (1987) say that the tourist destination decisions might be based on "destination symbolic elements as conveyed in pictures and processed as imaginary rather than their actual features" (cit. in Mackay & Fesenmaier, 1997, p.541). The tourist destination image has implications on tourist expectations for instance, when a natural scenery is portrayed it can imply experiencing nature as well as when landmarks and historic sites are portrayed it can transmit heritage and including people on the advertisements may suggest socialization. For the reasons stated above, destination image is subjective and can have plural interpretations. Other relevant factor on promoting a destination is the

imaginary and how it can affect the tourist experience and subsequently their satisfaction (Mackay & Fesenmaier, 1997).

Kaplan, Kaplan and Brown (1989) says that the scenery photographs have been used to judge preference based on colours, land form, texture and sense of openness. The authors classified these elements in four variables domains: physical attributes, land cover types, informational variables and perceptual variables. The physical attributes are related to sky, water, vegetation and so on. The land cover types include agriculture, forests and cut grassland, which means broad patterns of physical attributes. Informational variables refer to as cognitive, psychological and feeling elements. These variables are dependent of the photograph and its captor and contain coherence, complexity, legibility and mystery (Mackay & Fesenmaier, 1997).

Mackay and Fesenmaier (1997) conclude that the tourists have their image of the destination formed from the visual aspects of attractiveness, uniqueness and texture. The authors also determine that individual characteristics do not have great impact on the destination image and do not influence how visuals were interpreted, such as age and marital status. Income and gender only influence certain types of visuals. On the other hand, familiarity was the only consistent variable that have impact across all image dimensions. When tourists are not familiar with the destination, they tend to use the cognitive variable to evaluate the visual information avoiding the emotional variable. However, the tourists who are familiar with the destination tend to be more involved emotionally in the process of visual information evaluation to create destination image, as can be seen in figure 4 (Mackay & Fesenmaier, 1997).

Figure 4. Individual and Marketer input factors relating to interpretation of visuals in Destination Image Formation



Source: Mackay and Fesenmaier (1997)

The pictures, used to promote a destination, are integrated on the communication plan.

The author Esu (2010) suggests a communication plan for emerging countries. The plan has five components: analysis of destination drivers, formulation of destination communication objectives, strategy formulation, selection of promotional tools and evaluation of the effectiveness of destination promotion. The first component, destination drivers, have the purpose to find the attributes of the destination that can be associated with the destination (values and needs) to evoke an image that stimulates the interest of the tourists to visit that destination. Next step is to define the destination communication objectives having in mind the VICE model. The VICE model stands for Visitors (welcome, involve and satisfy visitors), Industry (achieve a profitable and prosperous industry), Communities (engage and benefit host communities), Environment (protect and enhance the locals). Strategy formulation consists on designing and develop a unique association of the destination that consequently will guide what is needed to say about the destination to achieve the objectives defined previously. The five traditional promotional tools are advertising, public relations, sales promotion, personal selling, publicity and internet/interactive marketing. The final component consists on the effectiveness evaluation. The first evaluation should be the

impact on the message content on the destination objectives and consequently the effectiveness of the promotional mix (Esu, 2010).

The author also suggests that should be used specific promotional strategies. Small businesses can also promote the destination because they take part of the product and (1) promoting the quality on the delivery service can bring enterprises operating with profits in the destination, (2) the visitors will receive better services (better positioning) and (3) small businesses that are profitable will create new services and expand target market. The second strategy is to promote destination through ensuring a positive community attitude. The locals should be included and involved on the development of the tourism. The third strategy is to promote destination through events /festivals which will attract visitors and consequently creates a profile for the destination and help target marketing and positioning. Using a destination marketing system is the fourth strategy mentioned by the author. The destination marketing system (DMS) consists on a destination database with information which will be used to position markets and sell destinations. Collective and collaborative destination marketing requires effort from all stakeholders. Collaborative means the process of shared decision making between all the stakeholders. The last strategy is to promote destination through film production which means promoting the film in their locations and then promote the film location after the film released (Esu, 2010).

2.5. Conclusions

Based on the review of the aforementioned literature, it was defined the frame of references which sump up all the aspects mentioned by the different authors about the image of tourism destination (figure 5).

