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GOLF DESTINATIONS' BRAND PERSONALITY: THE CASE OF THE ALGARVE

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Doutoramento em Turismo

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(Rosária Luísa Gomes Pereira)

……………….………………………….………..…………

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To my husband and son: *Ron* and *Rafael;*

To my colleague and friend: *Helena Reis*

With all my love, respect and admiration

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I will never be able to thank enough my family and my friends for understanding, supporting and actually pushing me forward throughout this process.

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ABSTRACT

The purpose of this research is to develop and validate a measurement scale to assess golf destinations' brand personality and therefore to perceive the destination personality of the Algarve as a golf destination. Based on literature review on human personality, brand personality, destination brand image and marketing scales validation procedures, an initial 36 unrepeated items were the base for a survey instrument. Those items were generated from the literature, from the results of individual interviews with experts in tourism and golf in the Algarve and from promotional texts in golf- related websites. After content validation, the items were allocated into categories of attributes by a panel of expert judges. A survey was then applied to a convenient sample of 600 golf players in the Algarve, and 545 (valid) questionnaires were analysed to refine the scale. Golf players assessed the components of the relational brand personality (functional, symbolic and experiential) as well as the Algarve as a golf destination. A taxonomy of brand personality was developed and tested in the Algarve as it is recognized as one of the world best golf destination. The developed taxonomy of brand personality was assessed in two ways: 1) through the overall perception of the Algarve as a golf destination and 2) through the perception of specific attributes of the destination grouped into three main categories (functional, symbolic and experiential). Therefore, two multi-dimensional brand personality models were estimated by using structural equation modelling. Findings of this study indicate that golf players ascribe personality characteristics to destinations. The brand personality of the Algarve is translated into three main dimensions *enjoyableness, distinctiveness and friendliness* when tourists/golf players reveal their overall perception of the destination. The brand personality of golf destination Algarve is reflected in the dimensions *reliability, hospitality*, *uniqueness and attractiveness* when tourists assess the components of the relational brand personality. Refined scales consisting of 10 and 12 items were finally derived meeting both reliability and validity requirements. This study does not replicate Aaker's (1997) personality dimensions and very little parallelism can be drawn with Aaker's (1997) brand personality scale since only three items from her scale were validated in both models: *friendly* and *cheerful,* (sincerity*), reliable* (competence). The same is verified concerning the 'Big-five'. The human personality traits (HPT) validated to describe golf

destinations personality are only four *helpful*, *pleasa*nt (agreeableness), *relaxed* (emotional stability), and *innovative* (intellect or openness). As far as destination image descriptors (DID) are concerned, the items *appealing, relaxed* and *safe* were validated, while traits suggested by the interviews and website promotional texts such as *calm, natural, spectacular, unique, welcoming,* and *the best* (destination-specific traits) appear to be appropriate to describe the personality of a golf destination. The results suggest that the overall perception of the Algarve´s brand personality is described by the dimensions *enjoyableness, distinctiveness* and *friendliness*. Moreover, the relational perspective revealed that the functional attributes of the destination are described by the dimension *reliablility*, while the symbolic attributes are described by the dimensions *hospitablility* and *uniqueness* and finally its experiential attributes are described by the dimension *attractiveness*. These results show that a golf destination´s brand personality should not just be based on good golf practices. Theoretical and practical implications are discussed in the context of destination brand personality.

Keywords: destination branding, brand personality, destination brand personality, scale development

RESUMO

Os objetivos principais desta pesquisa são validar uma escala de medida para avaliar a personalidade da marca de destinos de golfe e avaliar a personalidade da marca Algarve como destino de golfe. Para tal foi necessário efetuar uma revisão da literatura circunstanciada à temática, designadamente sobre a personalidade humana, a personalidade da marca, a imagem de marca, a imagem da marca de destinos turísticos e os procedimentos de validação de escalas de marketing. Identificados os suportes teóricos de cada sub-tema desenvolveu-se toda a fase exploratória da pesquisa na qual se recolheram, selecionaram e validaram itens para incluir na escala de avaliação a personalidade da marca de um destino de golfe. Uma lista inicial de 36 itens (não repetidos) foi a base para a construção de um instrumento de pesquisa. A fase exploratória incluiu a análise de textos promocionais retirados de sítios da internet relacionados com o golfe e agrupados em três categorias. A primeira categoria compreendeu os textos selecionados nos sítios dos campos de golfe algarvios (40), nos sítios das autoridades locais e nacionais responsáveis pela promoção do Algarve enquanto destino de golfe (5). Num segundo grupo foram selecionados textos promocionais em sítios das autoridades oficiais responsáveis por promover os destinos concorrentes do Algarve (Marrocos, Turquia, Tunísia e Sul de Espanha e Ilhas Canárias) e também foram selecionados, aleatoriamente e proporcionalmente ao número de campos por destino, e em igual numero aos dos textos selecionados para a categoria Algarve (40). Um terceiro grupo de textos foi retirado dos sítios dos 40 melhores campos de golfe em 2009 de acordo com o *ranking* da revista *Golf Magazine* (2010). Foram analisados um total de 144 textos. Outra fonte para gerar itens a incluir na escala de avaliação da personalidade da marca de um destino de golfe foi um conjunto de entrevistas individuais a especialistas em turismo e em golfe realizadas no Algarve entre junho de 2010 e abril de 2011. Realizaram-se um total de 46 entrevistas, todas orientadas pelo mesmo guião de perguntas embora com técnicas de resposta diferentes. Foram conduzidas 31 entrevistas de resposta livre e 15 entrevistas cujas respostas eram dadas através da seleção de itens de listas fornecidas pelo investigador. As primeiras tiveram como objetivo gerar itens novos/específicos para os destinos de golfe e as segundas testar e validar os itens existentes em modelos retirados da literatura, como seja o modelo de personalidade '*Big-Five*' (Goldberg, 1992; Saucier, 1984) e o modelo

de personalidade da marca (Aaker, 1997). Foram ainda testados alguns descritores da imagem da marca de destinos turísticos igualmente retirados da literatura. Os itens apurados e selecionados nas três fontes foram depois sujeitos a validação de conteúdo por um painel de especialistas internacionais na área do turismo e do golfe (académicos e profissionais). Os itens foram também distribuídos pelas categorias de atributos (funcionais, simbólicos ou experienciais) pelo mesmo painel. Estes últimos indicaram também quais os itens mais adequados para avaliar um destino de golfe numa perspectiva holística. A fase seguinte da investigação foi a aplicação de um questionário a uma amostra de conveniência de 600 jogadores de golfe no Algarve para validar a escala. Foram analisados 545 questionários válidos. Os jogadores de golfe no Algarve avaliaram as componentes relacionais da personalidade da marca (funcional, simbólica e experimental), bem como o Algarve, no seu todo, como um destino de golfe durante o mês de abril de 2012 - época alta do golfe no Algarve. A taxonomia de personalidade da marca foi desenvolvida e testada no Algarve, pois esta região é um destino de golfe internacionalmente reconhecido como sendo um dos melhores do mundo. Dois modelos multidimensionais de personalidade de marca foram estimados recorrendo à análise de equações estruturais. O modelo I reflete a avaliação da personalidade da marca baseada na perceção que os golfistas têm do Algarve como um destino de golfe. O Modelo II resultou da avaliação das componentes da personalidade da marca (funcional, simbólica e experiencial) através dos seus respetivos atributos. Os resultados deste estudo indicam que os jogadores de golfe reconhecem características de personalidade aos destinos de golfe. A personalidade da marca Algarve é traduzida em três dimensões principais *enjoyableness, distinctiveness* e *friendliness* quando os turistas/jogadores de golfe revelam a sua perceção global sobre o destino. A personalidade da marca do destino de golfe Algarve reflete-se nas dimensões *reliability, hospitality*, *uniqueness e attractiveness* quando os turistas avaliam as componentes relacionais da personalidade da marca. O estudo propõe duas escalas consistindo em 10 e 12 itens as quais respeitam os requisitos de validade e de fiabilidade. Verificamos que neste estudo não são replicadas nem a escala da personalidade da marca nem a escala da personalidade humana e muito pouco paralelismo pode ser encontrado entre as escalas validadas nesta pesquisa e as encontradas na literatura. Da escala da personalidade da marca apenas três itens foram validados nos dois modelos: f*riendly* e *cheerful,* (dimensão *sincerity),*

reliable (dimensão *competence*). O mesmo aconteceu com a escala da personalidade humana, ou seja as características humanas que podem ser aplicadas na descrição de um destino de golfe são: *helpful*, *pleasa*nt (dimensão *agreeableness*), *relaxed* (dimensão *emotional stability*), e *innovative* (dimensão *intellect* ou *openness*). Em termos dos descritores da imagem dos destinos, só os itens *appealing, relaxed e safe* foram validados enquanto na categoria de traços específicos do destino os itens *calm, natural, spectacular, unique, welcoming, e (the) best*, embora não sendo traços de personalidade humana são os termos que melhor descrevem um destino de golfe. Os resultados sugerem que a personalidade da marca do destino de golfe Algarve, numa perspectiva holística é descrita pelas dimensões *enjoyableness, distinctiveness* e *friendliness* enquanto a perspectiva relational aponta para diferentes resultados. Esta abordagem revela que os atributos funcionais são descritos pela dimensão *reliability,* os atributos simbólicos são descritos pelas dimensões *hospitality* e *uniqueness* e finalmente os atributos experieciais são descritos pela dimensão *attractiveness*. Destes resultados conclui-se que a avaliação da personalidade da marca de um destino de golfe vai muito além das boas condições para a prática do golfe. Implicações teóricas e práticas são discutidas no contexto da personalidade da marca de destinos de golfe e prendem-se como uma nova abordagem do conceito, incluído as várias componentes relacionais da marca, a abordagem metodológica para a geração de itens para a escala e ainda o conceito desenvolvido para destino de golfe. Na prática este estudo valida um conjunto de termos com os quais se pode descrever um destino de golfe, termos esse que poderão vir a ser utilizados numa melhor e mais próxima relação com o turista/golfista que à partida, conforme foi confirmado, já se identifica com as características do destino. São ainda referidas as limitações do estudo e linhas para investigação futura.

Palavras-chave: marcas de destinos turísticos, personalidade da marca, personalidade da marca de destinos turísticos, desenvolvimento de escalas.

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

ABBREVIATIONS LIST

A&GC	Algarve and (its) golf courses
AMCD&GC	Algarve's main competitive destinations and (their) golf courses
ATA	Associação Turismo do Algarve (Algarve Tourism Association)
BGCW&L	Best golf courses in the world and (their) locations
BPT	Brand personality traits
DBP	Destination brand personality
DID	Destination image descriptors
DMOs	Destination management organization(s)
DST	Destination-specific traits
GDBP	Golf destination brand personality
HPT	Human personality traits
IAGTO	International Association of Golf Tour Operators
IGTM	International Golf Travel Market
UNWTO	United Nations World Trade Organization

CHAPTER 1

INTRODUCTION

> *'Taxonomy is always a contentious issue because the world does not come to us in neat little packages.'*
>
> Gould (1981: 158)

This chapter gives a general overview of the thesis and is structured into seven sections. First, it explains the background of the study, the topic definition and justification, the aim of the thesis comprising the research objectives, research questions and hypothesis, the design of the research and the organization of the thesis including the conceptual framework, the overall depiction of the thesis, the theoretical insights and the methodological complements.

1. Background of the Study

Tourism, being an international industry, boasts a greater array of heterogeneous stakeholders than many other industries. Due to huge dividends in the tourism sector, there have been many new entrants among the players on the tourism stage, shifts in market share and balance of power, changes in political perceptions of tourism and a growing recognition of the importance of this industry to an ever-increasing number of national and regional economies.

Several definitions of tourism destinations appear in the literature. For example Buhalis (2000:7) defines tourism destinations as geographical areas which can be, for instance, interpreted as amalgams of tourism products and services, offering "an integrated experience to consumers". The World Tourism Organization defines it as

> "a physical space in which the visitor spends at least one night. It includes tourism products such as support services and attractions, and tourism resources within one day's return travel time. It has physical and administrative boundaries defining its management, images and perception, defining its market competitiveness" (UNWTO, 2002).

The growing importance of tourism in the economy, the proliferation of tourist destinations as well as the greater and easier access to information through digital technologies justify the need for differentiation which leads to increased branding efforts (creation and establishment). According to Morgan, Pritchard and Pride (2002)

destinations can offer consumer benefits to higly branded lifestyle items "vacation trips are expressive devices communicating messages about identity, lifestyle and status" (2002: 4). Therefore, destination branding is the most powerful marketing weapon to contemporary destination marketers confronted by tourists who are increasiligly seeking lifestyle fulfillment and experience (Morgan and Pritchard, 2002). In the present era of globalization and digital technologies, the role of brands as well as branding are already attracting considerable attention (Sharma and Dogra, 2011). In the field of tourism, place and destination branding has been attracting a great deal of attention and many researchers have been suggesting definitions (e.g. Hankinson, 2004; Kotler and Gartner, 2002; Morgan, Pritchard and Piggott, 2003). Destination branding involves the development and active management of destination brands, including the development of brand names, logos or symbols and the definition of long-term brand strategies. The notion of branding has only relatively recently started to expand into the tourism industry and became a topic of research in the late 1990s (Pike 2002; Tasci and Kozak, 2006). Over the years the destination branding concept has been developed and examine by a number of authors (e.g. Blain, Levy and Richie, 2005; Gnoth, 1998; Morgan *et al.*, 2002) leading to a greater complexity in the literature about destination branding and revealing the benefits of branding.

Those developments in destination branding have raised several management and marketing issues for DMOs to deal with. They have to convey long term prosperity of locals, maximize profit for local business, make the most of positive multiplier effects and optimize tourism impacts, that is, create a sustainable profit and socio-cultural and environmental costs. In this context, destination promotion has to operate as a mechanism to facilitate regional development objectives and to rationalize the provision of tourism. Therefore, destination branding is a strategic management tool focusing on local stakeholders and destination resources (Sharma and Dogra, 2011).

A significant number of studies in the field of destination branding are on nation branding (e.g. Anholt, 2002; D'Astous and Boujbel, 2007; O'Shaughnessy and O'Shaughnessy 2000, Rojas-Mendéz, Murphy, and Papadopoulos, 2011; Rojas-Mendéz and Papadopoulos, (2012), or on the application of the place branding concept to cities and regions (e.g. Hankinson, 2004) but the majority of destination branding studies are mostly focused on brand images and tourists' decision-making in relation to tourism

behaviour (Cai, 2002; Hall, 2002; Hankinson, 2005; Papadopoulos and Heslop, 2002; Prebensen, 2007; Pritchard and Morgan, 2001; Tasci, Gartner and Cavusgil, 2007). It should be noted that destination branding is a difficult and complex process as compared to branding of goods and services due to the fact that it involves many factors and associations to consider, such as geography, tourist attractions, natural resources, local products, residents' characteristics, institutions, and infrastructure (Fan, 2006).

More specifically, attributes of destinations are difficult to define, their image is more complicated, and the associations they evoke are more numerous and diverse as opposed to goods and services. In addition the ownership of the destination brand is unclear due to the existence of multiple stakeholders, which leads to a diverse audience. The fact that places are more abstract and involve a greater complexity leads to a number of difficulties, particularly in the adaptation of several constructs that are present in traditional branding literature (Papadopoulos and Heslop, 2002; Kotler and Gertner, 2002). Nevertheless, relevant similarities also exist, for instance destination brands are also build upon trust and consumer satisfaction, and several personality traits such as friendliness or reliability (Kaplan, Yurt, Guneri and Kurtulus, 2010). Besides the difficulties in branding destinations, a strong place brand offers important benefits to its stakeholders; it is a critical tool for competing with other destinations. In sum, the development of a destination brand with strong personality may generate considerable advantages.

The concept of personality is normally attributed to humans. However, this notion can also define the characteristics of a non-human being (anthropomorphism), which Guthrie (1997:51) defines as "the transmission of human characteristics to non-human things and events". Therefore, personality traits are also attributed to brands. Accordingly, brands, like humans, may possess distinct characteristics (Plummer, 1985). This idea contributed to the development of the brand personality concept defined by Aaker (1997: 347) as "the set of human characteristics associated with the brand". General interest in this concept has been flourishing for more than three decades. However, only after Aaker's (1997) development of a widely applicable brand personality scale based on the 'Big-Five' model of human personality, has research on this topic flourished. Yet, further support for the applicability of the concept of brand personality and its accurate measurement in tourist destinations is very limited in the

literature, which underlines the need for further studies, particularly in what concern testing the applicability of the brand personality framework to destinations and justifying the topic of this research. The topic of this study is "golf destinations' brand personality: the case of the Algarve". Two models are proposed to validate a measurement scale for the concept of brand personality applied to a golf destination (Algarve) and to investigate which dimensions and traits are appropriate to describe the personality of the destination.

The original meaning of 'golf' is 'happy life in green open space and fresh air', which can be read from the English word of golf: G – green; O – oxygen; L- light; F – foot (Chun, 2010: 611). It is a sport combining enjoyment of the pleasure of nature, physical training and a game. Golf tourism has been defined as a service provided by tour operators and travel agencies to golf fans or golf tourists. The latter are keen to travel to other places/countries, stay in golf resorts and spend their holidays playing golf (Zichao and Liebao, 2009). This activity is not a simple sport; it has become a main social intercourse channel among many entrepreneurs and businessmen (stakeholders) who also participate in other tourist and leisure activities. Golf tourism needs "predominant location traffic, high-level golf course operation management, perfect golf travel matched service conditions and excellent golf courses' design and construction quality" (Chun, 2010: 611). In fact golf tourism plays a pulling role in local economic development and it has been object of study for many scholars (e.g. Gelan, 2003; Watkins, 2006). In order to attract golf aficionados, more and more golf courses are built in beautiful places.

This research is developed based on the greatest tourism destination of Portugal: the Algarve. The Algarve is the main tourist destination in Portugal representing in 2010, 35.4% of the total number of nights (ATA, 2012), with 71.1% coming from foreign markets. Golf is a noble sport, which requires a privileged location and practical conditions of different types: environmental, cultural and landscape. In fact, the Algarve suffers from a strong seasonality effect, but gathers singlar conditions for the practice of golf, therefore, assuming its distinctive competencies and becoming the main touristic product to fight seasonality. The region comprises 40 golf courses (32 with 18 holes and eight with nine holes), designed by the most famous architects, such as Sir Henry Cotton (7), Rochy Roquemore (5), Ronald Fream (3), and Joseph Lee (2), to name just a

few. The Algarve has received several international rewards. We highlight the ones given by IAGTO (International association of Golf Tour Operators), and by the German magazine 'Golf Magazine', over three years. Recently the Algarve was awarded by the British magazine 'Today's Golfer'. Moreover, the Algarve hosts important golf events such as the Portugal Masters and the IGTM (International Golf Travel Market) in 2012 (Turismo de Portugal, 2013). The golf supply in the Algarve represents 45.9% of the national golf supply, positioning it as the main golf destination in Portugal. The main markets are United Kingdom, Scandinavia, Germany, France and Spain, representing 85% of the European market (Turismo de Portugal, 2013). The domestic market is still secondary as, in 2010, only 14 545 Portuguese players were registered in the Portuguese Golf Federation (EGA, 2010a) out of 4 439233 in Europe (EGA, 2010b).

2. Topic Definition and Justification

Identifying the research topic is the initial stage of any research project. In the tourism field topics can emerge from: 1) personal interest of the researcher, 2) a suggestion from a supervisor, 3) client's briefing papers, 4) the identification of a problem (complains), 5) information gaps, or 6) government planning requirements (Jennings, 2010). For this study, the topic emerged basically from both the author's personal interest in the field of place marketing and destination brand image, the suggestion of the supervisor and an identified gap in the literature. The current literature about the relationship between an individual and a brand leads to the conclusion that "since brands can be personified, human personality descriptors can be used to describe them" (Azoulay and Kapferer, 2003: 149). However, "the adjectives used to describe human personality may not be relevant to brands" (Azoulay and Kapferer, 2003: 149). Therefore an adaptation was required. When analysing the means for this adaptation the literature pointed us towards a theory that sees places as relational brand networks and to the relational network brand model developed by Hankinson (2004).

According to this approach the place brand is represented by a core brand and brand relationships which extend the brand reality or brand experience. As these relationships are dynamic (they strengthen and evolve over time), they develop and reposition unlike conventional services or products. Hence the extension of the brand from the core to include services, infrastructures, communications and consumers in which brand

relationships are also gradually extended. The brand core represents the place's identity, the base for communicating the place brand, which therefore defines its personality. In this context, brand personality is therefore characterized by its functional, symbolic and experiential attributes (Hankinson, 2004). Consequently, in this thesis two ways to assess brand personality are proposed since the overall perception of the brand might differ from the perception of its relational components.

Research has suggested that having a well-established brand personality could be a competitive advantage. In particular, a destination brand personality (DBP) measurement tool contributes to relational marketing and tourism marketing research. Although some advances have been achieved in the field of destination branding and destination brand personality, studies tend to use the brand personality scale developed for consumer goods based mainly on human characteristics (Aaker's brand personality scale) to access destination brand personality (Aaker, 1997; Azoulay and Kapferer 2003; Caprara, Barbaranelli and Guido, 2001). The scale developed in this study represents a concise and valid instrument for measuring golf destinations brand personality. It does not just assess the overall perception of the destination brand personality but also assesses the perceptions of its functional, symbolic and experiential components. This scale grounded on psychology and tourism marketing was developed by keeping the main constructs to measure brand personality with the necessary adaptations to the golf tourism reality.

The results of this study will contribute to 1) highlight the most valuable theoretical insights on the brand personality constructs; 2) identify which traits should be used to measure brand personality, supporting promotion and communication strategies, defining the destination's positioning and its differentiation among competitors; 3) defining which attributes should be promoted with a golf destination branding process and 4) examining if the perceived brand personality is aligned with the destination's mission, vision and goals.

The conclusions of this study may be used in designing cross-cultural and cross-national research to guide marketing managers enabling them to create a strong, globally identifiable and acceptable brand personality. Establishing a stable brand personality and knowing how it can be modified or enhanced to match the destination dominant personality will enable managers to achieve the sense of affinity with their

target markets while maintaining identifiable characteristics. Above all, this research proves that adapting human characteristics to describe destinations should be done with some prudence since some of then do not have a similar meaning as when they are applied to products or services.

3. Aims of the Thesis

The main aim of this study is to validate a brand personality measurement model to be applied to golf destinations. The study also aims to confirm to what extent the Algarve has the potential to be considered a golf destination and what are the main dimensions and traits of its personality. As destination brand personality is a concept which goes beyond the concept of destination image, this study did not only look for the attributes which help differentiate the Algarve from other destinations, but aims to find among them the attributes which contribute to building its own brand personality as a golf destination.

In this domain, and considering the importance of identifying brand personality dimensions to the Algarve's consolidation as a golf destination, two measurement models to assess golf destinations brand personality are suggested in this study. Accordingly, the main objectives and research questions of this research are presented in Table 1.1.

Table 1.1 - Research Objectives and Research Questions

Research objectives	*Research questions*
1. Develop a multidimensional measurement model to assess Algarve brand personality as a golf destination.	1. Which human personality traits, brand personality traits, destination image descriptors and destination-specific traits describe the overall perception of the Algarve as a golf destination?
2. Develop a multidimensional measurement model to assess the Algarve relational brand personality (functional, symbolic and experiential dimensions).	2. Which human personality traits, brand personality traits, destination image descriptors and destination-specific traits describe the components of the relational brand personality (functional, symbolic and experiential attributes) when applied to a golf destination?
3. Understand the relationship between the concepts of personality, (brand)	3. How are the concepts of brand image and brand personality applied to the tourism

Research objectives	*Research questions*
image and brand personality and how those concepts are applied to golf destinations.	context?
4. Develop destination brand personality taxonomy by identifying personality traits and destination-specific traits able to describe golf destinations' brand personality.	4. What are the main dimensions and traits found in Algarve brand personality as a golf destination?
5. Identify which attributes should be associated with the brand to differentiate the Algarve from other destinations.	5. Which attributes should be associated with the brand Algarve to differentiate it from its main competitors?
6. Suggest a concept of golf destination.	6. Which attributes must a destination have to be considered a golf destination?

Source: Own Elaboration

4. Conceptual Framework

Research is an activity that gathers information on a phenomenon using scientific rigour and academic expertise. Jennings (2010) explains that research in tourism can be described as being qualitative, quantitative or mixed methods, according to the type of methodologies used to gather information. The qualitative approach is based on the interpretative social sciences paradigm, gathering information as text-based units, which represents the social reality, context and attributes of the tourist phenomenon under investigation; therefore, it is inductive in nature. On the other hand, the quantitative approach takes the tourist experience, event or phenomenon and abstracts it to a level of numerical representation. This approach is based on the post/positivistic social sciences paradigms that primarily reflect the scientific method of the natural sciences. Such paradigms adopt a deductive approach to the research process (Jennings, 2010). In practice, some research is conducted using a mixture of both qualitative and quantitative approaches. From that combination a third approach is generated – the mixed methods approach.

The selection of the research methods for this study comprised, in an exploratory stage of the research, online promotional texts analysis (see Article 3), free elicitation interviews and checklists interviews (see Article 3). Those three methods were used as generation sources of (brand) personality and non-personality traits. This section goes

on to describe the development and application of the survey in stage three. To implement the research design, a sampling of respondents was defined for each stage of the research and data were collected and analysed. Figure 1.1 shows the methodology proposed for this research.

Figure 1.1 - Proposed Research Methodology

Literature review (stage I)

Research topic selection	→	Definition of the research objectives	→	Definition of the reseach questions	→	Definition of the research hypothesis

Theoretical model	→	Selection of research methods	→	Applications of the research methods	→	Data analysis and discussion

Conclusions

Exploratory stage (stage II)
Traits Generation
Analysis of promotional texts in golf-related websites / Interviews with tourism and golf experts (in the Algarve)

Content validation
Validation of the traits collected by a panel of expert judges

Scale validation (stage III)
Testing and validating GDBP scale and assessing Algarve's Brand personality

Source: Own Elaboration

Considering the research objectives and research questions defined for this study, the research design included, at first, a review of the literature on personality, (destination)

branding, (destination) brand image, (destination) brand personality (see chapter two and three for articles one and two respectively, both of them covering the main constructs and theories that ground this thesis). The topics of golf tourism and research methods used to develop marketing scales are addressed in articles three (chapter four), four (chapter five), and five (chapter six). This preliminary work allowed the researcher to assess the state of the art about the topic and build a conceptual framework on brand personality to be applied to this research (see Figure 1.2).

Figure 1.2 - Literature Review

1. Personality
- Personality taxonomy,
- The 'Big-Five' model of personality,
- Critical aspects of the 'Big-Five' model of personality,
- Interpretation of personality dimensions,
- Personality traits – 'Big Five',
- Personality applied to the brand personality concept .

2. Branding
- Brand – origins and development of the concept,
- Brand image (BI),
- Brand Personality (BP); The five dimensions of Aaker's (1997) brand personality scale,
- Brand, brand image and brand personality in the context of destinations.

3. Destination Image
- Destination Image (DI),
- Destination Image (DI) measurement.

4. Destination Brand Personality
- Destination Brand Personality (DBP),
- Destination brand personality measurement.

5. Marketing Scales
- Scale development: traits generation and traits validation.

6. Golf Tourism
- Promoting (golf) destinations online,
- The golf industry and the Algarve.

7. Research Methods
- Free elicitation interviews,
- Checklist interviews,
- Pre-test and pilot study,
- Selection of subjects and sampling profile,
- Data collection methods,
- Data analysis techniques.

Source: Own Elaboration

The literature review is spread throughout the five articles; however articles one and two are exclusively dedicated to it. Article one reviews the main approaches and dimensions of the personality construct. Adopting the five-factor model of personality a survey of practices is drawn up to clarify the adoption of human personality scales, from the psychology field, to products' brand personality (Pereira, Correia and Schutz, 2009). Also, personality traits, personality taxonomy and the 'Big-Five' model of personality are taking into account and compared to the brand personality model. The article aims at achieving a conceptual framework in which the main personality descriptors can be identified, in order to be adapted to the context of a golf destination.

Article two reviews the literature in (destination) branding, (destination) brand image and (destination) brand personality. It departs from a critical review of the concepts of brand image and brand personality in general, explores their formal definitions and applications to the tourism field. This article "attempts to provide a deeper understanding of how these constructs may contribute to the development of the concept of destination brand personality" (Pereira, Correia and Schutz, 2012: 83), exploring the common ground and the boundaries of each of the concepts. Following the literature review, two stages of data collection and analysis were established.

Article three presents the results of the collection and analysis of selected online promotional texts in golf-related websites as a trait generation source to identify potential brand personality traits. It reviews the literature on promoting (golf) destinations online, destination branding, destination brand image and destination brand personality and brand personality scales that have been developed over the years and their methodologies (see chapter four).

Article four explores how the golf industry in the Algarve positions golf destinations in terms of personality traits. It reveals the results of interviews conducted with golf industry stakeholders in the Algarve (see chapter five). In terms of literature review it visits brand personality and destination brand personality concepts, describes the attempts to measure destination brand personality so far and also considers the golf industry in the Algarve.

Article five presents the results of the survey conducted with golf players in the Algarve during the 2012 spring season. It reviews the components of the relational

brand personality, discusses the human personality model and the brand personality model, and presents their dimensions and traits as well as the destination image descriptors (see chapter six). Table 1.2 shows how the literature review is structured according to the objectives of the thesis.

Table 1.2 - **Literature Review, Articles in the Thesis and Research Objectives**

Thesis article	Title	Points of the literature review	Research objectives
1	Towards a tourism brand personality taxonomy: A survey of practices	1 & 2	3
2	Destination branding: A critical overview	2, 3 & 4	3
3	Destination brand personality: Searching for personality traits on golf-related websites	4, 5, 6 & 7	1 & 2
4	A taxonomy of golf destination brand personality: Insights from the golf industry	4, 5, 6 & 7	1 & 2
5	Golf destination's brand personality: The case of the Algarve	4, 5, 6 & 7	4, 5 & 6

Source: Own Elaboration

Note: Points of the literature review: 1. Personality, **2.** Branding, **3.** Destination Image, **4**. Destination Brand Personality, **5**. Marketing Scales, **6.** Golf Tourism, **7.** Research Methods.
Research objectives: **1**. Develop a multidimensional measurement model to assess Algarve brand personality as a golf destination, **2.** Develop a multidimensional measurement model to assess Algarve relational brand personality, **3.** Understand the relationship between the concepts of personality, (brand) image and brand personality and how those concepts are applied to golf destinations, **4.** Develop destination brand personality taxonomy, **5.** Identify which attributes should be associated with the brand to differentiate the Algarve from other destinations, **6.** Suggest a concept of golf destination.

4.1 Traits Categories

The study considers, originally, three different sets of traits found in the literature: 1) destination image descriptors (DID) given that brand personality can also be interpreted in terms of the matching/mismatching between tourist self-image and destination image (Ekinci, 2003); 2) human personality traits (HPT) included in the 'Big-Five' model of personality (Goldberg, 1992); and 3) brand personality traits (BPT) included in Aaker's (1997) brand personality scale as brand personality can be the personification of the brand or a "set of human characteristics associated with the brand" (Aaker, 1997: 347). Since one of the objectives is to find the most appropriate traits to include in a golf

destination brand personality scale, the research will also look for destination-specific traits (DST) using three different sources which will be explained later in this chapter.

4.1.1 Destination Image Descriptors (DID)

The first set of traits, grouped in list A (to be used during the exploratory stage - see Appendix 1, Table 1.1), was composed of 89 adjectives extracted from a set of 14 studies (from 1990 to 2009) on destination image measurement. These studies, carried out in several different destinations, aimed to identify the main descriptors of destination image (Baloglu and Love, 2004, Baloglu and Mangaloglu, 2001, Beerli and Martín, 2004b, Bigné, Sánchez ans Sanz, 2008, Choi, Chan and Wu, 1999, Echtner and Ritchie, 2003, Hosany, Ekinci and Uysal, 2006, Hsu, Wolfe and Kang, 2004, Jenkins, 1999, Kneesel, Baloglu and Millar, 2009, Konecnick, 2003, Murphy, Moscado and Benckendorff, 2007, Son, 2005, Tapachai and Waryszak, 2000). After the extraction, the result was a list with a total of 133 adjectives; it was then refined by excluding the repeated words and the synonyms. The items were then coded from 1 to 89 in order to simplify their identification and later treatment.

4.1.2 Human Personality Traits (HPT)

The second set of traits was grouped in list B (to be used during the exploratory stage - see Appendix 1, Table 1.2), which reflects the robust and reliable factorial composition of human personality, the Big-Five. List B includes HPT identified by Goldberg (1992) and latter on by Saucier (1994) in the 'Big-Five' model of personality.

4.1.3 Brand Personality Traits (BPT)

Lastly, BPT composed list C (to be used during the exploratory stage - see Appendix 1, Table 1.3) and corresponds to the brand personality scale developed by Aaker in 1997 for consumer goods. The scale includes 42 brand personality traits.

4.2 Attribute Categories

The categories of attributes were adopted from the components of relational brand personality (CRBP) suggested by Hankinson (2004): functional, symbolic and experiential. As far as the potential attributes within each category are concerned, an adaptation was required. For instance, the functional attributes suggested by Hankinson were not suitable to access golf destinations. Therefore this research adopted the most mentioned attributes from the literature on golf tourism (in at least 50% of the studies - see Appendix 1, Table 1.4) those that would influence tourist choice when choosing a golf destination (Barros, Butler and Correia, 2010; Correia, Barros and Silvestre, 2007; Hudson and Hudson, 2010; KPMG, 2008; Martins and Correia, 2004, Mendes, 2004; National Golf Foundation, 2003; Petrick, 1999, Ribeiro, 2006; Turismo de Portugal, 2008) as functional attributes. This category includes not only general attributes related to the destination: accessibility, bars & restaurants; landscape; climate; price; quality accommodation; but also specific attributes of golf destinations: golf courses; quality facilities (trolleys, buggies, clubhouses, among others); golf events and proximity (see Table 1.3).

As far as symbolic attributes are concerned they include: the character of the local residents; the profile of typical visitors (golf players) and the quality of the service provided by service contact personnel (quality service and reception). The experiential category of attributes included descriptors of: how destinations make visitors feel; the feel of the destination; the character of the building environment and those relating to security and safety (see Table 1.3). This categorization reflects important outcomes of the relationship between the tourist and the destination.

Table 1.3 - Attribute Categories

	Components of the Relational Brand Personality	*Components of the Relational Brand Personality Adapted to the Research*
Potential Functional Attributes	Transport infrastructure and access Hotels restaurants, night clubs and entertainment Museums, art galleries, theatres and concert halls Conference and exhibition facilities Public spaces Leisure and sport activity facilities	Accessibility Bars & restaurants Climate Golf courses Golf events Landscape Price Proximity Quality accommodation Quality facilities
Potential Symbolic Attributes	The character of the local population The profile of typical visitors Descriptors of the quality of service provided by service personnel	Character of the local population Profile of other tourists/golfers Quality service and reception
Potential Experiential Attributes	The character of the built environment Descriptors of the destination's feel Descriptors related to security and safety How the destination will make visitors feel	Character of the built environment Destination's feel Security and safety The way the destination makes tourists/golf players feel

Source: Adapted from Hankinson (2004)

The methodology proposed to develop this research includes research questions and hypotheses that, together with the literature review (spread across five articles), allowed the researcher to set a theoretical framework to conduct and support the results of the research (see Article 5).

The theoretical framework rose from the literature review and according to the research objectives and research questions. The study aims to explore which HPT, BPT, DID and DST are appropriate to describe a golf destination in general, and its functional, symbolic and experiential attributes in particular in order to validate a measuring scale for golf destinations' brand personality. The conceptual model presented in Figures 1.3 illustrates how a brand personality scale could be approached: through a holistic perspective. Accordingly, the following hypothesis was defined:

- H1: *Golf destination brand personality is manifested through the overall perceptions of the destination.*

Figure 1.3 - Conceptual Model I (Holistic Approach)
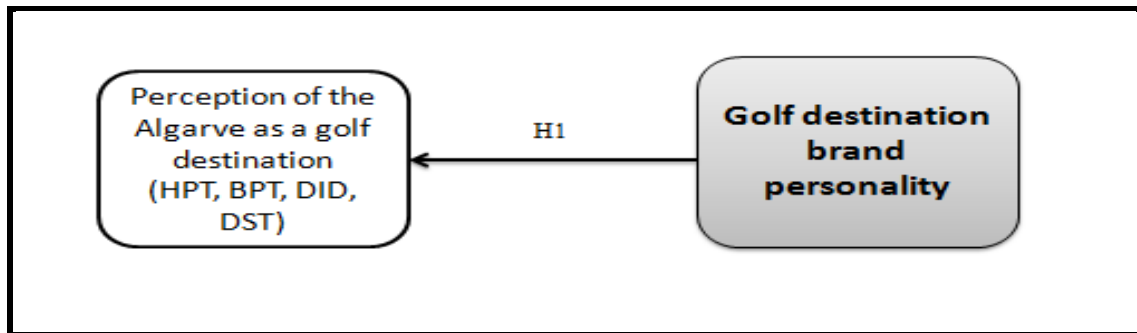
Source: Own Elaboration

To account for the ambiguity of a scale that might lose its significance when a detailed assessment is proposed, the first model approached the golf destination brand personality based only on tourists perceptions from a holistic perspective whereas a second model depicts the components of the relational brand personality (see Figure 1.4). Thus the hypotheses set for the second model are as follows:

- H2: *Golf destination brand personality is manifested through the functional attributes of the destination.*

- H3: *Golf destination brand personality is manifested through the symbolic attributes of the destination.*

- H4: *Golf destination brand personality is manifested through the experiential attributes of the destination.*

Figure 1.4 - Conceptual Model II (Relational Approach)
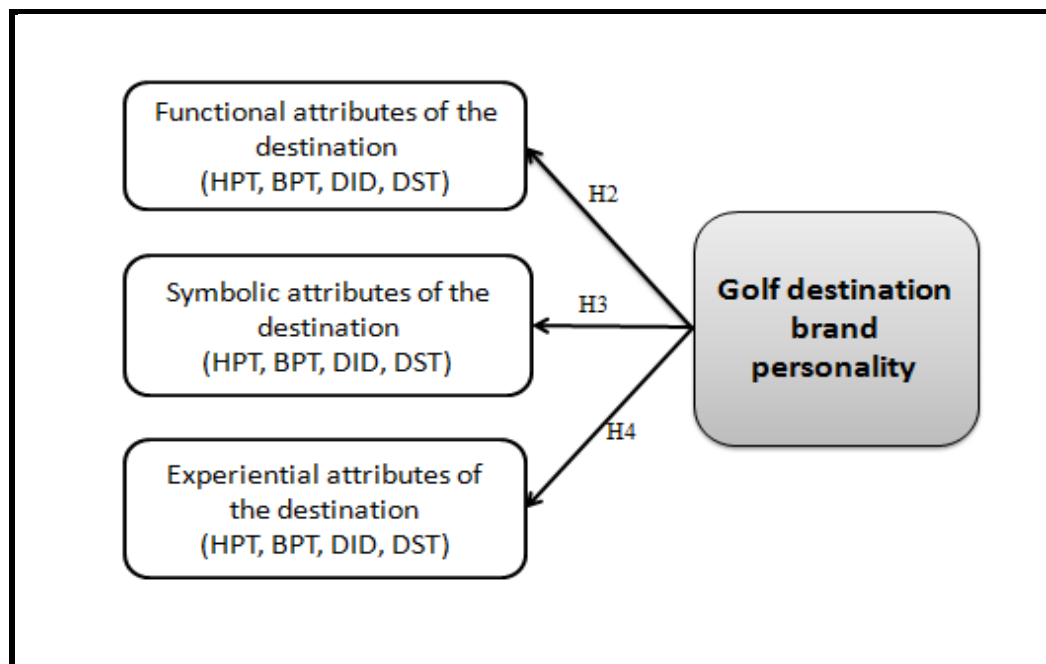
The aim of having two models is to check the stability of the constructs, that means, understanding which are the most stable traits whether they have been validated through a holistic perspective or through a relational perspective. The next section describes the organization of the thesis.

5. The Overall Depiction of the Thesis

The research design comprises three main stages I) the literature review; II) the exploratory stage (interviews and text analysis); III) the survey to golf players in the Algarve (data collection, data analysis and discussion). The thesis is organized in articles (one to five) which correspond to different stages of the research (see Figure 1.5).

Figure 1.5 - Articles in the Thesis - Publications and Submissions
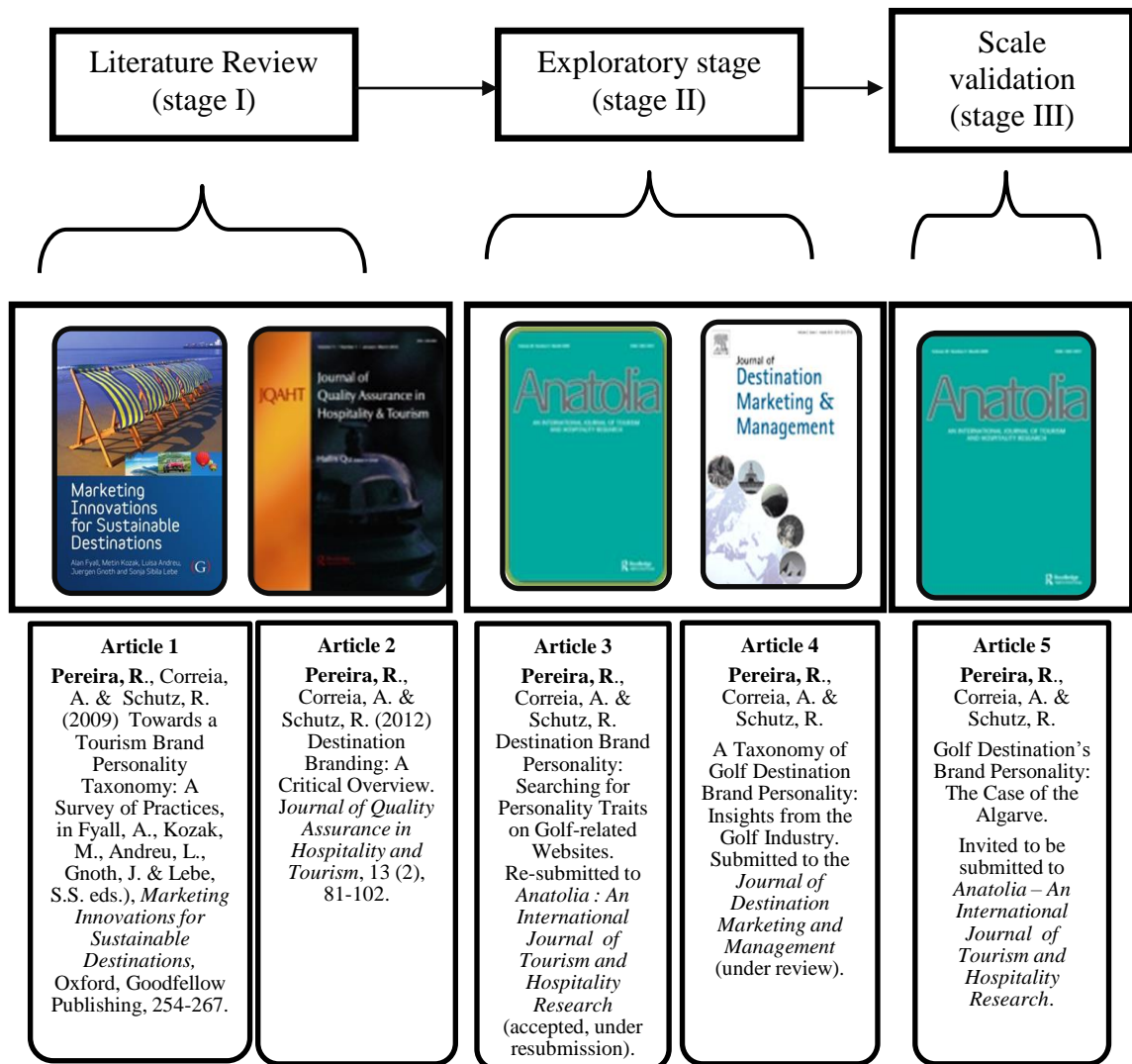
Source: Own Elaboration

Chapter two and three refers to the literature review. Although the literature review is spread across the five articles, articles one (chapter two) and article two (chapter three) are fully dedicated to it and address the relationship between the concepts of personality, (brand) image and brand personality and how those concepts are applied to golf destinations.