Figure 5. Frame of References

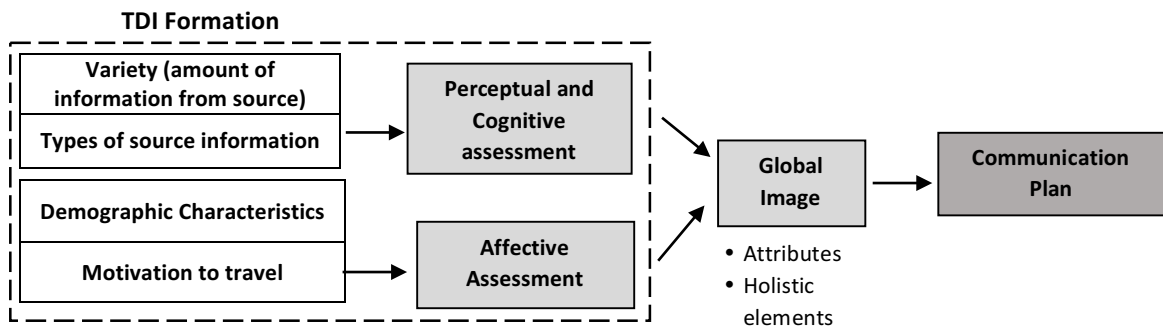
Concept	Definition	Authors
Tourism Destination Image	expression of all objective knowledge, prejudice, imagination and emotional thoughts of an individual or group about a particular destination	Lawson & Baud Bovy (1977)
TDI Formation	Image is formed by two factors: perceptual/cognitive assessment and affective assessment.	Baloglu & McCleary (1999)
	Factors that most affect the choice of tourist are: <ul style="list-style-type: none"> • Age • Race • Earlier visit • Tourist personality • Motivation • Experience • Socio-demographic • Information about the destination 	Tasci (2007); Govers, Go & Kumar (2007); Beerli & Martin (2004); Echtner & Ritchie (1993); Baloglu & McCleary (1999b); Beerli & Martin (2004)
	Sources of information: opinion of family and friends, testimonies, magazines, celebrities who may have already visited the destination, television, Internet, social networks, newspapers, television, radio, books or people living in the tourism destination	Govers & Go (2003)
Global Image	Model combines the <u>tangible and intangible attributes</u> of a destination. Two components: <u>Attributes</u> – identified and measured associations of the destination <u>Holistic</u> – sensory part of the human (atmosphere and friendliness) Four dimensions: <ul style="list-style-type: none"> • Common functional attributes (price, weather, housing, etc.) • Common psychological attributes (notoriety, kindness of local people, beauty of landscape) • Unique functional attributes (concerts, bridges, etc.) • Unique psychological attributes (feelings associated with places) 	Echtner & Ritchie (2003); Jenkins (1999)
TDI Measurement	Methodologies: <ul style="list-style-type: none"> • Structured (predefined list of attributes) <u>Evaluation:</u> Likert-scale <ul style="list-style-type: none"> • Unstructured (asked to interpret the target and describe aspects) <u>Evaluation:</u> focus group, questionnaires, open-ended response or content analysis	Jenkins 1999; Echtner & Ritchie (1993)
Communication Plan	Visual aspects (photographs) are associated with certain types of experiences	Oslon, McAlexander & Roberts (1986)
	Nonverbal content (symbols, social and physical cues) gives more variability to the advertisements.	MacInnis & Price (1987)
	Scenery photographs have been used to judge preference based on <u>colour, land form, texture and sense of openness.</u> Four variables domains: <ul style="list-style-type: none"> • Physical attributes (sky, water, vegetation) • Land cover types (agriculture, forests) • Informational variables Perceptual variables	Kaplan and Kaplan & Brown (1989)
	Visual aspects: attractiveness, uniqueness and texture <u>Income and gender</u> influence certain types of visuals <u>Familiarity</u> influence how the visuals are interpreted	Mackay & Fesenmaier (1997)

Concept	Definition	Authors
Communication Plan	<p>Communication plan:</p> <ul style="list-style-type: none"> • Analysis of destination drivers • Formulation of destination communication objectives • Strategy formulation • Selection of promotional tools • Evaluation of the effectiveness of destination promotion <p>Specific promotional strategies:</p> <ul style="list-style-type: none"> • Small business • Positive community attitude • Events/festivals • Destination marketing system • Film production 	Esu (2010)

3. Conceptual Model

Based on the review of the aforementioned literature and the frame of reference, the conceptual model to be followed is the Baloglu and MacCleary’s model of the determinants of the destination image. This model aims to bracket the major characteristics of the formation of the tourist destination image of Portugal in Sweden (figure 6).

Figure 6. Conceptual Model



The first objective of this paper is to understand how the Swedish people chose their tourism destination. Firstly, it will be analysed the variety and types of source of information that contributes to collect information, trying to comprehend if Swedish people collect information through websites, travel agencies or social network and what types of platforms that they rely on the most. Secondly, the analysis of what are their

motivations to travel and what attracts Swedish tourists the most (relaxation, exciting experiences, and so on).

The second goal of this paper is to understand the perceived image of Portugal as a tourism destination by Swedish people. To cover this topic, it will be analysed what the Swedish people think about it as well as what their cognitive and affective assessment are of Portugal. Having this questions answered, this will then lead to an overall image of the country (global image). In case of a weak or inexistence image it will be possible to understand what the weak points are in promoting the Portuguese tourism in the Swedish market. The purpose of identifying the weak points is to improve it in the communication plan.

The final purpose of this paper is to define a communication plan to promote Portugal in Sweden. The communication proposal will follow the plan suggested by Esu (2010). Firstly, it will be analysed the destination drivers and then the communication objectives. After all the objectives are clear, it will define the strategies to be used and which tools should be selected. Photographs and non-verbal elements are considered by the authors as a very important aspect while constructing a destination image on tourist's minds. The last phase would be the evaluation of the effectiveness of destination promotion.

As stated before, pictures and nonverbal elements are important to leverage the tourist's interest to visit the destination. Therefore, the photographs need to transmit a clear message and need to be adapted to target destination.

The final aspect to have in mind, the communication plan suggested by Esu (2010) will be followed even it is specific for the emerging countries. However, the strategies can also be applicable to promote Portugal in Sweden.

4. Methodology

4.1. Type of research

According to the objectives of the study, can be said that it's an exploratory and it was used a quantitative method to collect and analyse the information. This research intends to get an overview and gain knowledge of the Swedish market as a source of tourists and their perception about Portugal.

According to the second chapter, the methodology that will be used is the combination of structured and unstructured analysis. The combination of these two procedures allows to collect information about the criteria's used to choose a tourism destination and what is the perceived image of Portugal according to the Swedish tourists. So, the method to collect data was through surveys which means, a mono-method cross-sectional research.