Chapter four includes article three (online promotional text analysis) and chapter five comprises article four (interviews), which explains in detail the exploratory stage. Findings from exploratory research can be used to develop a more extensive research project (Jennings, 2010). Normally, exploratory research serves to establish possible categories or concepts suitable to use in further research, in determining the feasibility

of a major study or in understanding that which exists in areas related to the topic of the study. It can be based on secondary sources, expert opinions and observations. In this study, the exploratory stage comprised the collection and validation of potential golf destination brand personality traits and destination-specific attributes, and identifying from those which ones should be associated with the brand in order to differentiate it from other golf destinations. Three different sources were used to generate potential golf destination potential attributes and traits (see Figure 1.6). The data collection and analysis is further explained in articles three and four.

Figure 1.6 - Exploratory Research Methods
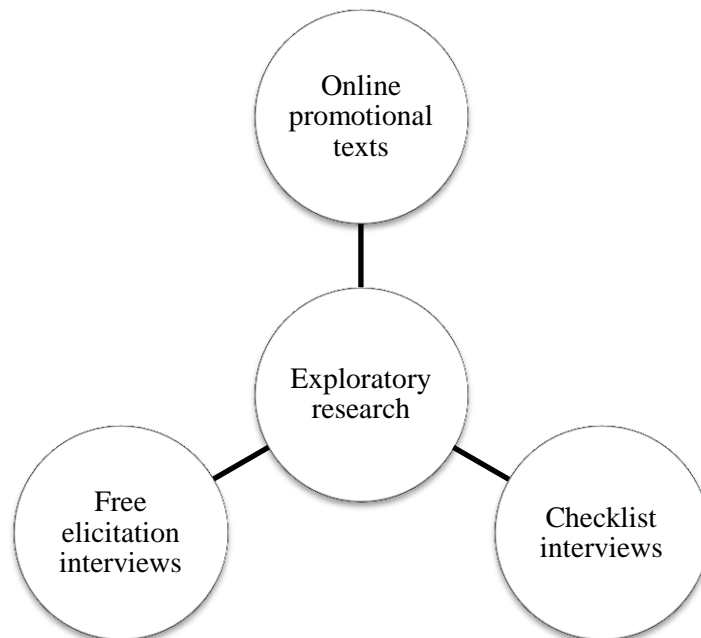
Source: Own Elaboration

Article three presents the results of the collection and analysis of selected online promotional texts in golf-related websites as a trait generation source to identify potential brand personality traits. Simultaneously, it explores the extent to which traits included in human and brand personality models, as well as which brand image descriptors, are used to brand golf destinations and golf courses online.

Article four explores how the golf industry in the Algarve positions golf destinations in terms of personality traits. It reveals the results of interviews conducted with golf

industry stakeholders in the Algarve. The objective of the interviews was to generate potential golf destination brand personality (GDBP) traits, and validate destination specific attributes. After selection and expert validation, 26 items remained for further analysis. Findings also identify attributes that stakeholders consider to be essential in to positioning a golf destination and the specific characteristics of the Algarve that should be associated with the brand in order to guarantee differentiation.

Chapter six includes article five, which presents the results of the survey conducted with golf players in the Algarve during the 2012 spring, the discussion and conclusion from the analysis of the data. A golf destination brand personality assessment instrument was validated based on two approaches comprising human personality traits (HPT), brand personality traits (BPT), destination image descriptors (DID) and destination-specific traits (DST). The first scale is based on the overall perceptions of the region as a golf destination, reflecting a more holistic perspective where all the destination attributes are mixed in the tourist/golf players' minds. The second scale is based on the components of the relational brand personality, where the functional, symbolic and experiential attributes of the destination are identified and the assessment of the destination personality is made via the assessment of those attributes. These two approaches aim to identify which traits are most persistent in describing a golf destination independently from the approach followed.

The article then suggests two models validated with Structural Equation Modelling (SEM) technique. Model I reflects the perception that golfers have of the Algarve as a golf destination and Model II validates a scale to be used when assessing the perceptions of the components of the relational brand personality (functional, symbolic and experiential). The article further suggests a definition of golf destination and identifies the attributes to be associated with the brand in order to differentiate it from its main competitors

Finally, chapter seven presents the major findings of the research. Here the main conclusions are presented, the results of the study are related to the proposed objectives, and the theoretical and practical contributions of the study to the tourism marketing field are approached. Lastly, the chapter describes the main limitations of the study and future investigations avenues are suggested.

6. Theoretical Insights

This section summarizes the main theoretical insights indentified in the literature review (stage I) and that are discussed in each of the five articles in the thesis.

Article 1: Towards a Tourism Brand Personality Taxonomy: A Survey of Practices

- Brands can be personified, and human personality descriptors can be used to describe them. (Azoulay and Kapferer, 2003).

- Brand personality merges all the human characteristics applicable for brands under one blanket word – personality, but it includes dimensions conceptually different from the pure concept of personality, for instance: s*ophistication* and *ruggedness* (Azoulay and Kapferer, 2003).

- Aaker (1997) also added some items related to gender (feminine/masculine), social class (upper-class) and age (youth) creating confusion between the brand itself (product) and the personality of the receiver or consumer (Azoulay and Kapferer, 2003).

- Aaker's (1997) brand personality scale fails to include the traits related to the outcomes from the relationship between the consumer and the product

- Although some of the dimensions, in both scales (human and brand personality), have the same connotations and some of the traits are similar, depending on the product (brand) to be assessed, the scale should be adapted to its specific characteristics.

Article 2: Destination Branding: A Critical Overview

- Destination personality is viewed as a multidimensional construct and is defined as "the set of human characteristics associated with a tourism destination" (Hosany, Ekinci and Uysal, 2006: 639).

- Brand personality has been conceptualized in terms of 'brand image' or as a component of 'brand image' (Biel, 1992; Keller, 1993).

- Only since the mid 1990's has the concept of brand personality undergone significant developments such as the consideration of brand personality as the personification of the brand (Aaker, 1995, 1997; Azoulay and Kepferer, 2003; Keller, 1998).

- Brand personality construct achieved validity through Aaker's brand personality scale (BPS), developed in 1997 (Hosany, Ekinci and Uysal, 2006).

- The 'Big-Five' do not replicate when describing brands. Justification for that can be the fact that human personality descriptors assume different meanings when applied to different brands (Caprara, Barbaranelli and Guido, 2001).

- It is possible to describe brand personality with a few traits, but it is not so clear that the same traits used to describe human personality are suitable to describe a brand.

- Only after establishing a relationship with the brand can consumers assess brand personality, recognizing, or not, their own personality traits in the brand or assess to what extent a particular brand can express his/her own characteristics.

- Destination brands can assist tourists in consolidating and reinforcing their perceptions of the destination after their travel experience (Ritchie and Ritchie, 1998).

- Destination brand personality has been measured using the brand personality scale originally developed for consumer goods. Consequently, personality traits found so far for the tourism destination may not fully reflect all the personality characteristics of a destination.

- The validity of the early product personality scales, based on human personality, was questioned because human and product personalities might have different antecedents. As a result, some dimensions of human personality might be mirrored in brands, whereas others might not (Kassarjian, 1971; Pereira *et al.*, 2009).

- Definitional inconsistencies and the interchangeable use of the terms 'brand image' and 'brand personality' are easily found. Brand image is generally conceptualized as a more encapsulating concept; therefore it includes a number of inherent characteristics or dimensions, such as brand personality.

- Brand image and brand personality concepts are related, they both share constructs such as meaning, self-concepts, personality and image.

- Brand personality can also be interpreted in terms of the matching between the tourist's self-image and the destination image.

Article 3: Destination Brand Personality: Searching for Personality Traits on Golf-related Websites

- Besides the physical and material aspects, destinations are composed of symbols and representations (Hall, 1996), in that "a place is a discourse – a way of constructing meaning, which influences and organizes both the actions of visitors and the conceptions of the local residents themselves" (Govers and Go, 2009: 15),

- As the internet has become one of the most important sources of tourism information, golf courses and resorts are finding that the internet is becoming an area that guests use to research options when determining where to play golf (Troon Golf, 2009).

- According to the Travel Industry Association's report (2005), search engine websites are increasingly becoming the first place consumers visit in their travel planning process. During that process, consumers interact within different websites and come across several narratives, including visuals, which destinations use to create meaning.

- Moreover, the destination image and visitor self-image, as correlated constructs, are normally expressed by destination image descriptors (DIDs) and reflect the conceptualization of brand personality as part of the tourist's self expression.

Article 4: A Taxonomy of Golf Destination Brand Personality: Insights from the Golf Industry

- Users' behaviour is motivated by the symbolic value of the product, satisfying and enhancing their self-consistency and self-esteem (Hong and Zinkhan, 1995). Accordingly, when consumers choose between competing products, they tend to access the level of similarity between the personality traits communicated by the product (Plummer, 2000) and the personality they want to project of themselves (Zinkhan, Haytko and Ward, 1996).

- Humans are not comfortable with what is nonhuman (Guthrie, 1997). People are attracted to others of similar personality because similarity is considered to be emotionally rewarding Moon (2002). Consequently, humans anthropomorphize objects and brands to facilitate interactions with the nonmaterial world (Fournier,

1998) resulting in relationships based on symbolic value. That is how brands become alive, active objects with their own personality in consumers' minds.

Article 5: Golf Destination's Brand Personality: The Case of the Algarve

- The probability of visiting the destination depends upon a match between the visitor image and the tourist's self-concept, or the match between brand and consumers, in which the consumer's physical and psychological needs and the brand's functional attributes and symbolic values match (Westwood, Morgan, Pritchard and Ineson, 1999)**.**

- Products are often given humanlike characteristics to make them more distinctive and memorable, to assign specific qualities that exemplify what they stand for, and to make them more endearing and likeable (Aggarwal and McGill, 2012).

- Place brand is represented by a core brand and brand relationships which extend the brand reality or brand experience. As these relationships are dynamic (strengthen and evolve over time), they develop and reposition unlike a conventional services or products.

- According to Hankinson (2004) brand personality is characterized by functional attributes (tangible: utilitarian and environmental) (Sirgy and Su, 2000), symbolic attributes (intangible: which meet the need for social approval, personal expression and self esteem) (Keller 1993). Linking these two categories of attributes is a set of experimental attributes, which describe the visitor's experience (Echtner and Ritchie, 2003).

This research is thus based on a theory that sees places as relational brand networks and on the relational network brand model developed by Hankinson (2004). According to this approach the place brand is represented by a core brand and brand relationships which extend the brand reality or brand experience. As these relationships are dynamic (strengthen and evolve over time), they develop and reposition unlike a conventional services or products. Thus the extension of the brand from the core to include services, infrastructures, communications and consumers in which brand relationships are also gradually extended. The brand core represents the place's identity, the base for communicating the place brand, which is therefore defined as its personality. In this context brand personality is therefore characterized by its functional, symbolic and

experiential attributes. Consequently, this thesis proposes not only the assessment of the brand personality based on the perceptions of the destination as a golf destination but also an approach that considers the brand personality as relational means between the destination and the tourist. Two approaches are then developed to assess brand personality as the overall perception of the brand might differ from the perception of its relational components.

7 Methodological Complements

After presenting the main points of the literature review, this section intends to unveil the methodological routes of this research that were not possible to address in the articles. Thus it explores the methodology issues concerned with stage II and stage III and how the various stages are linked.

7.1 Traits Generation for Golf Destinations

Stage II deals with the generation, selection and content validation methods used to identify the most appropriate traits to include in a golf destination brand personality scale. Figure 1.7 illustrates the three traits generation sources selected for this research and the methodologies used in each of them.

Figure 1.7 - Traits Generation Sources
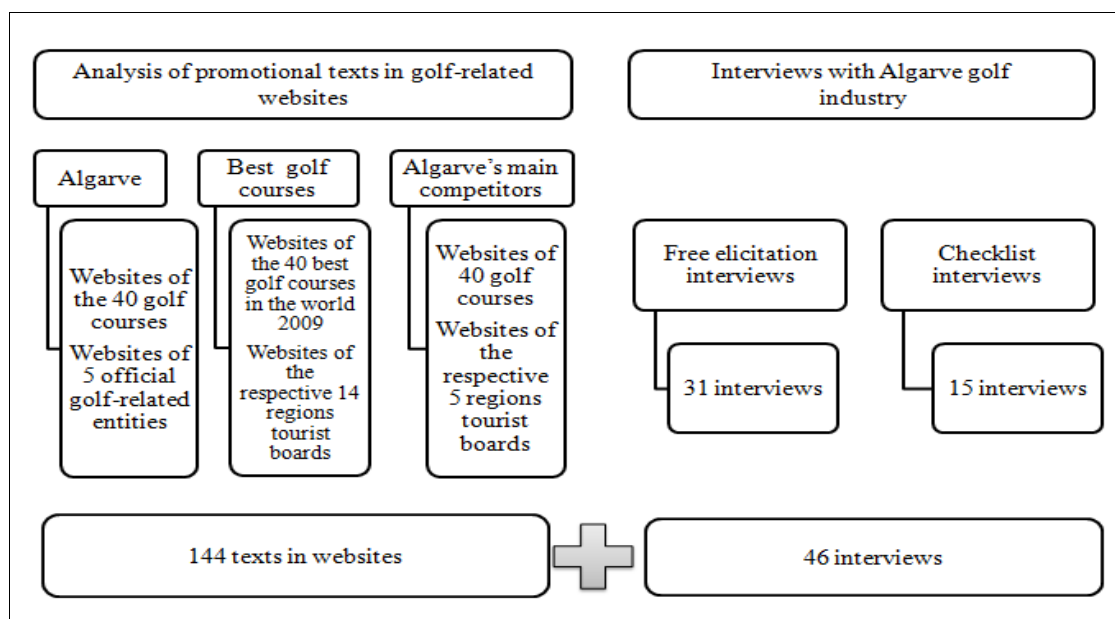
Source: Own Elaboration

The first set of items was generated from a total of 144 promotional texts, namely on Algarve golf-related websites (45); the Algarve's main competitor destinations' golf-related websites (45); and websites of the best golf courses and their location around the World (Golf Magazine, 2010) (54) as described in article three. The traits resulting from this source were validated and assigned to the three categories of attributes by a panel of eight expert judges. Another set of items emerged from 31 free elicitation interviews conducted with the Algarve tourism and golf industry experts. Via this response technique specific golf destination attributes and potential brand personality traits were identified (see Article 3). The third set of items was identified over a set of 15 checklist interviews conducted with the Algarve' tourism and golf experts (see Article 3). Via this technique the traits found in the literature (e.g. HPT, BPT and DID) were tested and the ones considered as the most appropriate to describe a golf destination as well as its functional, symbolic and experiential attributes were retained for further analysis.

7.2 Analysis of Online Promotional Texts in Golf-related Websites

One source to generate potential brand personality traits was promotional texts used by golf courses and official tourism and golf authorities to promote golf destinations in the internet (see Article 3). The internet "is a unique milieu that facilitates the researcher's ability to witness and analyse [...] the negotiation of meaning and identity, the development of relationships [...]. (Silverman, 2004: 97). Approaches for analysing textual messages have been used to in order to measure destination image (Neuendorf, 2002) that is, using sorting and categorization techniques to identify the frequencies of certain concepts, words, or people in textual material and treat the most frequent ones as variables, or dimensions of the destination image construct (Stepchenkova and Mills, 2010). In this study the researcher borrowed the technique from content analysis methodology applied to destination image measurement and applied it to destination personality measurement. Therefore, online promotional texts were selected according to three categories: 1) Algarve and its golf courses (A&GC); 2) Algarve's main competitors and their golf courses (AMC&GC); and 3) Best golf courses in the world and their locations (BGC&L).

The first group of texts corresponds to the ones collected from Algarve's golf courses and tourism and golf authorities' websites (see Appendix 2, Table 2.1 and 2.2). The

second group of texts was collected from Algarve's competitive golf destinations. The Algarve's main competitors are, according to Martins and Correia (2004) and to the Algarve Tourism Board (2006), Morocco–Marrakech; Spain–Andalucía; Spain-Canary Islands; Tunisia–Hammamet and Turkey–Antalya (see Appendix 2, Tables 2.3 and 2.4). In order to obtain a wider range of adjectives and at the same time to include other golf destinations in the study, promotional texts were collected from the websites of the 2009 best 40 golf courses in the world according to Golf Magazine's (2010) ranking. This particular ranking was chosen due to the fact that this magazine is the game's most widely read publication, reaching over 6 million golf enthusiasts every month, and offering the most robust live scoring, news, and photography as well as top level instruction, travel and equipment coverage (Golf Magazine, 2010). In addition, the official tourism authorities' websites of the regions where most of the golf courses are situated were equally analyzed (see Appendix 2, Tables 2.5 and 2.6).

A total of 144 texts in golf-related websites were analysed. The next stage was to identify and extract the adjectives from the texts. The texts were analysed using the software *wordsmith 5.0*, which is an integrated set of programs looking at how words behave in texts. The wordlist tool supplies a list of all the words or word-clusters in a text, set out in alphabetical or frequency order. The tools are used by Oxford University Press for their own lexicographic work in preparing dictionaries, by language teachers and students, and by researchers investigating language patterns in different languages in many countries world-wide (Scott, 1999). This software program offers both quantitative and qualitative perspectives on textual data, as it computes frequencies and measures of statistical significance as well as presenting data extracts that enable the researcher to assess individual occurrences of search words, to examine their collocational environments, to describe semantic patterns and identify discourse functions (Mautner, 2009: 123).

The frequency of each adjective in the overall texts was calculated. Also, the percentage of each adjective in the overall number of adjectives was calculated in order to acknowledge the representativeness of each adjective in the total number of items. The items found in the Algarve and in the foreign golf courses and regions were treated separately to allow a comparative analysis of the terms (see Article 3).

7.3 Interviews with Algarve's Tourism and Golf Experts

In order to generate items that were meaningful to people concerning destination-specific attributes, structured interviews were conducted with local stakeholders (see Article 3). The aim of the interviews was to understand stakeholders' perception of the destination personality of the Algarve and, by using free elicitation and checklist techniques, to identify the traits that they think can describe the personality of the Algarve as a golf destination.

Based on preliminary research, an open-ended questionnaire was developed to gather data from local golf industry stakeholders. This enabled the researcher to study their opinions, ideas and concepts about the constructs, free from bias. It was intended that tourism authorities; golf course directors, marketing and communications managers; associations' representatives, golf players and golf professionals should take part of this study group.

The interviews were conducted using the same questionnaire but two types of response technique – free elicitation and checklist (Olson and Mudderrisoglu, 1979; Steenkamp and Trijp, 1997). Both questionnaires are composed of five questions addressing the dimensions of the theoretical model and have the same objective: to collect the traits that the various stakeholders of the tourism and golf industry would use to describe the Algarve as a golf destination as well as to identify the specific attributes of the destination and the ones that most contribute to differentiation.

A pre-test was conducted in December 2009, with 17 out of 30 postgraduate students who were attending a Master degree in Golf Course Management and Maintenance at the University of the Algarve. The pre test aimed to evaluate the clarity of the questions, ease of understanding, and time of completion. The pre-test revealed that the questions were insufficient to cover all the dimensions of the theoretical model, and also that respondents were unable to use a wide variety of adjectives in their answers, repeating the same adjective in most of the questions. Consequently, the questionnaire was reformulated and it was decided to also conduct interviews aiming at testing items in the literature. Following this new approach two types of interviews were conducted randomly to the sample.

7.3.1 Free Elicitation Interviews

A number of attribute elicitation procedures has been proposed in the literature (e.g. free elicitation, Kelly's repertory grid, hierarchical dichotomization, etc.). However, comparative studies of the type of attribute information provided by various procedures, their relative performance, and their convergent validity are scarce (Steenkamp and Trijp, 1997). Attribute elicitation procedures attempts to reveal concepts from the (individual) consumer's knowledge structure relevant to the perception of stimuli within a particular product category. In free elicitation, respondents are asked to say the first words that come into their minds and that they consider relevant in their perception of a product/brand in the category under investigation. Furthermore, when comparing free elicitation with other attribute elicitation procedures, Steenkamp and Trijp (1997) stated that free elicitation yielded more attributes, a higher proportion of abstract attributes, a higher level of articulation and was more time efficient, allowing respondents to express their own opinions easier. This technique consists of asking people to say the first words that came into their minds when thinking of a certain object/brand. A questionnaire was prepared, in English and Portuguese, to guide the interviews (see Appendix 3, Forms 3.1, 3.2 and Table 3.1).

7.3.2 Checklist interviews

The use of the checklist enables the researcher to present a number of items or categories from which respondent can select either an unlimited or a limited number (Jennings, 2010). This technique ensures a more complete understanding of all aspects of the object or task under investigation; that is, it consists of prepared lists of items pertinent to an object or task and the presence or absence of the item may be indicated by checking 'yes' or 'no'. Checklists contain terms, which the respondent understands, and which more briefly and succinctly express his/her views than answers to open-ended questions. It may be used as an independent tool or as a part of a schedule/questionnaire (Clark and Watson, 1995). Similarly to other studies on destinations branding and brand personality measurement in particular, items from validated scales have been tested to check their appropriateness to measure the object under study (D'Astous and Boujbel, 2007; Ekinci and Hosany, 2006; Hosany *et al*.,

2006; Lee and Suh, 2011; Usakli and Baloglu, 2011). This research used this technique to test items such as BPT and HPT as well as DID as explained below.

The questionnaire consisted of the same questions as mentioned above but this time the answers were given using a checklist technique (see Appendix 3, Form 3.3 and 3.4 Table 3.2). Here respondents were asked to choose from provided lists of adjectives the ones that they would use to describe the Algarve as a golf destination considering its different attributes and questions were answered by choosing traits from the different lists as shown in Appendix 1, Tables 1.1, 1.2 and 1.3.

7.4 Selection of Subjects – Sampling Profile

A total of 46 interviews were conducted (see Table 1.4). A snowball sampling was used to cover different types of stakeholders of the golf industry in the Algarve. Snowball sampling is used when it is difficult to reach participants because the researcher may not be informed about formal or informal network connections (Jennings, 2010). The researcher identifies one member of the population, other members are identified by this member and then by the next participant contacted until all the participants have been contacted. The first members that were identified were the representatives of the Algarve local tourism board and academics working in the field of tourism and golf and those suggested other names and so on. The interviewees were contacted by email and the ones who accepted then participated in the study. Interviews were arranged according to their availability. All the golf courses directors were contacted as well as 4-star and 5-star hotel chain directors operating in the Algarve.

Table 1.4 - **Sample of Interviewees**

Interviewees	*Number of interviewees*
Public bodies related to tourism and golf	7
Golf course directors	16
Other golf course staff (professionals, green-keepers, marketing and sales managers)	12
Other bodies related to tourism and golf	11
Total of interviewees	**46**

Source: Own Elaboration

7.5 Data Collection - Free Elicitation Interviews

The 31 free elicitation interviews were conducted between June 9, 2010 and April 14, 2011 and in these potential traits and descriptors related to golf as a tourism product, which assumes the sense of uniqueness in the stakeholders' minds were identified. At this point, qualitative research provided a core understanding of an elementary list of adjectives that could be used to measure golf destinations' brand personality.

The interviews were conducted mainly at the interviewees' working place and according to their availability. The free elicitation interviews were recorded as suggested by Finn *et al*. (2000) and lasted one hour and ten minutes on average. Simultaneously, an interview form was filled in in order to retain the potential brand personality traits mentioned for each question. The respondents were asked to say the first words that came into their minds when thinking of each one of the items of the questionnaire. From the total, 27 interviews were conducted in Portuguese and four in English. Appendix 3, Table 3.3 enumerates the interviews conducted with the free elicitation technique.

7.6 Data Collection - Checklist Interviews

Using this technique, 15 interviews were conducted from June 9, 2010 to April 1, 2011. Most of the interviews took place at the interviewees' offices and according to their availability. In this type of interviews a guide form was filled in in order to retain the selected items for each answer. The words in the lists were codified, thus the

respondents only had to indicate the number corresponding to the item they wanted to select. The interviews lasted one hour and four minutes on average. The respondents were asked to choose from the above lists, A, B and C the words that they considered the most appropriate to describe each one of the items of the questionnaire. From the total, 13 interviews were conducted in Portuguese and two in English. Appendix 3, Table 3.4 shows the group of respondents on this type of interviews. As mentioned above, list A comprises destination image descriptors whereas list B refers to human personality traits and list C enumerates the brand personality traits in Aaker's (1997) brand personality scale.

7.7 Data Analysis – Free Elicitation Interviews

Concerning the free elicitation interviews, the first step was to introduce all the potential brand personality traits (mainly adjectives) into a database. The words had to be translated from Portuguese to English. In order to do that two online dictionaries were used; the electronic dictionary *Wordreference.com* and *Portoeditora.pt* and finally the *Longman English Dictionary* online was used to check the grammatical category of the items given by respondents. A total of 482 unrepeated items resulted from the interviews. Furthermore, after the translation, the terms were submitted to validation by a panel of experts composed of eight teachers of English, all of them graduated in English Language and Literature Studies and teaching at the University of the Algarve. After validation of the translated terms, 176 non-adjectives were eliminated. Furthermore, the frequency of terms was analysed, once again using the software *WordSmith 5.0*, and the ones with a frequency under 3% were eliminated. Ten unrepeated items remained for further analysis (see Article 3).

7.8 Data Analysis – Checklist Interviews

The checklist interviews were analysed using the software *SPSS 18*. A database was created and 531 variables were introduced to cover all responses. From those only 92 items were unrepeated. After calculating the frequency of the items per question and in order to reduce the initial pool of adjectives to a manageable size, bearing in mind that "there are no hard-and-fast rules for the size of an initial item pool" (Netemeyer,

Bearden and Sharma, 2003: 102), the list was narrowed to fewer items as suggested by Netemeyer *et al*., 2003). Furthermore, Hardesty and Bearden (2004: 99) also referred to various studies aiming at validating marketing scales in which the initial item pool consisted of "from 10 to 180 items" which reveals that, in fact, there is no referential minimum or maximum number for the initial pool of items in the process of validating a measurement tool.

To obtain a reasonable number of items from this source the researchers adopted the criteria of retaining the items with a frequency higher or equal to 3% to questions one and two and 5% for questions three, four and five in order to retain for further analysis the heterogeneity of the data collection under the boundaries of acceptable representativeness. Thus, from list A, eight DID were validated, from list B, 16 human personality traits were validated and from list C, 13 brand personality traits were validated as being appropriated to describe golf destination (see Article 3).

7.9 Items Content and Face Validation

Content validity is part of the process of construct validity. It refers to the degree that the construct is represented by items that cover the domain and the meaning of the construct (Dunn, Seaker and Waller, 1994). Since there is no formal statistical test for content validity a panel of expert judges was invited to allocate the items to the components of the relational brand personality (functional, symbolic and experiential), and to validate those as appropriate to describe a golf destination, meeting the criterion of content validity for the initial pool of items, as suggested by Hardesty and Bearden (2004). Face validity has been defined as the extent to which a measure reflects what is intended to be measured (Nunnally and Bernstein, 1994) that is, the items in the initial pool reflect the desired construct or construct facets. To achieve validity of the items retained, a panel of eight judges composed of academics and professionals with relevant knowledge and expertise in the areas of tourism and golf was invited to assign the items collected from the three sources. The profile of the judges is shown in Appendix 4.

According to Hardesty and Bearden (2004), including a judging phase to help ensure face validity of scale items may dramatically improve the scale. Therefore, an electronic form was created comprising four questions: 1) do you think the following items/words

are adequate to describe functional attributes of a golf destination? Consider functional attributes: accessibility, bars & restaurants, climate, golf courses, golf events landscape, price, proximity, quality accommodation and quality facilities; 2) do you think the following items/words are adequate to describe symbolic attributes of a golf destination? Consider symbolic attributes: character of the local population; profile of typical visitors/golf players and quality service and reception; 3) do you think the following items/words are adequate to describe experiential attributes of a golf destination? Consider experiential attributes: character of the built environment, destination's feel; security and safety and the way destinations make visitors feel; and finally 4) do you think the following items/words are adequate to describe a golf destination? For each question a list of the items collected from the three sources was provided and the response options 'yes' and 'no' were provided for each of the items. This list included the items selected from the three generation sources. The sequential order of the adjectives was totally random.

Each expert judge evaluated the items once and had no further involvement in this study. To determine which items should be retained we followed a rule labelled 'sumscore' (e.g. Lichtentein, Netemayer and Burton, 1990; Sharma, Netemayer and Mahajan, 1990), which reflects the total score for an item across all judges. Hardesty and Bearden (2004:106) suggested that "the 'sumscore' decision rule performed somewhat more effectively at predicting whether an item is eventually included in a scale, and appears, therefore, to be a reasonable rule for researchers to employ". When using this procedure, researchers have required at least 60% of judges to assign an item to the desired construct or construct facet (Hardesty and Bearden, 2004). Consequently to determine which items to retain we followed a minimum criterion of 62.5%, which corresponds to at least five out of eight judges assigning the same item to the same category of the attributes (see Article 3 and four). An overall 36 potential golf destination brand personality traits were validated to be tested in the next stage of the research.

7.10 Testing Golf Destination Brand Personality Scale

At this stage a questionnaire was developed as a measurement instrument for golf destination brand personality, based on the literature of destination brand image,

destination brand personality and scaling procedures adapted to golf destinations specifications. This scale was developed by keeping the main constructs to measure brand personality with the necessary adaptations to the tourism golf reality, bearing in mind the recommendations of Azoulay and Kapferer (2003: 149) "the adjectives used to describe human personality may not be relevant to brands".

7.10.1 Questionnaire Design Methodology

The questionnaire used in our study aims to gather information which allows the researcher to characterize the profile of tourists who travel to the Algarve to play golf and validate the traits collected in the exploratory stage. By applying the questionnaire to golf players in the Algarve, the researcher assessed the importance level of each of the attributes of a golf destination, as well as the destination brand personality.

The questionnaire is composed of four sections and it was only applied to tourists who have played golf in the Algarve at least once. The construction of the questionnaire is crucial to the success of the data collection and analysis. For this research a self-completion questionnaire was developed. As the name suggests the questionnaire is completed by the respondent. This type of questionnaire engages the participant in responding to the questionnaire, and it has been largely used to collect tourism data (Jennings, 2010). The advantages of this type of questionnaire rely on the fact that the respondent can complete the questionnaire at their own pace.

The questionnaire was drawn up bearing in mind the theoretical model proposed for this study, the research questions, the research objectives and the hypothesis. Some questions on the questionnaire emerged from the literature review, although undergoing some adaptations to fit the objectives of the current study. Other questions were developed by the researcher according to the research objectives; questions and hypothesis. In section B the response options followed a random order, as the order by which the response items appear might influence the respondent choices (Foddy, 1993). To randomize the response options the website www.ramdom.com was used (see Appendix 5).

The use of pilot studies is important and useful in both quantitative and qualitative research. In order to validate the structure and content of the questionnaire a pilot study

was carried out. The pilot test aims to test the functionality of each question; its sequence and flow, familiarity with the terminology used, ambiguity or bias of verbiage, ease of understanding, and appropriateness of scale levels and anchoring words; clarity of instructions, format of questions and clarity of scales, length of survey and time of completion time, and identify if there are any questions to reformulate, eliminate or add (Jennings, 2010). The application was made by the researcher and one assistant, on the 5, 6 and 8 March 2012, at the Oceânico Vitoria Golf Course, in Vilamoura, and allowed direct contact with the population. The pilot test was applied to a sample of 48 golf players. The results of the pilot study were not incorporated into the analysis as recommended by Jennings (2010).

7.10.2 Reformulation of the Questionnaire

After the application of the pilot test and analysis of the collected information, some changes had to be made were concerned with the traits proposed for the scale. In Section A of the questionnaire changes were made in question two where the categories of attributes were nominated as group I, group II and group III. The designation of the groups was eliminated as it could cause confusion to respondents. Also, the expression 'not applied' was replaced for the expression 'not applicable'.

In section B, the reliability tests revealed that only question six needed alterations. To achieve a Cronbach's Alpha = 0.926 the item *famous* was excluded from question six. As for question seven, eight and nine all the items remained as Cronbach's Alpha was 0.950, 0.951 and 0.949 respectively. Also in section B the questions were reformulated and the mentions of 'group I', 'group II' and 'group III' were eliminated. The questions were re-written in order to make them clearer and more objective. In section C, response items from question 11 were eliminated as only human personality traits should be considered as answer options.

Furthermore, questions 20 and 20.1 were eliminated as they were considered redundant. The same information was gathered in questions 21 and 21.1. In question 26 another golf course was added as it had opened recently – *Espiche golf*. In Section D the reference to currency was eliminated as it was considered to be redundant. It is assumed that the currency of the income is the currency of the country of residence, except the

cases of foreign people who moved to Portugal to retire. Also the questionnaire was redesigned in terms of layout (in Corel Draw) in order to make it shorter in length, more appealing and to give it a 'professional look'. This phase of the research was very important as it allowed a better understanding of the research reality and the information to be collected. Once the suggested reformulations and adjustments were done, the demand questionnaire revealed itself appropriate to reach the research objectives (see Appendix 6, Forms 6.1, 6.2 and 6.3 for final versions of the questionnaire). Taking into account that each question has different objectives, a brief description of each one is presented in Appendix 6, Table 6.1, including its objectives, source, and which research, objective and research question it is addressing.

7.10.3 Sample Definition

In this study, the population was all golf players in the Algarve during the 2012 spring season. The determination of the number of respondents to the survey in each golf course was done in two stages: First, a non-probability/non-random convenience sample was adopted to select the golf courses that would participate in the study. Although being a non-systematic selection process of participants, but "based on the proximity to the researcher or on the ease with which the researcher can access the participants" (Jennings, 2010: 139), this method revealed to be the most appropriate to select the golf courses to be involved in the study. Contacts were established with golf directors of all golf courses in the Algarve via e-mail, in order to invite them to participate in the study by allowing the application of the questionnaire on their premises. From all the contacts established with golf courses (40), 27 golf courses agreed to participate (67.5%).

Secondly, a non-probability/non-random proportional quota sampling was applied. In this type of sampling, the sample respects the quotas (proportional or non-proportional) of a certain characteristic of the population (Jennings, 2010), which in this case would be 'golf player'. In order to calculate the sample of respondents per golf course, the dimension of the population was considered to be the total number of rounds played in one year, as the total exact number of golf players in the Algarve is not known. Ideally, the referential number of rounds to be used in the sampling definition

would have been the year 2011. However, this information was denied to the researcher by the local authorities. Therefore, the year 2008 was used to calculate the sample as the more recent detailed data available. Also, the year 2008 had a total number of sold golf rounds closer to the number of rounds sold in the year 2011 (1 078 235 and 1 003 979 respectively) (ATA, 2012).

Bearing in mind the lack of similar studies on this area, which would have allowed the determination of both the associated error and the estimated proportion, a binomial distribution was adopted to calculate a representative sample of the population with a sample error of 4% with maximum dispersion 50% (Bernoulli proportion) and a confidence level of 95%. The next equation explains the estimation of the sample size.

$$n = \frac{z^2 \, p \, (1-p)}{e^2} \tag{1}$$

$$n_I = \frac{1.96^2 \times 0.5 \times 0,5}{0,04^2} \cong 600 \tag{2}$$

As the dimension of the population is known a correction to the sample size was done and is illustrated by equations 3 and 4.

$$n = \frac{n_I}{1 + \frac{n_I}{N}} \tag{3}$$

$$n = \frac{600}{1 + \frac{600}{771256}} = 599,53 \cong 600 \tag{4}$$

After the application of the proportional quotas, the sample reflects the same proportion of elements as the population. Table 1.5 shows the number of questionnaires to be applied in each of the golf courses or group of golf courses. The sample was stratified by the number of the golf rounds sold by golf course.

Table 1.5 - Sample of Golf Players per Golf Course

Golf Course	*Sample*
Alto Golf	25
Balaia Golf Village	7
Benamor Golf	25
Castro Marim Golf	19
CS Álamos	37
CS Morgado do Reguengo	
Oceânico Academy	180
Oceânico Faldo	
Oceânico O'Connor Jr.	
Oceânico Laguna	
Oceânico Millenium	
Oceânico Pinhal	
Oceânico Old Course	
Oceânico Vitoria	
Onyria Palmares	30
Penina Academy	51
Penina Resort	
Penina Sir Henry Cotton Championship	
Pestana Gramacho	70
Pestana Silves	
Pestana Vale de Pinta	
Pinheiros Altos	30
Quinta da Ria	35
Quinta de Cima	
Quinta do Vale	9
San Lourenzo	34
Vila Sol	46
Total	**600**

Source: Own Elaboration

7.10.4 Data Collection

The questionnaire application was performed by the researcher, two teachers and eight students of the University of the Algarve. The inquirers were chosen taking into account former experience, and they were trained to present: 1) the objectives of the study and the importance of this stage of the research, 2) the locations of the questionnaire application, 3) the questions in the questionnaire and which sort of

questions could they be asked by the respondents, 4) best approaches to persuade golf players to fill in the form. The application of the questionnaires lasted from March 28, 2012 to April 28, 2012 at the 27 participant golf courses (see Appendix 6, Table 6.2).

This period was chosen because it corresponds to the spring golfing season in the Algarve, which lasts from March until May. Over a month 600 questionnaires were collected. The application started around 1 p.m. and lasted until 5.30 pm approximately, when golf players arrived at the clubhouse after the game. They were approached by inquirers, who asked them to fill in the questionnaire after a brief explanation of the objectives of the research. Confidentiality was guaranteed. All players sitting at the clubhouses were invited to fill in the questionnaire, since they had played in the Algarve at least once. Over the whole period, 96 people refused to complete the questionnaire. The questionnaire was distributed in three languages (English, Portuguese and German) according to the respondent nationality and/or preference.

7.10.5 Data Analysis

A total of 600 questionnaires were collected (545 valid). After the data collection, the answers were introduced into SPSS (Statistical Package for Social Sciences), a specialized software that analyses quantitative data, mainly in human and social sciences (Marôco, 2007), and provides statistical analysis at two different levels: descriptive and inferential (Jennings, 2010). Descriptive statistics enables the researcher to describe the aggregation of raw data in numerical terms (Neuman, 2006). It involves the use of univariate (frequency distribution associated with a variable), bivariate (relationship between two variables) and multivariate (analysis of more than two variables) analysis. Inferential statistics involves consideration of statistical significance, levels of significance and Type I and Type II errors.

The data was submitted to a preliminary descriptive statistical analysis to draw the characterization of the respondents and the visit – questions in section C and D of the questionnaire (see Article 5).

7.10.5.1 Open-ended Questions

This section was mainly composed of open-ended questions (Q1, Q4 and Q5). The software *SPSS – Statistical Text Analysis for Surveys version 4.0 (STAFS)* was used to analyse responses to open-ended questions. Also Q26 of section C was analysed with this software due to the qualitative nature of the responses. SPSS – STAFS is a survey text coding application that provides meaningful analysis of responses to open-ended questions. This software enables the researcher to transform unstructured survey responses into quantitative data. This application allows the importation of survey data, extraction of key concepts, refinement of the results, and categorization of responses. Once the researcher has categorized the data, it can be exported and/or imported into quantitative analytic tools, such as the SPSS statistics system, for further analysis and graphing.

Furthermore, SPSS - STAFS combines advanced linguistic technologies designed to reliably extract and classify key concepts within open-ended survey responses with manual techniques. Using robust category-building algorithms and simple drag-and-drop functionality, it allows the creation of categories, or "codes," into which the survey responses will be categorized. The categories produced can also be reused to provide consistent results across the same or similar studies (SPSS, 2010).

Responses to question one were introduced into this application and grouped into 20 different categories according to the type of attributes. Thirteen categories correspond to functional attributes, three categories comprise symbolic attributes and four relate to experiential attributes. Responses to question four were equally sorted into 21 different categories according to the type of attributes. Similarly, twelve categories embrace functional attributes, four categories comprise symbolic attributes and finally four categories include experiential attributes. As far question five is concerned the items suggested by the respondents were grouped into 19 categories. Question 26 dealt with other destinations that respondents have visited to play golf. Here, 19 categories were found including Northern, Eastern and Western European, Northern and Southern American and Asian countries and the category None for the those who never been anywhere else to play golf (see Article 5) .

7.10.5.2 Scale Validation

To analyse questions six, seven, eight, and nine (section B of the questionnaire) the researcher used exploratory factor analysis (EFA) technique in order to examine the underlying patterns/structure or relationships between the set of items and to determine whether the information could be condensed or summarized in a smaller set of factors or components (Hair, Black, Babin and Anderson, 2010). Also, EFA can play a unique role in the application of other multivariate techniques, for instance structural equations modelling (SEM). According to Hair *et al.* (2010) factor analysis provides tools for analysing the structure of the interrelationships (correlations) among a large number of variables by defining sets of variables that are highly interrelated, also known as factors. These groups of variables which are highly interrelated are assumed to represent dimensions within the data. Therefore, this technique was used to reduce the proposed set of items and to find the factors or dimensions of golf destination brand personality and as a base to apply SEM technique.

The items in the questionnaire were reduced to factors by means of EFA where the reliability of the factors extracted were analysed, followed by a confirmatory factor analysis (CFA) to fulfil the objectives necessary to identify what are the main determinants of the golf destination brand personality (standardized regression coefficients) and to establish relationships between the dimensions found for the Algarve as a golf destination, in terms of brand personality (see Article 5).

SEM was used to explain the relationships among the variables. According to Hair *et al.* (2010) this technique examines the structure of interrelationships expressed in a series of equations. These equations describe all the relationships among the constructs (dependent and independent variables) under analysis. SEM's foundation lies in two multivariate techniques: factor analysis and multiple regression analysis (Ullman, 2001). It has the ability to incorporate a latent variable into the analysis. A latent variable is a hypothesized and unobserved concept that can be represented by observable or measurable variables. The latent variable is measured indirectly by examining consistency among multiple measured variables (manifest variables). (Hair *et al.*, 2010, Marôco, 2010).