The sample used was a non-probability sample, by convenience because the respondents were selected based on their availability and the time set to administer the questionnaires.

4.2. Questionnaire Design

The questionnaire was constructed based on the Echtner and Ritchie's (1993) studies combined with review of earlier papers with similar purpose and objectives.

The questionnaire (attachment 1) is divided into 4 sections. The first section (TDI Formation) includes five questions with nominal scale and one with thirteen push and pull items about the criteria used by Swedish tourists to select a tourism destination, displayed as 5-point Likert scale. The second section (Global Image) includes two questions with multiple choice (nominal scale), three open-ended questions and eighteen attributes associated with Portugal, also measured with 5-point Likert scale. The third section (Communication Plan) includes eight attributes associated with advertisement, also measured using the 5-point Likert scale.

The fourth and last section (demographic characteristics) is focused on the interviewee characteristics, which includes four questions.

The questionnaires were implemented during the month of August and September to Swedish tourist. The questionnaires were administered via online through e-mails to the University of Lund and friends living in Sweden in order to have as large variety of respondents as possible. The questionnaire was only available in English. The overall sample population is 141 individuals.

The data collected was analysed with IBM SPSS Statistics 20 and with MAXQDA 12.

5. Results

5.1. Sample distribution

The sample collected revealed that most of the respondents are female (44.7%), the age range is between 25 and 34 years old (21.3%), most of them are highly educated (36.2% has university graduation) and 36.2% are single (attachment 2).

From 141 of the respondents, 89.4% of the individuals have already visited others countries (attachment 3). The main reason why people travel is for vacation purposes followed by work (attachment 4). In terms of the frequency of travel, the average was two vacations in the last year (attachment 5).

5.2. Tourism Destination Image Formation

In terms of the criteria used by Swedish tourists to select a destination, it was possible to identify the most significant sources of information and what the tourists look for in a destination.

Firstly, the most used platform to collect information about a destination is through family and friends' recommendations, the Internet, Books/City Guides and People living in that same destination (attachment 6).

The second objective was to find out what attracts Swedish tourists to a certain destination. A Likert scale was used and to test its consistency a Cronbach Alpha coefficient was used (attachment 7). This coefficient has a 0.894 value, which means, that the answers have good internal consistency. In the attachment 8 is presented the means values of all the attributes. The historical/cultural heritage had the best score (3.95) followed by traditions/ways of life (3.92), seek diversion and entertainment (3.89) and weather (3.87). In contrast, the lowest scores are related to nightlife (2.53), low price (3.32), gastronomy (3.53) and hospitality (3.55).

5.3. Global image

In order to understand the perceived image of Portugal in the Swedish market several questions were used including two open-ended questions and an analysis of the attributes. First of all, it was asked if the respondent has ever visited Portugal before and

40.4% of the sample have already visited the country for vacation and/or for work purposes only. The respondents that had never been in Portugal were asked if they would consider visiting and 38.3% answered "Yes", while 6.4% answered "No" (attachment 9 and 10). For those who are/were not considering Portugal as a possible destination, didn't know why they wouldn't ("I don't know.") or had never thought about it ("Never thought about it.")

So as to identify the holistic elements of Portugal, it was started by aggregating all the answers in groups with similar characteristics to have a more specific and narrow interpretation. In the attachment 11 is presented the most mentioned characteristics of Portugal. The sunny and warm weather is the most mentioned characteristic (26.47%) followed by food and wine (18.24%), ocean and beach (14.12%) and friendly people (12.35%).

The question related to the tourist attractions, attachment 12, revealed that Lisbon, Sintra, Cascais and Algarve are the most known places by Swedish tourists (30.83%). Swedish people, also, see Portugal as a place to go to the beach, go surfing, golfing and horse-riding (15%). The Portuguese's monuments are in the third position (11.67%).

In order to have a more in-depth knowledge about the Swedish perception of Portugal, eighteen components were presented. The Cronbach Alpha coefficient value was also acceptable, 0.946 (attachment 13). In attachment 14, the most famous attributes are the nice weather (4.35), landscapes (4.17), culture (4.14) and architecture (4.00). The last valuable attributes were efficient public transportation (3.09), nightlife (3.42) and tourism information sites (3.46). Overall, all the attributes scored positive points.

5.4. Communication Plan

The last dimension is the communication plan. The main objective is to define objectives and actions to attract more Swedish tourists. For this reason, the respondents were segmented in different groups with similar characteristics and compared between them, by using a cluster analysis.

Firstly, using the non-hierarchical cluster analysis, it was possible to recognize three clusters (attachment 15). The first cluster evaluates negative all the attributes they look for in a tourism destination for example reputation (2.00). Although, they are interested in an advertisement with monuments (3.50), famous people (3.50) and what they can do. The second cluster prefer to travel to destinations taking into consideration the weather (4.50), the opportunity to rest and relax (4.17), reputation (4.00) and to live exciting experiences (4.00). In terms of the attributes in an advertisement, cluster 2 identified the landscapes (4.50), what they can do on the destination (4.50) and information (4.17). The third cluster appreciates rest and relax (4.29), gastronomy (4.29), the traditions and ways of life (4.24), historical and cultural heritage (4.22), seek entertainment (4.17), scenery (4.16), local people (4.10) and weather (4.03) when considering a tourism destination. In terms of advertisement, it should include information (4.12) and landscapes (3.98).