If a researcher can express a theory in terms of relationships among measured and latent variables, then SEM will assess how well the theory fits reality as represented by data. This technique encompasses two components: 1) a measurement model and 2) a structural model. Within the context of SEM, variables can be exogenous (similar to independent variables) or endogenous (similar to dependent variables). Both types of variables can be observed or unobserved, depending on the model being tested. Normally, exogenous variables represent the constructs that exert an influence on other factors while the endogenous variables are affected by exogenous and other endogenous variables in the model. To accomplish this stage of the research the researcher used the software *Analysis of Moments Structures – AMOS Graphics version 20*. This software, which provides a wide array of drawing tools, was designed within the conventions of SEM and its ease and speed in formulating path diagrams are among the reasons why "most researchers will opt for the AMOS Graphics approach to analyses." (Byrne, 2001: 57).

7.10.6 Structural Equation Modelling Procedures

Although the literature on Structural Equation Modelling (SEM) (e.g. Hair *et al.*, 2010; Marôco, 2010) suggests a six-stage decision process which reflects the terminology and procedures of SEM, in this research we are only going up to stage IV (see Figure 1.8), since we to not estimate a structural model but a second-order measurement model.

Figure 1.8 - Stage-process for Structural Equation Modelling

Stage I
• Defining Individual constructs (theoretical model)

Stage II
• Developing and specify the measurement model
  (draw a path diagram for the measurement model)

Stage III
• Desining a study to produce empirical results
  (model especification and estimation)

Stage IV
• Assessing the measurement model validity (assess
  line GOF and construct validity of measurement
  model)
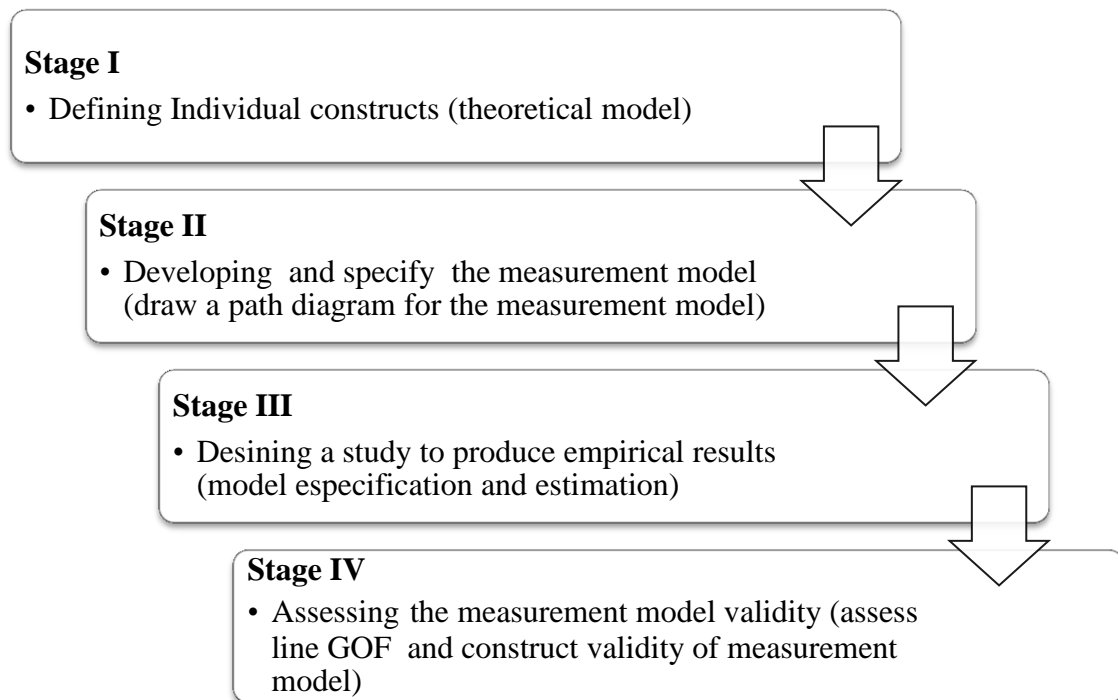
Source: Adapted from Hair *et al.* (2010)

7.10.6.1 Stage I – Defining Individual Constructs

The SEM process starts by listing the constructs that will comprise the measurement model. A measurement scale was developed involving a number of steps (see articles three and four), by which the definition of the construct is reflected in a set of specific measured variables. When a CFA is conducted a hypothesized model is used to estimate a population covariance matrix that is compared with the observed covariance matrix. The aim is to minimize the difference between estimated and observed matrices (Schreiber, Nora, Stage and Baron, 2006). The graphic representation is the hypothesized model that is to be tested to see how well it fits the observed data. In this research two hypothesized models were specified and estimated. Model I tested H1, and Model II tested H2, H3 and H4.

7.10.6.2 Stage II – Specifying the Measurement Models

The purpose of the measurement model is to describe how well the observed variables serve as a measurement instrument for the latent variables (Joreskog and Sorbom, 1993), therefore, the measurement model is a useful tool to assess construct validity. Specifying the measurement model consists of assigning indicators to a specific latent variable or construct. In the measurement model the latent variable is specified as the independent variable and the indicators are specified as the dependent variables (Garver and Mantzer, 1999). The measurement model is the CFA and depicts the pattern of observed variables for those latent constructs in the hypothesized model. Researchers use the measurement model to examine the extent of interrelationships and covariation among latent constructs (Schreiber *et al*., 2006). As part of the process, factor loadings, unique variances and modification indices are estimated in order to derive the best indicators of latent variables.

Often researchers are faced with first-and second-order factors of a given phenomenon. A first-order factor is a unidimensional factor determined directly from its indicators while second-order factors are higher in abstraction and may have numerous first-order factors imbedded within them (Anderson and Gerbing, 1988; Anderson, Gerbing and Hunter, 1987). Second-order factors emerge when the correlation coefficients between first-order factors are high (>0.70). Both theoretical and statistical consideration must be considered to determine the level of factors to be specified in the measurement model (Garver and Mantzer, 1999). Regardless of being a first-or a second-order model, testing for construct validity is necessary.

Model I was initially specified according the results of EFA (see Appendix 6, Tables 6.3), thus three factors (latent or independent variables) and 11 dependent variables with an error variance (e) corresponding to each of them were identified. The first factor identified as Q6FA comprised the items *relaxed, pleasant, natural, calm, appealing* and *beautiful*. The second factor identified as Q6FB comprised the items *spectacular, innovative* and *unique*. The third factor identified as Q6FC comprised the items *friendly* and *welcoming*.

Model II followed the same procedure. Six latent independent variables were found thought EFA comprising a total set of 24 measurable dependent variables (see

Appendix 6, Table 6.4). Each of those variables has an error variance (e). The first two factors correspond to the evaluation of the fuctional attributes of the destination. Therefore, the first factor identified as Q7FA comprised the items *friendly, reliable, helpful* and *pleasant*. The second factor identified as Q7FB included items such as *unique, (the) best* and *spectacular*. Concerning the symbolic attributes of the destination, two other factors were found: the first factor identified as Q8FA comprised the items *pleasant, welcoming, cheerful, relaxed* and *friendly* while the second factor identified as Q8FB included items such as *spectacular (the) best, unique* and *famous*. Finally, when evaluating the experiential attributes of the destination, two further factors were extracted. The first factor identified as Q9FA comprised the items *relaxed, pleasant*, *safe* and *reliable* and the second factor included the items *beautiful, spectacular, unique* and *natural*.

The arrows leadind from latent variables to the items and from the second-order factor to the first order factors represent the parameter estimates (λ). The regression coefficient has been fixed to 1. Coefficients are fixed to a number to minimize the number of parameters estimated in the model. Values other than one can be chosen and will not change the overall fit of the model but rather the variance of the error (Schreiber *et al*., 2006).

Although the correlations between the first-order factors were not that high in Model I, that is above 0.70 (see Table 1.6), and in model II six correlations were above 0.70 (see Table 1.7) theoretically a second order factor is necessary to explain a more abstract construct and better answer the research questions (Garver and Mentzer, 1999).

Table 1.6 - Model I - Correlations between Latent Variables

Correlation			*Estimate*
Q6FA	<-->	Q6FB	0.534
Q6FA	<-->	Q6FC	0.587
Q6FB	<-->	Q6FC	0.407

Table 1.7 - Model II - Correlations between Latent Variables

	Correlation		*Estimate*
Q7FA	<-->	Q7FB	0.499
Q7FA	<-->	Q8FA	**0.817**
Q7FA	<-->	Q8FB	0.395
Q7FA	<-->	Q9FA	**0.805**
Q7FA	<-->	Q9FB	0.540
Q7FB	<-->	Q8FA	0.475
Q7FB	<-->	Q8FB	**0.873**
Q7FB	<-->	Q9FA	0.471
Q7FB	<-->	Q9FB	**0.832**
Q8FA	<-->	Q8FB	0.485
Q8FA	<-->	Q9FA	**0.817**
Q8FA	<-->	Q9FB	0.528
Q8FB	<-->	Q9FA	0.432
Q8FB	<-->	Q9FB	**0.831**
Q9FA	<-->	Q9FB	0.647

Therefore, second-order factor was added in both models as representing the variable that it was intended to measure, that is golf destination brand personality (GDBP), and a variance error was added to the exogenous variables once they become endogenous variables (see Article 5).

7.10.6.3 Stage III – Model Specification and Estimation

Once the model is specified, researchers should choose the estimation method, that is, the mathematical algorithm that will be used to identify estimates for each free parameter. Several options are available to obtain a SEM solution. For instance, Maximum Likelihood estimation (ML), which is, according to Hair *et al.* (2010) and Marôco (2010), the most efficient and unbiased when the assumption of multivariate normality is met. This method represents a flexible approach in which the "most likely" parameter values to achieve the best model fit are found. It also has a potential sensitivity to non-normality, creating however a need for alternative techniques, such as Weighed Least Squares (WLS), Generalized Lists Squares (GLS) and Asymptotically Distribution Free (ADF). The latter is highly insensitive to non-normality but requires rather large sample sizes. Apart from the ML continuing to be the most widely used approach, this research applied this option as it has been proven fairly robust to violation of the normality assumption as it produces reliable results under any

circumstances, (Olsson, Foss and Breivik, 2004; Olsson, Foss, Troye and Howell, 2000; Savalei, 2008) and because the data was distributed normally (Kline, 2005).

7.10.6.4 Stage IV – Assessing the Measurement Model Validity

Other sub-dimensions of construct validity (rather than content and face validity) need to be tested from a statistical perspective. Valid statistical scales should process the following statistical properties: unidimensionality, reliability, convergent validity, discriminant validity and predictive validity. Unidimensionality is the degree to which items represent one and only one underlying latent variable (Steenkamp and Trijp, 1991). Scale reliability refers to the internal consistency of a scale to measure a latent variable (Peter, 1979), it assesses the consistency of a measurement scale. Tests of reliability assume that unidimensionality should be achieved first. As far as convergent validity is concerned, it reflects the extent to which the latent variable correlates to items. In contrast, discriminant validity refers to the extent to which the items representing a latent variable discriminate that construct from other items representing other latent variables (Mentzer and Kahn, 1995). Finally, predictive validity estimates whether or not the construct predicts or covaries with constructs that it is supposed to predict or covary with (Dunn *et al*., 1994; Mentzer and Flint, 1997).

There are several indicators of goodness-of-fit (GOF) and most SEM scholars recommend evaluating the models observing more than one of these indicators (Bentler and Wu, 2002; Hair *et al.* 2010). The most commonly applied fit indexes are TLI or NNFI, CFI, RMSEA, X^2 statistics (X^2/df ratio of 3 or less) (Hoe, 2008).

Garver and Mantzer (1999) suggest the Tucker-Lewis index (TLI) or non-normed fit index (NNFI), the comparative fit index (CFI) and the root mean square approximation of error (RMSEA) as these indices are all scaled on a pre-set continuum (0-1) for easy interpretation and are all relatively independent of sample size effects. The TLI or NNFI compares a proposed model's fit to a nested baseline or null model. It also measures parsimony by assessing the degrees of freedom from the proposed model to the degrees of freedom of the null model. TLI seems resilient against variations in the sample size and thus is highly recommended (TLI>0.90). The CFI is a non-centrality parameter-

based index to overcome the limitation of sample size effects. This index ranges from 0-1, with 0.90 or greater representing an acceptable fit (Bentler, 1990; 2007).

The RMSEA index measures the discrepancy between the observed and the estimated covariance matrices per degrees of freedom (Steiger, 1990). Therefore, "the value of this fit index is expected to better approximate or estimate the population and not be affected by sample size" (Hoe, 2008: 78). Again, values run on a continuum from 0-1, with values between 0.05 and 0.08 being deemed acceptable (Baumgartner and Homburg, 1996; Hair et al. 2010; Hulland, Chow, Lam, 1996; Medsker, Williams and Holahan, 1994).

Although the chi-square (X^2) is the most common method of evaluating fit, this index is highly sensitive to sample size and the significance test can be misleading (Baumgartner et $al.$, 1996; Hulland et $al.,$ 1996; Medsker et $al.$, 1994). Therefore when evaluating the X^2 statistic, "non-significance" should be observed, meaning that the actual observed matrix is not considerably different from the estimated matrix. The lower the X^2 the better the indication of good fit, despite its sensitivity to the sample size. Due to this limitation the ration X^2 to degrees of freedom (df) should be evaluated (Joreskog and Sorbom, 1993). A small X^2/df is indicative of a good fit. Kline (1998) suggested that a X^2/df ratio of 3 or less is a reasonably good indicator of model fit.

Moreover, p-values indicate whether the model is significantly different than the null model. The null hypothesis is the hypothesized model in which the parameters were set up for the hypothesized model, indicating whether a path should exist or not between the variables. A high p-value or a value higher than '0' would mean that the null hypothesis is rejected leading to a high probability that it would be wrong in doing so (MacLean and Gray, 1998). A high p-value is good as it indicates that the observed model is not significantly different from what was expected (Hoe, 2008).

Standardized residuals, assessed through a residual matrix, enable the researcher to determine the number of standard deviations of observed residuals that should exist if the casual model fits perfectly (Byrne, 1994).

After the examination of parameter estimates, fit indexes and residuals, researchers can conduct model specifications to the original hypothesized model to have a better fit

or a more parsimonious model. The software calculates modification indexes because hypothesized models do not provide a perfect reproduction of the observed covariance matrix (Schreiber *et al.*, 2006).

Byrne (1994) suggests that if the researcher is not satisfied with the overall-fit of the hypothesized model, changes can be performed and the model can be re-specified and re-estimated. That procedure typically improves the fit of the model. Both models were re-specified according to standardized residuals and modification indexes in order to achieve better fits.

7.10.7 Re-specification of the Models

In examining standardized residuals, researchers should look for patterns of large residuals (>2 or 2.58). If standardized residuals are associated with a subset of items used to measure the same latent variable, then those subset items are likely to represent their own unidimensional factor. If an item is indicating the 'wrong' factor, then this item will show large negative standardized residuals with other items forming the 'correct' factor. If the item cross-loads, or corresponds to more than one factor, then the item will have large residuals with different items from different factors and should be deleted (Steenkamp and van Trijp, 1991). Furthermore, large standardized residuals with no apparent pattern may represent a bad item. If these conditions are present, the measurement model should be re-specified and re-evaluated after each modification. Modification indices are very helpful in determining how to modify the measurement model. Each modification index value will show the expected change in chi-square value and expected parameter estimate, if the parameter is set free, while the rest of the parameters are held constant. According to Steenkamp and van Trijp (1991), a substantial modification index is considered 7.88. Thus the largest modification index shows the greatest improvement in fit and the item should be evaluated for modification. However, only modification indexes within the same factor should be considered. Accordingly, Model I and Model II were re-specified and re-estimated.

As far as model I is concerned the modification indices suggested that the standardized residuals for item 'beautiful' (e6) were cross-loading with items of other factors and the largest modification indices involved this item, thus it was deleted. That

modification improved the model fit considerably, and very good fit indexes were achieved (see Article 5).

Model II is more complex as it involves a greater number of items and factors. Therefore, a re-evaluation was required after each re-specification. The whole process was done over 13 re-specifications. Items were deleted according to the criteria suggested in the literature and explained above. After the re-specification, when a final version of the models was achieved, names were given to the factors or dimensions according to the items retained within each factor. According to Hair *et al.*, (2010) naming the factors is based primarily on the subjective opinion of the researcher; however, it is recommended that the name given to the factor represents the underlining nature of the factor. Therefore, the designation of the dimensions must reflect the general idea that the set of items will transmit (see Article 5).

7.10.8 Testing Reliability and Validity

In terms of reliability the underlying theme of all tests is to correlate scores obtained from a scale with scores from a replication of the scale (Churchill, 1979; Peter, 1979). The r^2 value associated with each latent variable-to-item equation measures the reliability of each individual item. SEM techniques estimate scale or construct reliability as the formula: $CR = (\sum \lambda^2)/[(\sum \lambda)^2 + \sum(1-\lambda_i^2)]$ which specifies that the numerator equals the standardized parameter estimates (λ) between a latent variable and its indicators summed, then the Summation is squared. The denominator equals the numerator plus the summed measurement error $(1-\lambda_i^2)$ for each indicator. The acceptable reliability value is 0.70 or greater (Marôco, 2010).

A complementary measure of construct validity is the variance extraction measure. The latter measures a total amount of variance in the indicators accounted for by the latent variable. The variance extracted measure to estimate construct validity is: $VE = \sum \lambda^2/[\sum \lambda^2 + \sum(1-\lambda_i^2)]$. An acceptable reliability value for variance extracted is 0.50 or higher. Baumgartner and Homburg (1996) recommend researchers to report at least one measure of construct reliability which is based on estimated model parameters such as composite reliability or average variance extracted. The results of reliability are described in Article 5, Tables 6.3 and 6.4

Ideally convergent validity is tested by determining whether the items in the scale converge or load together on a single construct in the measurement model (Garver and Mantzer, 1999). To assess convergent validity it is necessary to assess the overall fit of the measurement model, and the magnitude, direction, and statistical significance of the estimated parameters between latent variables and their indicators. A strong condition for convergent validity is that the factor regression coefficient is substantial (Steenkamp and Trijp, 1991). The referential value of a substantial magnitude of the parameter estimate indicating convergent validity is 0.70. The convergent validity of Model I and Model II is presented in Article 5, Tables 6.3 and 6.4

To achieve discriminant validity, the scales developed need to be measuring different constructs. Relatively low correlations between variables indicate the presence of discriminant validity. To test discriminant validity Dunn at al. (1994) suggest that correlations among latent variables of the measurement model can be compared to a theoretical model and the chi-square test can be utilized to assess these differences. The discriminant validity results are shown in Article 5, Tables 6.3 and 6.4.

8. Summary of the Chapter

The chapter explains the background of the study, its aims which are reflected in its objectives, research questions and conceptual framework. An overall depiction of the thesis is given for a better understanding of how the articles fill the purposes of the study. Moreover, some methodological complements were added in order to explain the exploratory and quantitative stage. The methodology comprises two stages. In the first stage items of the brand personality scale are collected from three sources: online promotional texts in golf related websites, free elicitation interviews and checklist interviews. The objective of this stage was to validate destination-specific items and items in the literature which would be appropriate to describe a golf destination brand personality and its main attributes (divided into three main categories). The second stage, quantitative in its essence, describes the questionnaire development and its application to the target population – golf players in the Algarve as well as the sampling definition, the data collection methods and data analysis techniques used in this stage of the research. Overall, this chapter reinforces and sheds light on the theoretical

fundamentals and methodological procedures that, due to word number limitations it was not possible to describe in detail on the articles.

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CHAPTER 2

ARTICLE 1:

TOWARDS A TOURISM BRAND PERSONALITY TAXONOMY: A SURVEY OF PRACTICES.

TOWARDS A TOURISM BRAND PERSONALITY TAXONOMY: A SURVEY OF PRACTICES.

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Introduction

The five-factor model applied to studies on personality emerged after several studies from early 1930s (Allport and Odbert, 1936) and developed to a reliable and valid model to assess personality. The 'Big-Five' model has been the basis of several studies in the field of marketing, especially on brand personality (BP) research. Most studies that can be found about tourism BP are focused on the seminal work of Aaker (1997), namely tourism destinations in general (Ekinci and Hosany, 2006); rural tourism destinations (Cai, 2002); the establishment of the difference between brand image and brand personality (Hosany, Ekinci and Uysal, 2006); the comparison between the development of a product/service brand and the development of a destination brand (Cai, 2002; Gnoth, 2002); and comparisons between the development of a brand and (re)positioning (Gilmore, 2002). Furthermore, the characteristics and concepts related

to destinations brands (importance of destinations 'identity', and the use of brand elements) were studied by Cai (2002) and Morgan, Pritchard and Pride (2002) whereas the role of emotional relationship with consumers was approached by Gilmore (2002).

Studies on brand personality tend to reduce the psychometric scales used to measure human personality by rewording the items and changing the filling form instructions in an attempt to adapt human traits to product traits. In this context, and according to Milas and Mlačič (2007), a taxonomy of brand personality traits is still missing from the literature. Additionally, constructs such as brand, image and personality are often mixed and often misunderstood (Ekinci and Hosany, 2006). Recent studies recommend that researchers should adopt a stricter definition of the concept of brand personality in order to reach a more exact measurement of that concept.

This chapter offers a survey of practices that serves to clarify constructs such as personality, personality traits, personality taxonomy and the 'big five' model of personality, hence it aims to provide a conceptual framework in which the main personality descriptors can be identified in order to be adapted to the context of a tourism destination. Subsequently a measurement scale can be developed that is able to assess destinations' brand personality.