The clusters were also compared with the demographic variables and information source variables. Cluster 1 is characterized for having 6 married male individuals with ages between 18 and 24 years old and with secondary education. Cluster 2 has 18 individuals, mostly women, with ages between 18 and 34 years old and with university education. Cluster 3 has 58 individuals, also mostly women and married, with ages from

45 to 54 years old and is the cluster with higher education (attachment 16). In terms of information sources, cluster 1 prefer to gather information about the destination through previous visits, radio and family and friends' recommendations. While, cluster 2 and 3 also use family and friends' recommendations and the Internet (attachment 17).

6. Communication Proposal

6.1. Objectives

The main objectives are: (1) in long-term to build a stronger image of Portugal in order to Portugal reach the tenth place on the destinations chosen by Swedish tourists (now it is on the fourteenth place) and (2) in short-term to increase the number of Swedish tourists to visit Portugal.

6.2. Strategy

6.2.1. Segmentation

This campaign intends to reach all Swedish people that are interested in traveling. The segmentation was made based on the preference of individuals (psychographic segmentation). As said previously, there are three segments with different characteristics and preferences.

The first segment is constituted by 6 male individuals giving negative scores to what they look for in a destination, therefore there is no purpose on doing a communication campaign for this group. The second segment seeks for relaxing, exciting experiences, reputation and take into consideration the weather. The third, and last, segment besides being also concerned about the relaxation and the weather, they also appreciate the gastronomy, history and cultural aspects, traditions and ways of life. Lastly, these two

targets appreciate landscapes, finding information on the advertisement and searching for information through internet and family and friends recommendations.

6.2.2. Positioning

This plan pretend to position Portugal as a diverse country, where it is possible to have a variety of activities and enjoy different experiences. Consequently, positioning Portugal as one of the most appealing tourism destinations to Swedish tourists and conquer reputation to be able to face other well-known competitors, such as Greece, in long-term.

6.2.3. Target

The target will be the Swedish people who like to travel to seek relaxation and are interested in history and culture, which means the two segments mentioned before.

6.3. Message

The key idea of this campaign is to promote the diversity of activities and experiences that Portugal has to offer. For the second group, the message that it will be transmitted is that Portugal is a calm and relax place, but still have a lot of activities to do, nice weather and diverse nature to discover. For the third group, the key message will be history, culture, traditions, cultural events and also lively weather.

6.4. Acting and Tactics areas

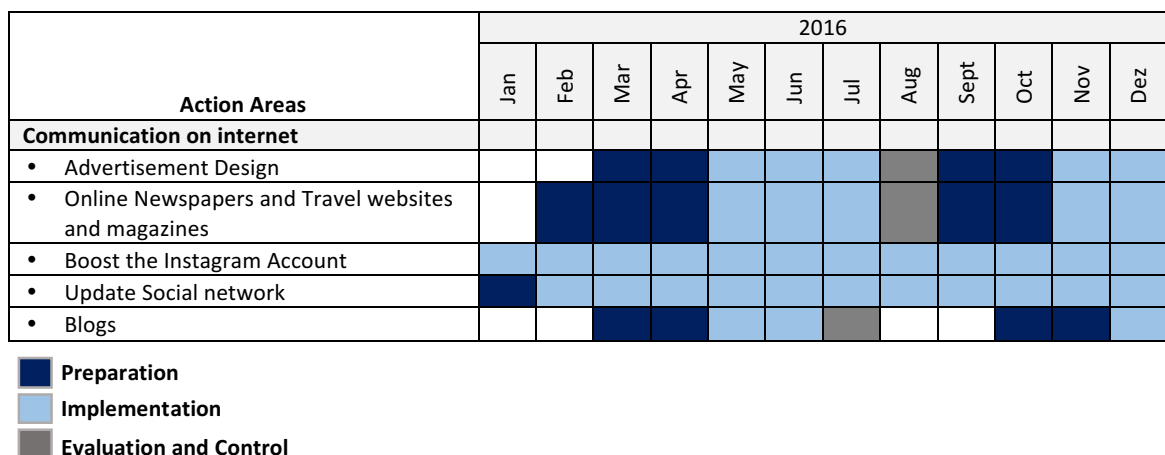
In order to promote the advertisement, the communication will be made through the internet due to its variety of opportunities to spread the information. Nowadays more and more people prefer to check their mobile devices to look for information or to share their experiences. The main channels where this is possible is through online newspapers, travel blogs, websites, online magazines and social network. The

advertisement can be disclosure on online newspapers (e.g. Dagens Nyheter), websites (e.g. google) and travel magazines (e.g. National Geographic). Visit Portugal website is present on Facebook, Pinterest, YouTube, Twitter and Instagram. Instagram has millions of users worldwide and it is a great place to share experiences and the most appealing posts are pictures of traveling. So Visit Portugal could invest more on this app and boost #visitportugal hashtag to be easier and fast to promote Portugal abroad by using high quality and colorfull images and have posts directed to Swedish tourists. YouTube should also be updated more often with diverse and dynamic content. The blogs are gaining more influence on consumers opinions and preferences, so be active on travel blogs could be a very useful tool. Promoting on blogs can be done by using publicity or contacting the blogger to visit the country for her or him to be able to write a post about it.

6.5. Timing

Swedish people normally go for a winter vacation (December/January) and a summer vacation (June/July). The campaign should be out in the previous months to be considered as an option and to have impact on the decision making process. The annual schedule is presented on figure 7.