Personality

The theoretical framework of personality emerged in the field of psychology. Personality is one of the most central matters of human psychology. This is due to the fact that personality is a multidimensional concept which deals with the individuals in contrast with other domains that deal with particular aspects of the individual. Although its importance is recognised, various definitions can be found in the literature. The main differences in the definitions are related to the scope, nature and development of the concept. When dealing with the concept of personality there is usually an emphasis on wholeness, focusing on what is unique about a person, and his/her behavior. There are various theories that have emerged in psychology that seek to explain human behaviour and attitude considering knowledge about the genetic and environmental influence and seeking to predict behaviour in typical situations.

In the field of personology, it is possible to find a conflict known as 'traits versus situationism' between:

> "those who assume that the determinants of behaviour are tendencies characteristic of the individual, being traits, roles, motives, predispositions, etc., and those who believe that the determinants of behaviour are environmental stimuli" (Kreitler and Kreitler, 1993b: 66).

A different approach is supported by the relational theory of motivation, whose dynamic perspective aims to combine factors that are inherent to organism-environment interaction, and is based on an expectation/value model (Nuttin, 1984). Both research trends aim to examine factors that will enable researchers to predict, modify and control human behaviour.

Looking at the origin of the word, which comes from the Greek word *Persona,* meaning 'theatre mask', we define personality as the role performed by an individual, within a certain context, and in front of an audience (Bernaud, 1998). Reuchlin (1992) suggests that personality is a relatively stable and general characteristic of a human being concerning the way s/he reacts to different situations. However, this definition does not share the view that the cognitive determinants, such as emotions, motivations, and traits are central to individuals' reactions.

The Relational Approach to Personality

The relational approach views personality as the relationship between the subject and its life experience, objects and people that make up the subject's own world and maintain essential exchanges that shape its own development. To be able to comprehend personality development, it is important to understand the crucial exchanges between the subject and the world. These relationships are the so called 'motives' in the dynamic-relational theory. Nuttin (1984) argues that "personality is a network of actual and potential interaction between the individual and the environment" (1984: 58). Relationships are the fundamental dynamic factors of personality, working as functional structure for the subject-situation (Abreu, 1998). Within this model, both the personality and the behavioural world are the products of experience. They are so integral to one

another that the behavioural world of a subject is part of the content of its personality. According to this perspective, personality is:

> "a set of potential and actual relationships with the behavioural world, which itself, develops gradually through this interactional process and from physical reality. The structural elements, that, in the course of the development, became part of personality – e.g. traits, abilities, dispositions – must also be considered as outcomes of this same interaction process" (Nuttin, 1984: 73).

As a result, human personality must be conceptualized as a modality of relational functioning and as a coordinating centre of information processing and dynamic decision making. Furthermore, the objects perceived and experienced as well as all the thoughts, feelings and actions, including their motivation, are stored as the content of our personality. An individual is formed and identified, not only by the formal characteristics of his/her intelligence and character but also by the opinions, feelings and motivational objects s/he is concerned with (Idem: 74).

Consumer Behaviour and Personality

Another perspective of personality comes from the consumer behaviour researchers. The whole concept of personality and its relationships to how consumers respond has always been very appealing to them. However, researchers in this field find it a very difficult concept to define. It is often described as "the way individuals react fairly consistently to a variety of environmental situations" (Plummer, 1985: 27). This definition does not seem to consider the dynamic factors of personality, since not all the personality traits are stable over time.

A tourism destination a complex set of multi-dimensional services (Ritchie, 1993). Accordingly, and since products do not have genetic characteristics, our claim here is that a taxonomy for a destination brand personality should be based on two different type of traits: 1) stable traits which can be found on the macro-environment attributes and on services infrastructures of the destination (Mo, Howard and Havitz, 1993). The stable traits are those perceived similarly in different contexts; and 2) on the traits resulting from the outcomes of the interaction between a subject and the destination.

Personality Traits

Conceptions of personality based on traits have been an extremely rich field of research since the early beginnings of psychology, although there is little agreement about what they are, how they function, how many they are or how they are related to behaviour. Kreitler and Kreitler (1993a) presented a definition of personality traits based on over 20 studies in which 115 of the commonly used personality traits were examined. According to the authors

> "a trait is a unique pattern of meaning assignment tendencies; these tendencies are within a limited numerical range, represent specific kinds of meaning variables, are partly applied by the individual frequently and partly infrequently, constitute together a specific structure and reflect a characteristic grouping of perceptual, cognitive, emotional and attitudinal manifestations" (Kreitler and Kreitler ,1993a: 48).

As the concept of 'meaning' is the central issue in Kreitler and Kreitler's definition, it is necessary to stress that meaning is defined as a referent-centred pattern of cognitive contents. The authors further explained that the referent is the input, the carrier of meaning, anything that meaning can be assigned to (objects, words, concepts, poems, events, amongst others) and the cognitive contents can be expressed verbally or nonverbally, and may differ in veridicality and interpersonal sharedness.

Later on, Bernaud (1998) suggested that traits correspond to an elemental view of personality: each trait refers to a component of personality, being each component independent and characterizing a very precise facet of the individual. Traits are not synonymous with conduct - they only express the probability that the conduct will be manifested in a certain moment or in a certain situation. Traits are characterized as a *continuum* which means that each individual can be described by a level in the trait (Bornaud, 1998). The 'traits theory' is based on two assumptions: on the one hand, traits are relatively stable over time and on the other hand, they have a certain level of trans-situational coherence, verified when people manifest similar models of conduct in different situations. Examples of applications of this theory that appears to be most sustainable are those carried out by Allport and Odbert (1936), Fiske (1949) Eysenck (1974, 1970), Cattell (1957), Goldgerg (1981, 1983, 1992 and 1999).

Personality Taxonomy

Historical Background

Attempts to create an adequate taxonomy of personality attributes that could provide a common framework for personality research began with the systematic work of Cattell (1943a,b, 1945a, 1946, 1947, and 1957) (cited by Digman, 1990: 419), considered the pioneering geometer of the personality realm. His contributions were essential for the development of a quantitative approach to personality assessment. His system reduced the number of personality terms first listed by Allport and Odbert (1936) who had constructed a list of personality-relevant terms, including adjectives and participles. Allport and Odbert's (1936) study resulted in a final list of almost 18 000 words. The terms were divided in four categories. The first was defined as *stable traits* (internal and casual tendencies) and included terms like: *aggressive, introverted* and *sociable*. The second category, described as temporary moods or activities comprised words such as *abashed, gibbering, rejoicing* and *frantic*. The third category was dedicated to terms conveying social evaluation, examples are: *insignificant* or *worthy*. Finally, the fourth category was considered a miscellaneous category including four subcategories and was named metaphorical and doubtful terms. Within the fourth category, the first subset referred to physical qualities: *lean* and *redhead*, amongst others. The second was reserved to capabilities and talents such as *gifted* and *prolific*. In this category, one could also find terms that seem to have doubtful relevance to personality as well as those that could not be assigned to any of the other three categories. In order to limit the arbitrariness of their classification, Allport and Odbert (1936) submitted it to three independent judges which edited the entire list. The mean agreement among the judges was 47% on a final list of 300 items (John, Angleitner and Ostendorf, 1988).

Cattell (1943) developed his multidimensional model of personality structure based on Allport and Odbert's list but reducing the number of personality terms to a more manageable size. First, he grouped the semantically similar terms as synonyms under a key word. Within each group he added an opposite for each term (bipolar traits), except for terms describing dynamic traits, and ability traits (unipolar traits).The grouping of antonym pairs eliminated several clusters and permitted a classification of about 4500

terms into 160 bipolar clusters. Then, Cattell selected around 13 terms from each cluster and summarized them with a key term. He found that only an emotional factor and two or three traits related to neurotic and psychotic disorders were missing he concluded that his selection was completed. However, to achieve a more elaborate representation of the behavioural domains captured by his clusters, Cattel supplemented some of his clusters with terms from the psychological literature; he also added the previously missing neurotic and psychotic terms (John *et al.*, 1988: 179). This preliminary work was a relevant starting point for Cattell's system of personality description and provided the initial item selection for other researchers. Later on in his work, he used the Sixteen Personality Factors Questionnaire (16PF) consisting of 16 primary factors and eight second-order factors to describe individual differences. Fiske (1949) replicated the studies using the 21 Cattell's bipolar scales and found a five factor model. Tupes and Christal (1961) reanalyzed Cattell's and Fiske's correlations: "finding all of them in rather good agreement in terms of five factors*"* (Digman, 1990: 419). They labelled their factors: I-Surgency (*talkative, assertive* and *energetic*), II**-**Agreeableness (*good-natured, cooperative,* and *trustful*)**,** III-Dependability (*consciousness, responsible,* and *orderly*)**,** IV**-**Emotional Stability (*calm, not neurotic* and *not easily upset*) and V-Culture (*intellectual/cultured, polished,* and *independent-minded*).

Other studies corroborating the research of Fiske (1949) and Tupes and Christal (1961) were those of Borgotta (1964), who found five stable factors: Assertiveness, Likeability, Emotionality, Intelligence and Responsibility.

The Big-Five Model of Personality: Hierarchical Structures

In 1963, Norman developed a preliminary hierarchical structure for the entire domain of trait terms. He used traits as the central concepts internal to the individual and casually affective, excluding traits related to physique and health. He was guided by his interpretation of the big five-factors and later by the semantic similarity among the terms in each of the domains defined by the factors in a total of 75 categories. His main contribution was to create a middle level for factor V (*Culture*), with the following categories: Formality (*pompous*), Grace (*dignified*), Vanity (*affected*), Sophistication (*urbane*), Maturity (*mature*), Wisdom (*intelligent, philosophical*), Originality (*creative*),

Knowledge (*informed*) and Art (*artistic*) vs Provinciality (*unrefined, earthy*), Imperceptiveness (*ignorant, narrow*) and Immaturity (*naïve* or *superstitious*). At a top level, his classification is constrained by a selection from Cattell's limited variable selection and at a lower level it contains a comprehensive sample of traits descriptors grouped by semantic similarity. "This view of factor five represents that of a single investigator, and others will disagree with some or most of the specifics" (John *et al.*, 1988:189).

The work of Eysenck (1970) introduced the 'big two' model: Neuroticism and Extroversion/introversion. Later on, the author added a Psychoticism dimension and the set was then named the 'three superfactors: P (psychoticism), E (extroversion/introversion) and N (neuroticism)'. He considered, like Guilford (1975), intelligence or intellect to be something apart from temperament. His suggestion was to blend dimensions II and III into the P factor which he called Psychopathy dimension. Table 2.1 presents the various five-factor solutions that have been found in studies for more than 50 years.

Several other researchers noted the robustness of the five-factor model (Digman and Takemoto-Chock, 1981; Goldberg, 1981) concluding that the five factors "represented an impressive theoretical structure" (Digman, 1990). In the early eighties, Wiggins developed a circular/circumplex model. He divided the 1710 trait adjectives into six sub domains: interpersonal traits, material traits, temperamental traits, social roles, character, and mental predicates. He limited his taxonomy to the first subdomain. The axis was status and love (dimensions I and II). The terms were assigned to 16 categories which led to 16 scales with eight single adjectives. His taxonomy differs from Norman's (1963) and Golberg's (1981) in its inclusiveness and in the strategies used to structure the domain.

Table 2.1 - The Five Robust Dimensions of Personality

Dimension Author	Dimension I (Extroversion/ Introversion)	Dimension II (Agreeableness)	Dimension III (Conscientiousness)	Dimension IV (Neuroticism/ Emotional Stability)	Dimension V (Intellect or Openness)
Fiske (1949)	Social adaptability	Conformity	Will to achieve	Emotional control	Inquiring intellect
Cattell (1957)	Exvia	Cortertia	Superego strength	Anxiety	Intelligence
Tupes & Christal (1961)	Surgency	Agreeableness	Dependability	Emotionality	Culture
Norman (1963)	Surgency	Agreeableness	Conscientiousness	Emotional	Culture
Borgatta (1964)	Assertiveness	Likeability	Task interest	Emotionality	Intelligence
Esysenck (1970)	Extroversion	Psychoticism		Neuroticism	
Guilford (1975)	Social activity	Paranoid disposition	Thinking introversion	Emotional stability	
Wiggins (1980)	Power	Love			
Goldberg (1981)	Extraversion	Agreeableness	Conscientiousness	Emotional stability	Openness
Buss & Plomin (1984)	Activity	Sociability	Impulsivity	Emotionality	
Costa & McCrae (1985)	Extroversion	Agreeableness	Conscientiousness	Neuroticism	Openness
Tellegen (1985)	Positive emotionality		Constraint	Negative emotionality	
Hogan (1986)	Sociability and ambition	Likeability	Prudence	Adjustment	Intellectance
Lorr (1986)	Interpersonal involvement	Level of socialization	Self-control	Emotional stability	Independent
Peabody & Goldberg (1987)	Power	Love	Work	Affect	Intellect
Digman (1988)	Extroversion	Friendly compliance	Will to achieve	Neuroticism	Intellect
Saucier (1994)	Extroversion	Agreeableness	Conscientiousness	Neuroticism	Openness

Source: Adapted and extended from Digman (1990: 417-440)

Goldberg (1981) continued the work of Norman and when analysing the correlations among 75 categories-scale scores formed on the basis of the terms included in each category, the big five emerged across a variety of different methods of factor extraction and rotation. However, when more then five factors were rotated, additional factors were found. When six factors were rotated, the categories, identified by Norman into factor V, slip into *Ability* factor and *Culture* factor. In a seven-factor option, categories such as *religiosity, evangelism, passionless* and *honesty* versus *irreverence* formed a small factor. These two additional dimensions find some parallels in other studies (Digman and Takemoto-Chock, 1981) who interpret the factor V as *Intellect* and a less stable factor as C*ulture*.

Later on, Goldberg (1992) also empirically examined Norman's preliminary classification and noted some deficiencies in the middle level categories. He decided to exclude 232 nouns and 25 adjectives and to add 44 new terms. Using bipolar categories, the 'Big-Five' emerged based on scores on a large number of single adjectives. He then found more factors when the five factors were rotated: *ability* and *culture* which encompasses the middle level categories of Norman. From the final version with 42 categories, four were not considered strictly personality traits: *religion* and *political attitudes*, *social roles, effects* and *sexuality*. However, this "Big-Five plus little two seems limited to provide an adequately differentiated description of an individual" (John *et al*., 1988: 190).

In the last three decades, there has been a trend in personality psychology to regard the 'Big-Five' as a crucial model. The 'big-five' that have been generally accepted as encapsulating the five-factor model are those defined by Goldberg (1981), Costa and McCrae (1985) and Saucier (1994): *Openness to Experience, Conscientiousness, Extraversion, Agreeableness* and *Neuroticism* – easily remembered as the acronym OCEAN. This model has been tested and/or used in several other studies in the field of psychology (Akrami, Hedlund and Ekehammar, 2007; Bourdage, Lee, Ashton and Perry, 2007; Edwards and Woehr, 2007; Gow, Whiteman, Pattie and Deary, 2005; Rammstedt and John, 2006; Kulas, Marrian and Onama, 2008; Lee, Ogunfowora and Ashton, 2005; Smith and Snell, 1996); branding (Aaker, 1997, Azoulay and Kapferer, 2003); consumer psychology (Sung and Tinkham, 2005; Whelan and Davies, 2006),

economic psychology (Camprara, Barbaranellu and Guido, 2001; Milas and Mlačić, 2007) to name just a few.

Critical Aspects of the 'Big-Five' Model of Personality

Critique to the 'Big-Five' has addressed the legitimacy of this approach and whether or not the 'Big-Five' is theoretically sound. Digman (1990) agrees with Hogan's (1986) argument that the 'Big-Five' has given a useful set of very broad dimensions that characterize individual differences and that can be measured with high levels of reliability and validity. However, John *et al*. (1988) considered it to be too broad to satisfy many purposes of personality assessment, for instance when dealing with different languages and/or cultures. "The construction of a taxonomy of personality descriptive terms that is generally accepted in the field will require a substantial effort by personality psychologists working in different languages and cultures" (John *et al*., 1988: 199).

The same authors (e.g. Goldberg, 1983; Digman and Inouye, 1986; John, 1989) have wondered: why five? Although the 'Big-Five' taxonomy has not been universally accepted, there is "a general agreement that is serves as a useful integrative framework for thinking individual differences (…) and as an organizing principle to hierarchically structure the multitude of domain-specific traits relevant to consumer behaviour" (Boumgartner, 2002: 287).

Further developments included those of Peabody and Goldberg (1987). When trying to achieve an adequate representation of common English trait adjectives, they found what they called the 'small sixth factor': 'values'. Similarly, Lee and Aston (2004) suggested a six dimensional framework, the so-called 'the hexaco model', which added a six factor to the 'big five': 'honesty-humility'. Goldberg (1999) developed the IPIP 'Big-Five' scales, which is a psychometrically sound instrument that covered closely other markers of the same construct. In parallel, Mowen (2000) developed the metathoretic model of motivation personality (3M), providing an organized structure for understanding the interrelations among personality constructs. Reductions from the

original inventory BFI- 44 to a ten-item inventory (BFI-10) were made by Gosling, Rentfrow and Swann (2003) and by Rammstedt and John (2006).

The 'Big-Five' model has been debated over the years, especially concerning dimension V, where terms related to culture (artistic, sophisticated), intelligence (intelligent, complicated, sharp-witted), and creativity (imaginative, original, inventive) have been tested in, at least, five different languages, mainly because there are different interpretations of this dimension.

Interpretation of the Dimensions

While consensus was achieved concerning the number of necessary dimensions, the same did not happen concerning their meaning. There is a general agreement that dimension I is Eysenck's (1947) 'extroversion/introversion', extroversion being a characteristic of an individual who is environmental-oriented, and *introversion* the main trait of a person who tends to be more closed to the external world. Dimension II is generally interpreted as 'agreeableness' (Costa and McCrae, 1985; Goldberg, 1981; Norman, 1963; Saucier, 1994; Tupes and Christal, 1961). It refers to the more human aspects, such as altruism, nurturance, caring and emotional support at one end of the dimension and hostility, indifference to others, self-centeredness, spitefulness and jealousy at the other (Digman, 1990). The essence of dimension III is linked to educational achievement (Digman, 1972b; Smith, 1967; Wiggins, Blackburn and Hackman, 1969) or *will to achieve* as suggested by Fiske (1949) and Digman (1988) or Goldberg (1981), Costa and McCrae (1985) and Saucier (1994) 'conscientiousness'. Dimension IV refers to strong tendency to 'neuroticism' (Costa and McCrae, 1985; Digman, 1988; Saucier, 1994) and to extreme anxiety (Cattell, 1957; Lorr, 1986). It also represents the presence and effects of negative affect, or Tallegen´s (1985) 'negative emotionality'. Finally, dimension V has been interpreted by many as 'intellect' (Digman, 1988; Fiske, 1949; Hogan, 1983; Peabody and Goldberg, 1987), 'intelligence' (Borgotta, 1964; Cattell, 1957) and 'openness' (Costa and McCrae, 1985; Goldberg, 1981; Saucier, 1994). The latter relates to feelings, new ideas, flexibility of thought and readiness to indulgence in fantasy.

In the literature other trait names have been used to refer the different dimensions: I–'introversion/extraversion' or **'**surgency'; II–'friendliness/hostility' or 'agreeableness'; III–'conscientiousness' or 'will'; IV–'neuroticism/emotional stability'**;** and V–'intellect or openness'. Each dimension is thus a set of smaller traits, called facets that are statistically linked as summarized in Table 2.2.

As stated earlier in this article, marketing researchers have frequently applied the methodologies that led to the 'Big-Five' model, because brands, like individuals, can be described with adjectives. The approach used in psychology can be very relevant to brand personality as perceived by consumers. In the same way, a personality of an individual is perceived by his/her behaviour, consumers can attribute personality to a brand according to its perceived communication and 'behaviours'. However, the crucial issue is to what extent can the terms (traits) used in human personality be applied to brands.

Table 2.2 - Psychological Five-Factors versus Brand Personality Scale

Brand personality scale Aaker (1997)		Psychological five factors Saucier (1994)	
Traits	**Dimensions**	**Traits**	**Dimensions**
Down to earth, honest, wholesome and cheerful	Sincerity	Kind, sympathetic, warm, cooperative, cold, unsympathetic, harsh and rude	Agreeableness
Daring, spirited, imaginative and up-to-date	Excitement	Bold, extraverted, talkative, bashful, quiet, shy, withdrawn and energetic	Extroversion
Reliable, intelligent and successful	Competence	Efficient, organized, systematic, practical, disorganised, inefficient, sloppy and careless	Conscientiousness
Upper-class and charming	Sophistication	Creative, imaginative, intellectual, philosophical, deep, complex, uncreative, unintellectual.	Openness
Outdoorsy and tough	Ruggedness	Unenvious, relaxed, fretful, envious, jealous , moody, touchy, temperamental.	Neuroticism

Source: Adapted from Azoulay. and Kapferer (2003: 149)

Personality Applied to the Brand Personality Concept

The definition proposed by Azoulay and Kapferer (2003: 151) is "brand personality is the set of human personality traits that are both applicable and relevant for brands". This concept of BP has become an important topic as it allows the distinguishing of brands (Crask and Laskey, 1990), helping to create a set of unique and favourable associations in consumer memory, builds brand equity (Keller, 1993; Jonhson, Soutar and Sweeney, 2000; Phau and Lau, 2000), it evokes the emotional aspects of the brand (Gilmore, 2002; Morgan *et al.* 2002) and raises the personal meaning of the brand to the consumer (Levy, 1959). These leads to a fourfold definition of destination BP: 1) brand value (the destination code of behaviour); 2) brand attributes (the character traits of the destination); 3) brand personality (the sum of attributes which gives the destination its own unique brand personality); and 4) brand image (the impressions, beliefs and expectations tourists have about the destination). In the field of tourism research, these type of studies are more difficult as destinations join different interests and stakeholders (Young and Petrick, 2005). Consequently, the objectives and research design need to take into account the multidimensionality of the construct and the number of stakeholders involved in the design of the tourism product.