Figure 7. Schedule



6.6. Budget

In order to execute this campaign some costs will be involved. The first step is to hire a designer to develop all the graphic aspects of the campaign. The second is to contact Swedish newspapers and negotiate the price to publish the campaign on their website. Additionally, there should be a team focus on developing content and insure that all the social networks are constantly updated. So it might be necessary to hire more people to take care of all the processes stated above, which will increase the labour costs. To promote on blogs through publicity, it is also necessary to do a research to find out the blogs with most viewers. Inviting the blogger to Portugal increases the costs because it is necessary to pay for traveling tickets, accommodation and all the activities planned as well as pay the blogger a fee.

The strategy suggested was designed according to objective and task referred above, which includes doing a list of communication objectives and calculate the costs associated with each objective. Figure 8 shows the breakdown of costs per task.

Figure 8. Budget

Tasks	Costs
Campaign Designer	5000€
Online newspapers and websites fee	3000€
Hire people for the team	8000€
Expenditure with Blogger	3000€
Blogger Fee	1000€
Total	20.000€

6.7. Evaluation and Control

The indicators of evaluation would be the number of Swedish tourists arriving in Portugal and a stronger image of Portugal on people minds.

First of all, reports should be made to be able to see the tendency (growth or decline) of the number of tourists in order to understand if the campaign had good impact on

Swedish market. Second, construct and apply surveys before and after each campaign to measure the perceived image of Portugal to see the differences between before and after the campaign be disclosed. Finally, evaluate through social networks to see if there is an increase of people talking about Portugal as a tourism destination.

7. Conclusion

7.1. Conclusion and Recommendations

The objectives of this study were to understand the criteria used by Swedish tourists while selecting a tourism destination, to find out the perceived image of Portugal as a tourism destination and finally, to suggest some strategies to improve the communication in order to attract more Swedish tourists to Portugal.

The results, for the first objective, shows that Swedish people travel mainly for vacation purposes and did an average of two in the last year. They choose their destination based on family and friends' recommendations and on the internet. Family and friends' recommendations can give more security while travelling for the first time to a new destination. In addition, the internet gives a lot of information about the place and gives an overview of what to expect from that destination. The most important attributes for Swedish tourists are the places that are rich in historical and cultural heritage, with traditions and experience different ways of life. To have a good time and experience nice weather on a vacation is also primordial. All this attributes play a crucial role on the decision making process in order to create a satisfactory experience abroad.

In terms of the image of Portugal, it is perceived as a sunny and warm place, with tasty gastronomy; owning a long coast line with wonderful beaches; marvelous landscapes

and an interesting culture. The traditional architecture of the old districts, the small and colorful houses in narrow streets and friendly local people are also appreciated by Swedish tourists. The most known attractions are the capital and its monuments, surrounding cities such as Cascais and Sintra, and the beach. In contrast, the lowest attributes of Portugal are: public transports are not efficient; night life and commerce are not known, according to the evaluation made by Swedish tourists. These relevant attributes were possible to capture by using the unstructured analysis (open-ended questions) complemented with the structure analysis in order to have a better understanding of the global evaluation of the attribute based components of Portugal (Likert scale).

In relation to the communication proposal, the first concern was raise awareness for other cities of Portugal than Lisbon, taking into consideration that Lisbon, Cascais, Sintra and Algarve were the only mentioned cities in the questionnaire. The main focus is to attract the tourists to other regions of the country such as Azores, Oporto or Alentejo. The campaigns were elaborated for specific target. The first segment was so small that there was no justification to develop a campaign. The second target search for relaxing, fun and exciting experiences, for reputation and weather. The third group is interested in history and culture, traditions and ways of life. The last two groups use family and friends' recommendations and the internet as main information sources. The landscapes, information and the activities are the attributes that are most pleased by Swedish tourists in advertisements. Taking all this aspects into consideration, it was suggested (1) to design an advertisement to be published on online newspapers and travel websites, (2) update the social networks (Youtube, Twitter, ect) and boost the

account on Instagram with dynamic and diverse content and finally (3) contact bloggers in order to promote Portugal on the blog community. To finalize, it was also established the schedule, budget and the evaluation and control for this campaign.

7.2. Constraints and future studies' suggestion

The main constraints of this study are the small sample size and non-inclusion of a supply analysis. In terms of the small sample size, Sweden has 9 million inhabitants, therefore the sample cannot truly portray the Swedish reality. Also, the questionnaires were only applied on the south of the country, meaning the north was not considered, making the sample not as diverse as it could have been. The second constrain, which exists due to the limited structure of this study, do not include the perspective of the tourism agencies in Sweden which means it was not considered what type of offers Sweden has about Portugal and how they contribute for the communication of Portugal.

For future studies it would be important to have a supply analysis as a complement of this study to have a more in-depth and different point of view. Also, it could be interesting do a more broad approach analysing the Scandinavian countries and find out if it is more appropriate to have a standard communication for the three countries or it might be better to have a specific for each market. Finally, it would be interesting to identify and analyze new countries that do not have a great expression in the Portuguese tourism and that could contribute positively. If so, it is necessary to develop strategies to attract them.

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Attachments

Attachment 1- Questionnaire

This survey is being conducted as part of a master's thesis in Marketing from the School of Economics and Management, University of Lisbon (ISEG). Its main objective is to understand the image of Portugal as a tourism destination perceived by the Swedish tourists.

All the information collected by the following survey will be treated and used only for the purpose of this investigation. The anonymity of the interviewee will be respected.

It only takes 5 minutes to answer.

Thank you for your cooperation.