The existing literature about the relationship between an individual and a brand leads to the conclusion that, "since brands can be personified, human personality descriptors can be used to describe them" (Azoulay and Kapferer, 2003: 149), but the adjectives used to describe human personality may not all be relevant to brands: an adaptation is required. Table 2.3 compares the two scales highlighting the factors derived from personality and that should be used to measure brand personality. Adaptation was suggested by Aaker (1997) who tried to clarify the concept and build a scale to measure it. The scale was based on the 'Big-Five' model of personality. She explored brand personality on the basis of 114 adjectives (traits) across 37 brands of various product categories. She reached a five factor solution: Sincerity, Excitement, Competence, Sophistication and Ruggedness. Only three of those five factors correspond to elements of the five factors of psychology: agreeableness and sincerity capture the idea of warmth and acceptance; extroversion and excitement, both connote the notions of

sociability, energy and activity; conscientiousness and competence both encapsulate responsibility, dependability and security (Aaker, 1997).

Conclusions

The characteristics found in the 'big-five' model of personality are a synthesis of the trait theories of personality developed by Cattell (1957) (comprehensive list of personality traits) and Eysenck (1947) (concise list of personality traits). Those theories seek to describe a person with as few adjectives as possible. Nowadays, they are used in a corporate setting or in job interviews or in any situation where personality needs to be assessed. Psychologists claim that factor analysis detects five trait clusters as being strongly internally correlated and not strongly correlated with one another, generating a personality structure generally accepted.

The scale found for brand personality merges all the human characteristics applicable for brands under one blanket word – personality, but it includes dimensions conceptually different from the pure concept of personality, for instance: s*ophistication* and *ruggedness. Competence* refers to know-how i.e. abilities or cognitive capacities (dynamic factors), which is an item excluded from the definition of personality. Aaker (1997) also added some items related to gender (feminine/masculine), social class (upper-class) and age (youth) creating confusion between the brand itself (product) and the personality of the receiver or consumer. The brand personality scale also fails to include the traits related to the outcomes from the relationship between the receiver and the product (Azoulay and Kapferer, 2003).

Although some of the dimensions, in both scales, have the same connotations and some of the traits are similar, depending on the product (brand) to be assessed, the scale should be adapted to its specific characteristics. This issue is crucial when mangers seek to adjust or change the positioning of their brands. Therefore, to establish a unique positioning, the brand should focus on the enhancement of its key brand personality dimensions.

Finally, even if the scale serves brand personality assessment purposes it will always reflect the personality of the respondents/receivers, as consumers seek to find on

products their own identity. Therefore, it can be concluded that a scale designed to measure brand personality can, ultimately, become a potential and useful market segmentation tool; it is therefore, an issue to be further consolidated in brand personality taxonomy.

Future Research

This article reviews the literature on lexical approaches to human personality structure and acknowledges the 'Big-Five' as to be the most general accepted model of personality. It also analyses how researchers have applied the 'big-five' model to assess brand personality and compares both scales. However, further research will be necessary to explore how this model could be applied to destination brand personality. Specific adaptations will be required to validate a measurement instrument able to assess tourism destination brand personality, than find its key dimensions and facets within each dimension. Other developments should include a cross-cultural study on several different destinations to test and validate the scale.

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CHAPTER 3

ARTICLE 2:

DESTINATION BRANDING: A CRITICAL OVERVIEW

DESTINATION BRANDING: A CRITICAL OVERVIEW

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Abstract

The concepts of brand, brand image and brand personality are well documented in literature but their application to tourism and destinations is relatively new. Destinations need to create a brand to help their positioning and to emphasize the uniqueness of the place. This article examines the concepts of brand image and brand personality and its applications in the field of tourism destinations, in order to understand the common ground as well as the boundaries between the two constructs. From the comparative analysis of concepts of brand image and brand personality, a framework which interrelates and explains the common grounds of these concepts is suggested.

Keywords: brand image, brand personality**,** destination branding, tourism

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Introduction

Destinations offer an amalgamation of tourism products and services, which are consumed under the brand name of the destination, providing tourists with an integrated experience. Leiper (1995: 87) explains that destinations are "places towards which people travel and where they choose to stay for a while in order to experience certain features or characteristics - a perceived attraction of some sort", but a destination can also be a perceptual concept, which can be interpreted subjectively by consumers, depending on their travel experience, cultural background, purpose of visit, and psychographic and demographic characteristics (Buhalis, 2000). Before visiting, tourists develop an image destination as well as a set of expectations based on previous experience, word of mouth, media reports, advertising, and common beliefs (Baloglu and Brinberg, 1997; Chon, 1991) differentiating one destination from another. The complex process of creating a brand for a destination appears to be correlated with the desirable image of the destination, the experience of the destination, and consequent differentiation between destinations. Ekinci and Hosany (2006) argue that destination personality moderates the relationship between destination image (cognitive) and the intention to recommend.

Although there has been a proliferation of 'branding' and 'destination image' studies during the past three decades, 'destination brand personality' has been largely unexplored. The term 'brand' has been, over time, used for different meanings and in different contexts. Since 'brand' entered marketing in the early 1920' it has been associated with several other terms to denominate different concepts.

When 'brand' is associated with 'image' it relates to the set of feelings, ideas and attitudes that consumers have about a brand. When 'brand' is associated with 'personality' it refers to the human characteristics of a brand which differentiate it from its competitors. "Brands are perceived to possess a 'personality' that consumers use to self-express or to experience the emotional benefits of the brand" (Phau and Lau, 2000: 52). Similarly, while destination image is a multidimensional construct comprising of two primary dimensions: cognitive (beliefs and knowledge about the physical attributes of a destination) and affective (appraisal of the affective quality and feelings towards the attributes and the surroundings environment) (Baloglu and McClearly, 1999), destination personality is also viewed as a multidimensional construct and is defined as

the "set of human characteristics associated with a tourism destination" (Hosany, Ekincy and Uysal, 2006: 639).

A clear distinction between brand image and brand personality has been the subject of many studies but not yet fully accomplished (Patterson, 1999) As a result, the two concepts have been used interchangeably in the literature. For instance, "[...] the analogy implies that brands, like people, can have an image or personality[....] If we accept this analogy, then we must eventually ask 'What brand image or personality yields the greatest buyer motivation?" (Smothers, 1993: 97).

In some studies brand image has been defined in terms of brand personality (Hendon and Williams, 1985; Patterson, 1999; Plummer, 1985; Upshaw, 1995). Other authors advocate that brand personality and brand identity are antecedents of brand image (Heylen, Dawson and Sampson, 1995). Kapferer (1997) conceptualizes personality and self-image as antecedents of brand identity, along with physical relationships, reflection and culture. Nevertheless, how these concepts interrelate and contribute to the development and consolidation of destination brand personality still remains unclear. The results of Murphy, Moscardo and Benckendorff (2007b: 5) reflect that "more work might need to be done to adapt existing frameworks of brand personality to the tourism context."

This article departs from a critical review of the concepts of 'brand image' and 'brand personality' in general, and in the particular field of tourism, attempts to provide a deeper understanding of how these constructs may contribute to the development of the concept of destination brand personality. Some avenues for future research are suggested.

Brand – Origins and Development of the Concept

"In the world a brand denotes a name or a mark that is associated with a product; in the mind, it denotes a mental representation, an idea or a consumer's perception of psychological meanings […]" (Stern, 2006: 219).

Stern (2006) argues that the survival of 'brand' is a signal of its vitality as it is one of the more ancient words in English. It was first found in the Germanic languages that

evolved to Old English [Anglo-Saxon] in which the word 'brand' appears as a noun [e.g. in the epic poem *Beowulf*], and as a verb [in Wycliffe's religious tract *An Apology for Lollard Doctrines* (Todd, 1842)]. In fact, the word is even older, dating from the late fifth century A.D. when the events of *Beowulf* took place (Kleaber, 1950). Thus, the word 'brand' was used for at least 15 centuries before it entered Marketing in 1922 when it was used in the compound 'brand name' to define a trade or proprietary name (Oxford English Dictionary, 2004: II.9, cited by Stern, 2006).

The classification of 'brand' as either an entity or a process is based on the fact that it can be used as either a noun or a verb. As a noun, it refers to entities such as people, places, things and ideas; as a verb it refers to processes included in a firm's effort to make products and services meaningful (Calder and Reagan, 2001). Such efforts include naming the product, targeting and, positioning it, and communicating the benefits.

The earliest use of the word 'brand' was as a synonym for 'sword' which associates it with war and weapons vocabulary, reproduced in modern connotative marketing metaphors such as 'marketing warfare', 'battle of brands' and 'killer brand'. Thus, in addition to the literal meaning of the term as a real world identity, there is also a connotative meaning of mental associations in metaphors such as 'brand image'. In fact, that is one of the older metaphors used in branding, dating from 1958 (Mayer, 1958) defined as the impression of a product in the mind of potential users and consumers.

The various definitions currently found in the literature reveal that 'brand' is an ambivalent construct, having a negative as well as a positive meaning, which contribute to its multidimensional applicability (Stern, 2006). The negative associations came from its origins, in the Old Germanic, 'brinn-an' meaning 'to burn'. It was than used as a sign that communicates the idea of disgrace or to stigmatize. The negative meaning entered marketing by the hand of Rorty, in 1976, "to compare the Old Gold cigarette brand to an anonymous, unbranded, and presumably inferior product" (Stern, 2006: 219). The positive meaning of brand is the association with burning as a mark of identification, which first appeared in the fifteenth century, when 'brand' signified a burn mark or a mark of ownership impressed for instance on cattle and on horses. By the nineteenth century the meaning of 'brand' as a physical burn mark expanded to include that of a visual-verbal mark as a sign of quality that refers to a trademark affixed by burning or other means.

Figure 3.1 chronologically represents the various meanings and uses of the term 'brand' over time.

When analyzing the literature about 'brand', it can be argued that this term, being mainly used in mass marketing and consumer relationship, has became over defined and that its meaning assumes different perspectives. Some researchers claim that 'brands' consist of the visual and verbal representations associated with firms and services. For instance the American Marketing Association (1960) suggested that 'brand' can be defined as "a name, term, sign, symbol, design or combination of these which is intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competitors" (cited by Kotler, 1991: 442), stressing the idea that the brand's logo and visual features were the basis for differentiation. Others describe 'brands' as images in consumer's minds with functional and psychological attributes (Martineau, 1959).

Figure 3.1 - Evolution of the Concept of 'Brand'

	Meaning burn mark or mark of ownership		Burn mark expanded to include visual-verbal. Sign of quality – trademark		Used as a noun in the epic poem *Beowulf*		Logos and visual features were the basis for differentiation		Introduction of the metaphor 'brand personality'
Late 5th century	15th century	1842	Over the 19th century	1922	1950	1958	1960	1976	1980'
Synonym of 'Sword'		Used as a verb in *An Apology for Lollard Doctrines*		Entered marketing and was used in the compound 'brand name'.		Introduction of the metaphor 'brand image'		Assumed a negative meaning	

Source: Adapted from Stern (2006)

Examples of current metaphors used in marketing include 'brand reputation' which compares "a person's character – the condition, quality or fact of being highly regarded or esteemed – with that of the brand" (Stern, 2006: 220); 'brand personality', the most recent addition to the characteristics of brands (Moore and Reid, 2008), which compares brands and people in terms of their unique traits; 'brand identity' which makes a similar comparison on the basis of the central enduring and distinctive traits common to both (Brown, Dacin, Pratt and Whetten, 2006) and 'brand image', which is one of the central constructs in marketing and consumer behavior research, dating from 1950' and which has been used widely and with various applications.

Brand Image

Gartner and Levy (1955) were the first to draw a definition of 'brand image'. They considered that products had a social, psychological and physical nature, and that the feelings, ideas and attitudes that consumers had about brands were their 'image' of the brand, which was crucial to the purchase choice. It has been demonstrated that products are often purchased or avoided not for their functional attributes but because of how, as symbols, they impact on buyer's status of self-esteem (Levy, 1959).

Dobni and Zinkhan (1990) suggested that to thoroughly analyze the concept of 'brand image' researchers should consider, among other aspects, a) the definitions that have been developed ; b) the components of the concept of brand image.

Accordingly, and considering that the purpose of this article is to explore the concepts of brand image and brand personality, establish some boundaries and find some common ground between the two concepts, the focus will be on the emphasis given and new elements found in formal definitions.

Formal Definitions of Brand Image

Dobni and Zikhan (1990) provide a cross section of definitions of brand image resulting from a collection of over three decades (1955–1987). The authors grouped the definitions into categories on the basis of their principal emphasis. The five categories found are: 1) *blanket definitions* [broad definitions], 2) definitions with emphasis on

symbolism [relate commercial objects to symbols/imagery of the user. Symbols can represent an entire category of actions or objects. The world of symbolic representation draws from personal experience and from the experience and thoughts of others.

A symbol serves as a substitute of an act or an object], 3) definitions with emphasis on *meanings and messages* [the underlying (psychological) meaning that consumers ascribe to a product, for instance, meaning can be interpreted as the manifest behaviour in which the subject sees and manipulates real objects, and meaning can also result from verbal and cognitive behaviour in which the subject manipulates symbols as representations of reality], 4) definitions with emphasis on *personification* [attributing human characteristics to the brand; or the association of consumers' personality with the image of the brand] and 5) definitions with emphasis on *cognitive or psychological elements* [concentrate on mental effects, feelings, ideas and attitudes that consumers have about brands. Cognition is the process pervading all aspects of an individual's behavioural interaction with the environment. The perceptual/cognitive component is the knowledge about the place's objective attributes whereas the affective counterpart is knowledge about its affective quality (Genereux, Ward and Russel, 1983)]. In addition, it is also possible to find with emphasis on *perceptions* [of reality or brand associations (information which contains meaning: attributes, benefits and attitudes) in recent literature definitions.

In order to predict what someone will do, it is necessary to understand the person's perception of the world. For instance, the sensation of pleasure or displeasure constitutes the most basic stimulus as it provides the subject with the most useful information. The perceptual world depends upon the perceived meaning (Nuttin, 1984)], *self concepts* [self-image] and *relationship/communication* [between the brand and the consumer]. Table 3.1 presents a set of definitions of brand image.

The conclusion that can be drawn from the definitions above are that 'brand image' is: 1) held by the consumer (Keller, 1993; Mayer, 1958; Newman, 1957; Park, Jaworski and MacInnis, 1986); 2) a perceptual process resulting from interpretation that can be reasoned as well as emotional (Aaker, 1996; Durgee and Stuart, 1987; Friedman and Lessig, 1987; Kotler, 1991; Runyon and Stewart, 1987); 3) affected and influenced by marketing, context variables and characteristics of the receiver (Aaker, 1996; De Chernatony and Dall'Olmo, 1998; Park, Jaworski and MacInnis, 1986; Solomon, 1999;

Sirgy, 1985; Swartz, 1983); and 4) strongly based on perception of reality rather than reality itself (Levy, 1959; Pohlman and Mudd, 1973; Sirgy, 1985; Sommers, 1963; Biel, 1992). Regarding the categories suggested by Dobni and Zinkhan (1990), some of these are deeply interrelated, for instance, meanings can be found in most image definitions seeing that meanings are particularly related to symbolism and personification. In addition, cognitive or psychological elements are implicit in all definitions since the first conceptualizations.

Moreover, a chronological analysis of the definitions shows that symbolism, perception and cognitive or psychological elements had been the basis for brand image definitions, while personification, relationships/communication and self-concepts (namely self-image) have been more recently introduced. However, those elements should not be ignored since, from a psychological perspective, consumers can develop relations dyads with brands that are "humanized" by advertisers (Fournier, 1998). That idea had been suggested by Sirgy (1985) when arguing that a product is more likely to be enjoyed if there is congruity between its image and the actual ideal self-image of the user. From that humanization or personification of brands emerged the concept of brand personality.

Table 3.1 - Critical Review of the Definitions of Brand Image

Author	*Definitions of Brand Image*	*Emphasis Given/ New Elements*
Gartner & Levy (1955)	'The social and psychological nature of products'	Cognitive or psychological elements
Martineau (1957)	'Is a symbol of the buyer's personality'	
Mayer (1958)	'The impression of a product in the mind of potential users and consumers'.	
Kotler (1991)	'The set of beliefs held about a particular brand'	
Newman (1957)	'Everything people associate with a brand'	Perception
Herzog (1963)	'The sum of the total impressions'	
Runyon & Stewart (1987)	'The product perception'	
Keller (1993)	'A perception about a brand as reflected by the brand associations held in consumer memory'	
Levy (1959)	'The symbols by which we buy'	Symbolism
Sommers (1963)	'Perceived product symbolism'	
Pohlman & Mudd	'Symbolic utility'	

Author	Definitions of Brand Image	Emphasis Given/ New Elements
(1973)		
Biel (1992)	'the imagery of the user'	
Swartz (1983)	'The messages communicated by products'	Meanings
Durgee & Stuart, (1987)	'Brand meaning'	
Friedmann & Lessig (1987)	'The psychological meaning of products'	
Aaker (1996)	'The set of associations, usually organized in some meaningful way'	
Sirgy (1985)	'Personality image'	Personification
Hendon & Williams (1985)	'Brand personality' or 'brand character'	
Upshaw (1995)	'The appearance of a brand is the external personality shown by the brand, like that of a person'.	
Aaker (1996) and Aaker (1997)	'Brand as a person'	
Patterson, (1999) and Hosany, Ekinci, & Uysal (2006)	'Brand image is an element of brand personality'	
Park, Jaworski & MacInnis (1986)	'The understanding consumers derive from the total set of brand-related activities engaged by the brand'.	Relationship/ communication
Aaker (1996) de Chernatony & Dall'Olmo (1998) and Solomon (1999)	'Brand image is significantly related to customers' self-concepts'	Self concepts (self-image)

Source: Adapted and extended from Dobni and Zinkhan (1990)

Brand Personality

   Conceptualization

The term personality is used differently in the context of brands (attributes, benefits, price, and user imagery) and in the context of persons (appearance, traits and behaviour). Brand personality is not being used here in a strict literal sense, but as a metaphor. Although brands are not people, they can be personified (Aaker and Fournier, 1995). That is, brands can be characterized by personality descriptors such as 'youthful', 'colourful' and 'gentle' resulting from the firm's communication (Plummer,

1985). Reinforcing this idea, De Chernatony (2001) argued that personality features are the most fruitful ingredient in designing an appealing brand positioning and are readily translatable into appealing communication imagery.

As consumers tend to associate brands with celebrity characters or famous historical figures (Aaker, 1997; McCracken, 1989; Plummer, 2000), a brand can be characterized by endowing unique personality traits and dimensions. The perceived personality of a brand also provides consumers with the means to express him or herself (Belk, 1988), ideal self (Malhotra, 1988) or specific dimensions of the self (Kleine, Kleine and Kernan, 1993). This is consistent with the symbolic meaning of consumption, where consumers exploit brands to construct and maintain their identity (Fiske, 1989; Kassarjian, 1971) and to experience emotional gratification (O'Donohoe, 1994). In order to establish a parallel with the definitions of 'brand image', the same analysis was done to the concept of 'brand personality'. Table 3.2 summarizes the main definitions of brand personality according to the emphasis given and to the new elements introduced.

Firstly, brand personality has been conceptualized in terms of 'brand image' or as a component of 'brand image' (Biel, 1992; Keller, 1993). Only since the mid 1990's has the concept suffered significant developments such as the consideration of brand personality as the personification of the brand (Aaker, 1995; Aaker, 1997; Azoulay and Kepferer, 2003; Keller, 1998). Attributing human personality traits to a brand requires that the brand adopts intentional behaviours. According to Hosany, Ekinci & Uysal (2006), brand personality constructs achieved validity through Aaker's brand personality scale (BPS), developed in 1997.

Table 3.2 - Critical Review of the Definition of Brand Personality

Author	*Definition*	*Emphasis given / new elements*
Biel (1992); Keller (1993) Aaker (1996)	Brand personality is a component of 'brand image.	Brand image
Aaker (1995) Keller (1998)	Brand personality is a set of human characteristics associated with a brand and which tend to serve a *symbolic* or *self-expressive* function rather than an utilitarian function.	Personification / Self-concept
(Aaker, 1997)	Brand personality is the set of human characteristics associated	Personification

	with a brand.	
Azoulay & Kapferer, (2003)	Brand personality is the unique set of human personality traits both applicable and relevant to brands.	
Kapferer (1997) Blythe (2007)	Brand personality is only one component of brand identity.	Brand identity
Allen & Olson (1995)	Brand personality is a specific set of meanings which describe the inner characteristics of a brand.	Meanings (attributed to brands)

Source: Own Elaboration

The Five Key Dimensions of Aaker's (1997) Brand Personality Scale

Although ambiguously, the dimensions of brand personality resemble the 'Big-Five' dimensions of human personality. "Brand personality researchers can profit from the development of a brand personality taxonomy, just as human personality taxonomists do" (Milas and Mlačič, 2007: 626).

The five basic brand personality dimensions identified by Aaker (1997) were *sincerity, excitement, competence, sophistication* and *ruggedness*. These are derived from 15 personality facets of brands, as shown in Table 3.3 These facets can be further deconstructed into 42 personality traits.