TDI Formation

1. Do you travel abroad? Yes___ No___

2. When you travel, what is the purpose of your travel?

Vacation___ Work ___ Events (festivals, conferences, etc.) ___

3. In the last year, how many times did you travel?

___ Vacation ___ Work ___ Events (festivals, conferences, etc.)

4. Which of the following information sources do you prefer to get information about the destinations?

1. Previous visits___

7. Books/city guides___

2. Television programs___

8. News / Press___

3. Radio_

9. Tourism agencies___

4. Family and friends
recommendation___

10. Movies / Music ___

5. People living in tourist
destination___

11. Internet___

6. Advertisement___

12. Social Network___

13. Other: _____

5. Evaluate the following sentences:

I chose a destination:	Totally Disagree	Disagree	Do not agree or disagree	Agree	Totally agree
To seek diversion and entertainment					
To live exciting experiences					
To take a rest/relax					
To learn about traditions and ways of life					
To interact with the local people					
Because of the weather					
Because of the scenery					
Because of the local gastronomy					
Because of its historical and cultural heritage					
Because of the low price					
Because of its reputation					
Because of its hospitality					
Because of the nightlife					

GLOBAL IMAGE

6. Have you ever visited Portugal before? Yes ___ No ___

7. Did you ever consider visiting Portugal? Yes ___ No ___ Why?.....

8. Which are the images or characteristics that you first remember when you think of Portugal as a tourism destination?

9. When you think about Portugal, which tourist attractions you first remember?

10. Evaluate the following sentences:

What do you think Portugal has:	Totally Disagree	Disagree	Do not agree or disagree	Agree	Totally agree	I don't know
Good prices						
Nice Weather						
Variety of tourists attractions						
Variety of events (concerts, conferences, etc.)						
Beautiful landscapes						
Efficient public transportation						
Good nightlife						
Variety of historic places and museums						
Attractive architecture						
Nice beaches						
Good accommodation facilities						
Attractive commerce						
Good tourism information sites						
Safe environment						
Welcoming local people						
Interesting culture						
Good local gastronomy						
Calm and relax environment						

COMMUNICATION PLAN

11. Evaluate the following sentences:

When I see an advertisement for a tourism destination, I like:	Totally Disagree	Disagree	Do not agree or disagree	Agree	Totally agree
to see colour					
to see landscapes					
to find information about it					
when it has famous people in it					
to see monuments					
to see local people					
to see the lifestyle					
to see what I can do in that place					

DEMOGRAPHIC CHARACTERISTICS

12. Gender:

Male___ Female___

13. Age:

18-24___ 25-34___ 35-44___ 45-54___ 56-64___ 65+___

14. Education:

Secondary___ Less than Secondary___ University Graduation___ Post-graduation (Master, Doctorate)___

15. Marital status:

Married___ Single___ Other (divorced; widower)___

Thank you for your participation!

Attachment 2- Demographic Characteristics

Demographic Characteristics		Frequency	Percent
Gender	Female	63	44,7%
	Male	54	38,3%
Age	18-24	21	14,9%
	25-34	30	21,3%
	35-44	24	17,0%
	45-54	27	19,1%
	55-64	12	8,5%
	65+	9	6,4%
Education	Less than secondary	6	4,3%
	Secondary	42	29,8%
	University Graduation	51	36,2%
	Post Graduation (Master, PhD)	24	17,0%
Marital Status	Married	48	34,0%
	Single	51	36,2%
	Other (divorced; widower)	24	17,0%

Attachment 3- Results of question 1

Do you travel abroad?		Frequency	Percent
	No	15	10,6%
	Yes	126	89,4%
	Total	141	100%

Attachment 4- Results of question 2

When you travel, what is the purpose?		Frequency	Percent
Valid	Vacation	87	61,7%
	Vacation, Work	15	10,6%
	Vacation, Events (festivals, conferences, etc)	12	8,5%
	Vacation, Work, Events (festivals, conferences, etc)	3	2,1%
	Total	117	83,0%
Missing	-	24	17,0%
Total		141	100%

Attachment 5- Results of question 3

How many times do you travel for	Mean	Std. Deviation
Vacation	2,11	1,576
Work	,45	,942
Events (Festivals, conferences, etc)	,16	,433

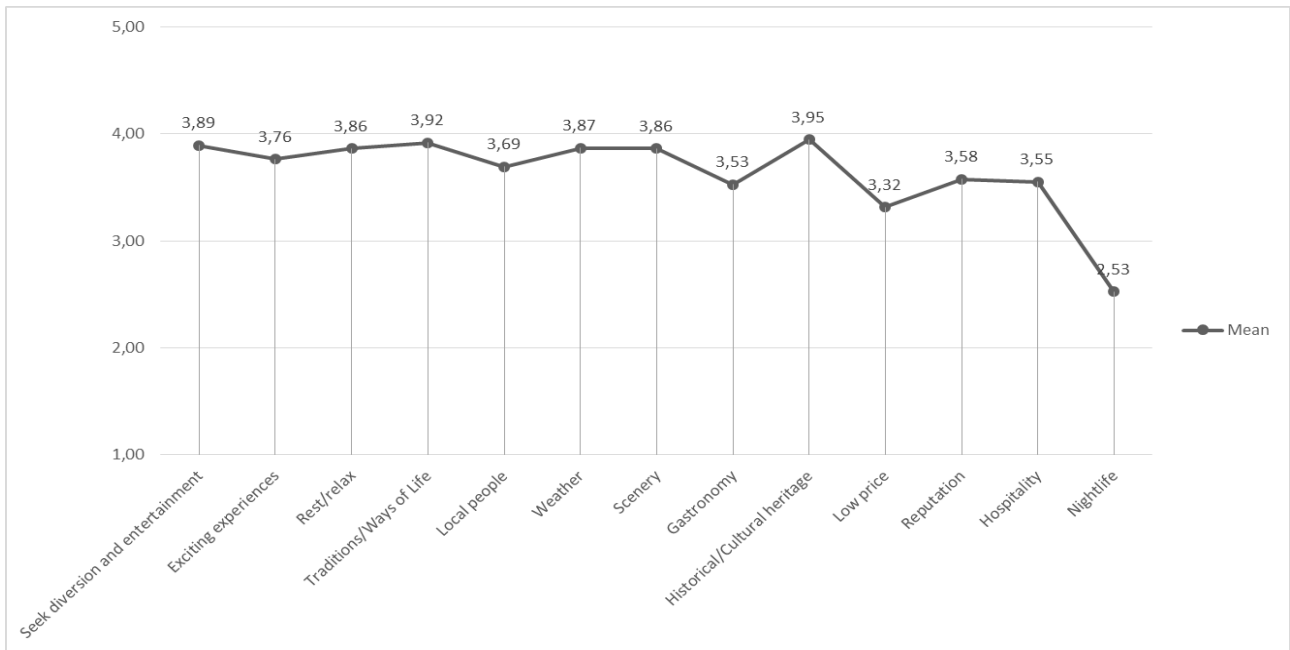
Attachment 6- Results of question 4

Information sources	Frequency
Family and Friends recommendation	69
Internet	62
Books/City Guides	42
People living in the tourism destination	37
Previous Visits	35
tourism agencies	22
News/Press	21
Advertisement	15
Social network	12
Television Programs	11
Movies/Music	8
Radio	3
Other	0

Attachment 7- Cronbach Alpha Coefficient

Reliability Statistics	
Cronbach's Alpha	N of Items
,894	13

Attachment 8- Mean scores of attributes-based components (question 5)



Attachment 9- Results of question 6

Have you ever visited Portugal before?		Frequency	Percent
Valid	No	60	42,6
	Yes	57	40,4
	Total	117	83,0
Missing		24	17,0
Total		141	100,0

Attachment 10- Results of question 7

Did you ever consider visiting Portugal?		Frequency	Percent
Valid	No	9	6,4
	Yes	54	38,3
	Total	63	44,7
Missing	System	78	55,3
Total		141	100,0

Attachment 11- Results of question 8

Which are the images or characteristics that you first remember when you think of Portugal as a tourism destination?	Frequency	%
Weather (sun; warm)	45	26,47%
Food and Wine	31	18,24%
Ocean and Beach	24	14,12%
Friendly People	21	12,35%
Cities (Lisbon; Sintra; Algarve)	13	7,65%
Sports (Surf, Hiking and Golf)	12	7,06%
Architecture and Buildings	9	5,29%
Culture and History	6	3,53%
Scenery	3	1,76%
Nightlife	3	1,76%
Citylife	3	1,76%
Total	170	100%

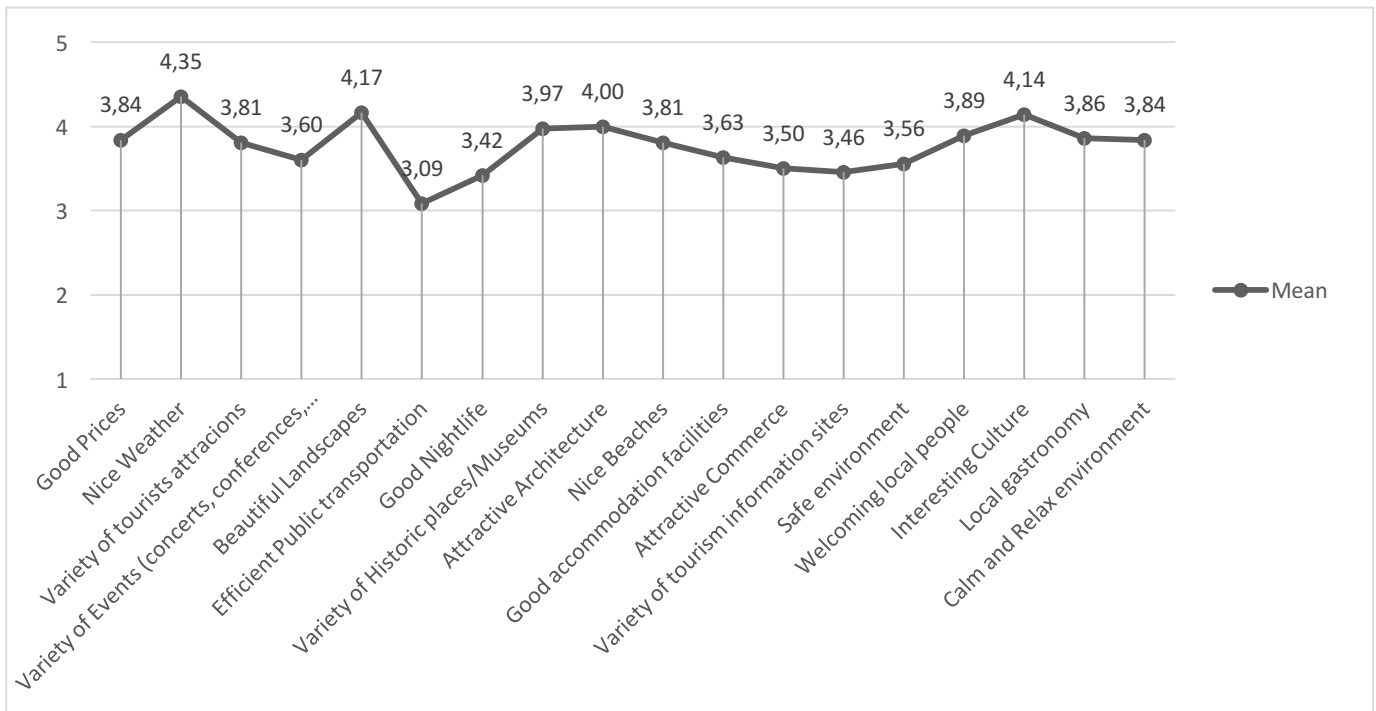
Attachment 12- Results from question 9 (frequency)

When you think about Portugal, which are the tourist attractions you first remember?	Frequency	%
Cities (Lisbon, Sintra, Cascais)	37	30,83%
Beach, Surf, Golf, Horses	18	15,00%
Padrão dos Descobrimentos, São Jorge Castle, Church, Mosteiro dos Jerónimos	14	11,67%
Historic Districts	10	8,33%
Torre de Belém	9	7,50%
Scenery	6	5,00%
Tram	6	5,00%
City Atmosphere	6	5,00%
Food and Culture	6	5,00%
Airport, Estádio da Luz	5	4,17%
Ponte 25 de Abril (bridge)	3	2,50%
Total	120	100%

Attachment 13- Cronbach Alpha Coefficient

Reliability Statistics	
Cronbach's Alpha	N of Items
,946	18

Attachment 14-Means scores of attribute based components of Portugal (question 10)



Attachment 15- Clusters Definition

Cluster Number of Case		Seek diversion and entertainment	Exciting experiences	Rest/relax	Traditions/Ways of Life	Local people	Weather	Scenery	Gastronomy	Historical/Cultural heritage	Low price	Reputation	Hospitality	Nightlife	Color	Landscapes	Information	Famous people	Monuments	Local people	Lifestyle	What I can do	
1	Mean	1,00	1,00	1,00	1,00	1,00	1,00	1,50	1,00	1,50	1,50	2,00	2,00	2,00	3,00	3,00	3,00	3,50	3,50	3,00	3,00	3,50	
	N	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	
	Std.	,000	,000	,000	,000	,000	,000	,548	,000	,548	,548	1,09	1,09	1,09	,000	,000	,000	,548	,000	,000	,000	,548	
	Deviation											5	5	5									
2	Mean	3,33	4,00	4,17	3,33	2,67	4,50	3,50	2,67	3,50	3,50	4,00	3,17	2,17	3,83	4,50	4,17	1,83	3,33	3,67	3,83	4,50	
	N	18	18	18	18	18	18	18	18	18	18	18	18	18	18	18	18	18	18	18	18	18	18
	Std.	,970	,594	,383	,767	,767	,786	,514	1,13	,786	,514	,840	,707	,707	,924	,514	,707	1,09	,767	,485	,383	,514	
	Deviation								8														
3	Mean	4,17	3,76	4,29	4,24	4,10	4,03	4,16	4,29	4,22	3,60	3,55	3,90	2,59	3,33	3,98	4,12	2,26	3,36	3,69	3,81	3,93	
	N	58	58	58	58	58	58	58	58	58	58	58	58	58	58	58	58	58	58	58	58	58	
	Std.	,566	,779	,749	,709	,552	,816	,489	,649	,594	,748	,753	,718	,918	,711	,662	,623	,890	,583	,654	,606	,746	
	Deviation																						
Total	Mean	3,76	3,61	4,02	3,80	3,56	3,91	3,82	3,70	3,87	3,43	3,54	3,60	2,45	3,41	4,02	4,05	2,26	3,37	3,63	3,76	4,02	
	N	82	82	82	82	82	82	82	82	82	82	82	82	82	82	82	82	82	82	82	82	82	
	Std.	1,07	1,02	1,07	1,11	1,10	1,14	,862	1,26	,966	,875	,919	,914	,905	,769	,702	,683	,991	,619	,619	,579	,737	
	Deviation	2	7	7	6	1	6	6	4														

Attachment 16- Demographic characteristics

Demographic Characteristics		Cluster 1	Cluster 2	Cluster 3
Gender	Female	0	15	35
	Male	6	3	20
Age	18-24	6	6	3
	25-34	0	6	8
	35-44	0	3	12
	45-54	0	0	23
	55-64	0	3	9
	65+	0	0	3
Education	Less than secondary	0	0	3
	Secondary	6	3	15
	University Graduation	0	9	23
	Post Graduation (Master, PhD)	0	6	17
Marital Status	Married	6	6	27
	Single	0	6	25
	Other (divorced; widower)	0	6	6

Attachment 17- Information sources

Information Sources	Cluster 1	Cluster 2	Cluster 3
Previous Visits	3	3	20
Television Programs	0	2	6
Radio	3	0	0
Family and Friends recommendation	6	18	26
People living in the tourism destination	0	6	17
Advertisement	0	3	6
Books/City Guides	0	5	28
News/Press	0	9	8
Tourism agencies	0	0	18
Movies/Music	0	2	2
Internet	0	14	27
Social network	0	2	3
Other	0	0	0