Table 3.3 - Aaker's Brand Personality Dimensions and Traits

Sincerity	*Excitement*	*Competence*	*Sophistication*	*Ruggedness*
Down to earth	Daring	Reliable	Upper class	Outdoorsy
Honest	Spirited	Intelligent	Charming	Tough
Wholesome	Imaginative	Successful		
Cheerful	Up-to-date			
Family-oriented	Trendy	Hard-working	Glamorous	Masculine
Small-town	Exciting	Secure	Good-looking	Western
Sincere	Cool	Technical	Feminine	Rugged
Real	Young	Corporate	Smooth	
Original	Unique	Leader		
Sentimental	Independent	Confident		
Friendly	Contemporary			

Source: Aaker (1997)

The study was carried out on brands from 39 product categories and these brands were identified as consistently possessing these five major dimensions in personality. It is also suggested that the personality dimensions of *sincerity, excitement* and *competence* cover an innate part of the human personality, while *sophistication* and *ruggedness* relates to dimensions that an individual desires but does not necessarily have (Aaker, 1997). Studies have also shown that the development of a brand's personality can be influenced by consumers' personality, (Aaker, 1997) self-congruity (Kassarjian, 1971; Sirgy, 1982), culture (Aaker, 1998) and demographics (Aaker, 1996).

In subsequent studies, the concept of brand personality has proven to be helpful in explaining the relationships between people and their brands. For instance, Aaker (1999) reveals that people tend to select and use brands with different salient personality dimensions to emphasise certain aspects of their own personality in various situational contexts.

Aaker, Martínez and Garolera (2001) stated that "as in human personality, brand appears to be consistently organized around five dimensions" (2001: 506), when studying brand personality in Spain and Japan. In contrast, Caprara, Barbaranelli and Guido (2001) found that the big five do not replicate when describing brands. Justification for that can be the fact that human personality descriptors assume different meanings when applied to different brands. Consequently it is possible to describe brand personality with a few traits, but it is not so clear that the same traits used to describe human personality are suitable to describe a brand.

In addition, more recent studies on the relationship between brands and people (Aaker, Benet-Martínez and Garolera, 2004) show that brand personality traits can have a direct influence on the way the relationship between a brand and its owner is formed and maintained. That is, Aaker *et al.* (2004) find that in line with implications of the brand personality concept, relationships with sincere brands deepen over time, whereas consumer–brand relationships for exciting brands show a shorter development over time. This relationship allows consumers to establish a reflexive evaluation with a product (Solomon, 1983). As a result, consumers exhibit a strong desire to build relationships with brands that project a personality that they are comfortable with (Aaker, 1996; Phau and Lau, 2001).

Azoulay and Kapferer (2003) also agree that consumers perceive brands as having personality traits. However, they demonstrate that brand scales do not measure brand personality, but instead merge a number of dimensions of brand image. Most of the research articles on brand personality are based on Aaker's scale, merging all human characteristics applicable to brands underneath one word – personality - thereby losing the distinctiveness of the facets of brand image (personality is just one of them). As stated before those authors suggest that the concept of brand personality should be seen as "the unique set of human personality traits both applicable and relevant to brands" (2003: 153).

The Convergence of the Concepts

In an attempt to compare and contrast the two concepts described above, Figure 3.2 shows the interaction between the concepts of brand image and brand personality as well as the predominant constructs of each one. It is noticeable that a significant number of elements are present in both concepts and that is why it is so difficult to make a clear distinction between them.

According to the figure, brand image is centred on constructs such as perception, impression, symbolism and imagery which are reflected in the representations of a brand in the mind of the consumer. Brand personality, being considered "the soft, emotional side of brand image" (Biel, 1993 cited by Ekinci and Hosany, 2006: 131), relies mainly on human personality traits associated with a brand - personification (Aaker, 1995; Aaker, 1997; Azoulay and Kapferer, 2003; Keller, 1998)**,** which implies consumer involvement with the brand as "*consumers establish relationships with brands based on their symbolic value*" (2006: 128). One possible conclusion is that only after establishing a relationship with the brand, consumers can assess brand personality, recognizing, or not, their own personality traits in the brand or assess to what extent a particular brand can hep to express his/her own characteristics. In other words, brand personality is the confirmation or not of the 'image' held about a brand. Therefore these two concepts are related they both share constructs such as meaning, self-concepts, personality and image.

**Figure 3.2 - The Common Ground between Brand Image and Brand Personality
and its Specific Elements**
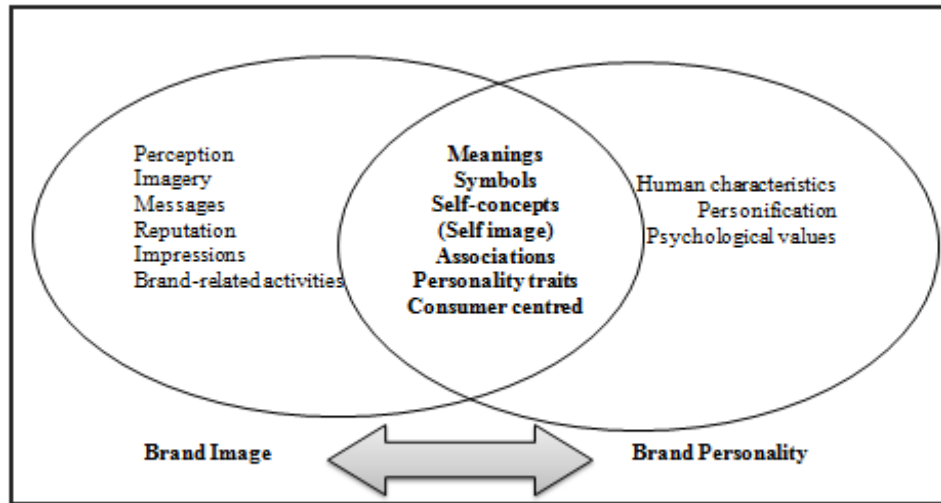
Source: Own Elaboration

Figure 3.3 - 'Brand Image' and 'Brand Personality Interrelations
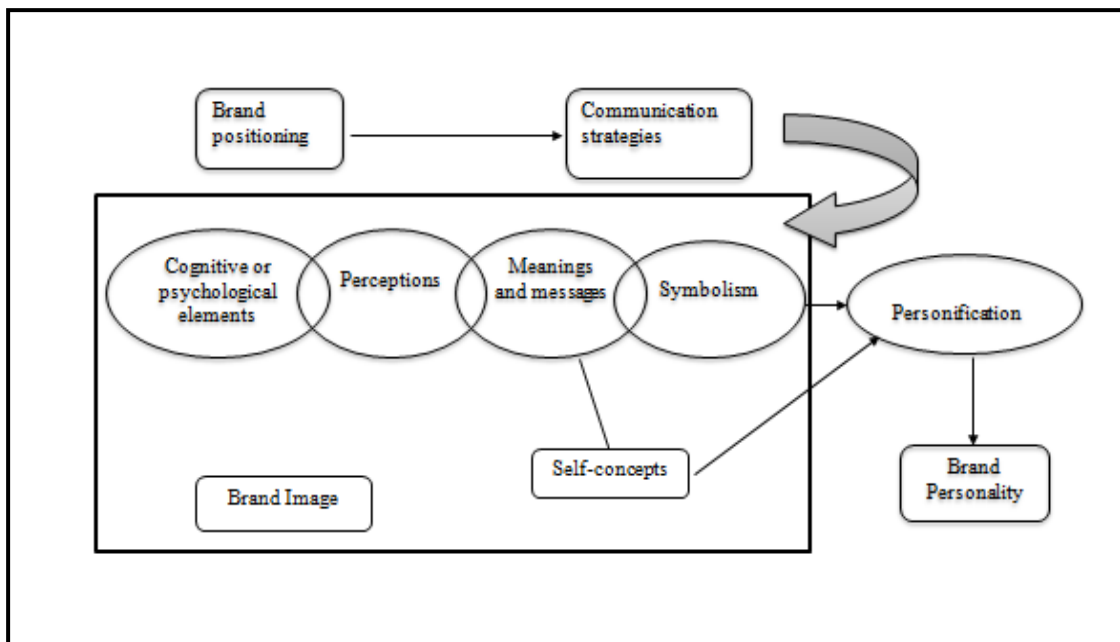
Source: Own Elaboration

Figure 3.3 illustrates how the elements presented in both concepts relate as well as
the boundaries between brand image and brand personality. After establishing its

positioning, a brand communicates its values, vision and character through marketing strategies and messages that contribute to the establishment of a brand image in the consumer's imagery. As stated earlier, the brand image consumers hold about brands is composed of cognitive or psychological elements, perceptions and meanings. The latter are associated to the messages communicated, which are, normally, rich in symbolism. That image may also include personality traits meaning that many consumers express their feelings and perceptions about brands on the basis of associations with known personalities: "brand personality is a kind of image that describes the brand by using human characteristic terms" (Yoon, 2004: 52). Therefore, when the consumer actually experiences the brand, he/she can easily identify him/herself with, or can use the brand to communicate his/her own personality.

Brand, Brand Image and Brand Personality Concepts in the Context of Destinations

Destination Branding

Although branding has been a concept used by marketers since the late 80s, destination branding is a relatively new development. It combines marketing products and services and the commoditization of people's culture and environment. Research regarding destination brand measurement indicates that conceptualizing how tourists evaluate a destination brand appears to be complex (Boo, Busser and Baloglu, 2009). The complexity of this issue requires a particular focused effort by tourism researchers since it comprehends "a multiplicity of concerns needing a multidisciplinary response" (Gnoth, 1998: 759).

The development of destination branding is one example of how tourism practitioners borrow and use ideas with little regard to academic debates (Murphy, Moscardo and Benckendorff, 2007). Several authors have suggested specific destination branding processes, making a number of statements about the value of the branding concept for improving tourism destination marketing (Morgan and Pritchard, 2002; Morgan, Pritchard and Piggott, 2003).

Their arguments are based on the assumption that a strong brand can have a positive differential marketing effect because: 1) it attracts more favourable attributes and

benefits perceptions and overall preferences, 2) it can also attract greater price premiums and 3) it can result in consumers paying greater attention to communications, retaining more information from them and reacting in a more positive way (Hoeffler and Keller, 2003). Furthermore, a destination brand can assist tourists in consolidating and reinforcing their perceptions of the destination after their travel experience (Ritchie and Ritchie, 1998).

Conceptualization

Several approaches to destination branding are found in the literature. Destination branding has been considered synonymous with (re)positioning (Gilmore, 2002), image-building (Curtis, 2001; Cai 2002), image-reconstruction (Hall, 2002) of a destination and analogous to corporate or umbrella branding, whereby a destination functions like a company that produces various product/service brands (Gnoth, 2002; Papadopoulos and Heslop, 2002). Morgan, Pitchard and Pride (2002) consider that the key for destination branding is to develop an emotional link with tourists, which agrees with the views of Morrison and Anderson (2002) who argue that destination branding is "[the] process used to develop a unique identity and personality that is different from all competitive destinations" (2002: 17).

Tourism literature is consistent when illustrating the process of branding a destination as a collective effort (Kaplanidou and Vogt, 2003; Morgan *et al.,* 2002, 2003, Morrison and Anderson, 2002). However, some consider the concept of destination branding a myth and a misleading notion due to the lack of clear ownership and control (Mundt, 2002). The process of destination branding can only be successful if all the destination stakeholders are involved. A synergetic interaction, unity and collaboration among stakeholders is an essential feature for a positive outcome as far as destination brand is concerned, making this process a "highly complex and politicised activity" (Morgan *et al.,* 2003: 2869).

Destination Image

Equally, several statements emerge in tourism literature about destination image. For instance, Blain, Levy and Ritchie (2005) suggested that destination image should be included in the definition of destination brand. According to Cai (2002: 723), the image of a destination branding is the set of "perceptions about a place as reflected by the associations held in tourist memory". Such a concept serves to enhance destination marketing by providing potential tourists with information that allows them to identify a destination, differentiate it from its competitors and build up expectations about the likely holiday experience offered by the destination. The author further considered brand image building to be an important component in the formation of a destination branding model, "selecting a consistent element mix to identify and distinguish [a destination] through positive image building" (Cai, 2002: 722). Building a destination brand image essentially means identifying the most relevant associations for the destination and strengthening their linkages to the destination brand (Keller, 1993).

Ekinci (2003) provides a model or framework for destination branding that incorporates many of these arguments. In this model destination image is made up of three components: the overall image, destination brand and, within destination brand, brand personality. Destination image is then linked to the tourist's self-image. This connection between self-image and destination image is consistent with the arguments that lifestyle and value systems are key elements in destination choice processes (Ekinci, 2003). It has been proposed that consumer decisions are often based on whether or not a product fits into their lifestyle and/or whether it offers a desirable experience (Morgan *et al.*, 2002). Such arguments have also been made with respect to destination marketing. In particular, it is suggested that nowadays travel is more about experiences, fulfilment, and rejuvenation rather than about "places and things" (King, 2002). The author states that travel and tourism marketers need to focus on and confirm more of what the customer would like to see in themselves and their lifestyles, rather than on the tangible properties of the product or service being promoted. This means that destination marketing organizations need to place more emphasis on the creation and promotion of holiday experiences that link key brand values and assets to the holiday aspirations and needs of customers as set out in Ekinci's model (King, 2002).

In spite of the growing importance of destination brands, most conceptual and empirical research has focused on destination image (Cai, 2002; Hall, 2002; Hankinson, 2005; Papadopoulos and Heslop, 2002; Prebensen, 2007; Pritchard and Morgan, 2001; Tasci *et al.*, 2007). However, it has been suggested that, despite the pivotal role of visual image in brand evaluations, other brand assessment dimensions should be considered (Hankinson, 2004; Konecnik and Gartner, 2007), for instance the brand personality dimension.

Destination Brand Personality

Despite the growing body of literature on destination branding, there is little empirical evidence that visitors can and do associate brand personality traits with destinations and that they can differentiate destinations on the basis of perceived personality and brand identity.

Tourists receive and interpret the various messages sent by destinations and build a representation of the 'behaviour' of the destination. Adopting Aaker's (1997) assumptions and transferring them to the tourism field, Ekincy and Hosany (2006) state that personality traits can be both directly and indirectly associated with a destination. In a direct way through citizens of the country, hotel employees, restaurants and tourist attractions, or simply through the tourist's imagery. In an indirect manner, personality traits can be attributed to destinations through marketing programs such as cooperative advertising, value pricing, and celebrities of the country and media construction of destinations (Ekinci and Hosany, 2006).

Accordingly, Ekinci and Hosany (2006) argue that, similar to consumer goods/brands, tourism destinations are rich in terms of symbolic values and personality traits, given that they consist of a bundle of tangible and intangible components (e.g., visitor attractions, hotels and people) associated with particular values, histories, events and feelings. Once again, adopting Aaker's (1997) research, Hosany, Ekinci and Uysal (2006: 39) view destination brand personality as a multidimensional construct defined as "the set of human characteristics associated to a tourism destination". The authors also argue that destination image and destination personality are related concepts: "Brand image seems to be an encompassing concept and brand personality is more

related to affective components of brand image" (2006: 641). The lack of research regarding destination brand measurement may be an indication of the complexity involved in understanding how tourists evaluate a destination brand.

Destination brand personality has been measured using the brand personality scale originally developed for consumer goods. Consequently, personality traits found so far for the tourism destination may not fully reflect all the personality characteristics of a destination.

Although Aaker's (1997) brand personality scale has been extended to gauge personality traits that tourists ascribe to destinations (D'Astous and Boujbel, 2007; Back and Lee, 2003; Douglas and Mills (2006) Ekinci and Hosany, 2006; Henderson, 2000; Hosany and Ekinci's, 2003; Murphy, Moscardo and Benckendorff, 2007a;), the scale reveals to be inappropriate. For instance, Henderson (2000) identified a different set of six personality dimensions (cosmopolitan, youthful, vibrant, modern Asia, reliability and comfort) when he analyzed the Asia-Singapore branding process. Aiming to evaluate destinations in Middle East and North Africa, Douglas and Mills (2006) could only find characteristics that fitted two of Aaker's dimensions: excitement and ruggedness. Similarly, Back and Lee (2003) found support for only four of the dimensions (sincerity, excitement, competence and sophistication). In Hosany and Ekinci's (2003) study, the five dimensions could not be replicated as they only found three valid personality dimensions (competence, extraversion and excitement), and they could not provide evidence that tourists are able to differentiate destinations based on the destination's personality. In addition, there is little evidence in the destination branding literature of the application of the concept on a national level to cover regional tourist destinations (Murphy et. al, 2007b).

It is hoped that continued work will lead towards both the development of a brand personality conceptual framework more suitable for tourism destinations and a better understanding of the influence brand perceptions have on destination choice when compared to other factors influencing perceptions and visitation. Similarly, there is a need for a destination brand measure (Blain et al., 2005; Deslandes, 2003; Kaplanidou and Vogt, 2003; Ooi, 2004; Ritchie and Ritchie, 1998).

Research has suffered from the lack of a common theory and of a consensual taxonomy of personality traits used to describe products. The validity of the early product personality scales, based on human personality, was questioned because human and product personalities might have different antecedents. As a result, some dimensions of human personality might be mirrored in brands, whereas others might not (Kassarjian, 1971, Pereira *et al.,* 2009).

Conclusions and Future Research

At the theoretical level the concept of brand, brand image and brand personality were identified. However, some definitional inconsistencies and the interchangeable use of the terms are easily found. By analysing the definitions and names given to the concept, it is often difficult to make a clear distinction between the concepts of brand image and brand personality. Brand image is generally conceptualized as a more encapsulating concept; therefore it includes a number of inherent characteristics or dimensions, such as brand personality. Agreement is not achieved because while some authors consider brand personality antecedent to brand image, others suggest that personality and image are seen as antecedents of brand identity.

In fact, brand image and brand personality concepts are related, especially in what concerns affective components as showed in Figure 3.2. Elements such as perception and the cognitive or the psychological were found in the majority of definitions of both concepts, however brand personality relates to a sound presence of human characteristics associated with brands – personification. These statements lead to the conclusion that brand personality is a consequence of brand image when establishing a relationship between the consumer and the brand as illustrated in Figure 3.3.

Destination brand personality definition is only an adaptation of brand personality concept to destinations which reflects the lack of theoretical developments of the concept in the context of destinations. Thus, it is necessary to integrate the existing knowledge of brand/product personality in the consumer goods settings with theories of anthropomorphism to identify dimensions of destination brand personality. As a tourist destination consists of a set of tangible and intangible components, it can potentially be perceived as a brand. Furthermore, the holiday experience has a hedonic nature and

given that tourism destinations are rich in terms of symbolic values, it is believed that the concept of brand personality can be applied to tourism destinations. Given that 'branding', in its true sense, entails more than logos and slogans, and must, as alluded to earlier, address the notions of values, personality, and emotive links, the debate on destination branding can only advance if further analysis of these key concepts and their applicability to 'places' occurs.

Therefore, further research is needed to refine and develop a brand personality measurement model that is valid and reliable to assess brand personality for tourism destinations. Given the complex nature of destinations and the analyzed constructs of the concept of destination branding, it is recommended that a measurement model for destination brand personality should consider not only the human personality traits comprised in the 'big-five' model of personality (as stated in this article, brand personality can be defined as the personification of the brand) but also descriptors of destinations' brand image elements as well as traits from the tourist's self-concepts (such as self-image), given that brand personality can also be interpreted in terms of the matching between the tourist's self-image and the destination image. Finally the scale would include traits resulting from the relationship between the tourist and the destination.

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CHAPTER 4

ARTICLE 3:

DESTINATION BRAND PERSONALITY: SEARCHING FOR PERSONALITY TRAITS ON GOLF-RELATED WEBSITES

DESTINATION BRAND PERSONALITY: SEARCHING FOR PERSONALITY TRAITS ON GOLF-RELATED WEBSITES

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Abstract

The destination brand personality concept and its measurement have recently been receiving considerable attention (Ekinci and Hosany, 2006; Ekinci, Sirakaya-Turk and Baloglu, 2007; Klabi, 2012; Murphy, Benckendorff and Moscardo, 2007a; Sahin and Baloglu, 2011; Usakli and Baloglu, 2011). However, most of these studies depart from Aaker's (1997) brand personality scale and adapt it to the destination under investigation. Therefore, to validate a brand personality scale for golf destinations, other traits should be considered as such as *beautiful, natural, spectacular,* etc. This research uses promotional texts in golf–related websites as a trait generation source to identify potential brand personality traits. Simultaneously, it explores the extent to which traits included in human and brand personality models, as well as which brand image descriptors are used to brand golf destinations online. The promotional texts selected were extracted from 144 golf-related websites, divided into three categories. A total of 892 adjectives were identified. However, only the items common to all three categories (86) were considered for further analysis. The analysis reveled that items included in the 'Big-Five' personality model and in the brand personality model are barely found in these promotional texts (just 10.5%). In order to reduce the number of items in the list, a

criteria of 2% of the overall frequencies (n=963) was adopted and ten items were selected as potential golf destination brand personality traits. These items were validated and allocated according to the components of the relational brand personality by a panel of expert judges. None of the selected items belonged to the 'Big-five' model of personality and only two items from Aaker's scale were validated–*different* and *unique*. These results clearly show that as far as golf destinations are concerned there is not a strong presence of 'human characteristics associated with the brand' (Aaker, 1997), suggesting that a specific scale to measure golf destinations brand personality must be drawn up to include a wider set of traits, that is, destination-specific traits.

Keywords: branding; golf destinations; brand personality; online promotion

Introduction

Over the last decade, information and communication technologies (ICTs) have contributed to the development of new tools and services that facilitate global interaction between tourism players around the world. The accelerating and synergetic interaction between technology and tourism in recent years has brought about fundamental changes in how the industry is perceived (Buhalis and Law, 2008). For instance, ICTs have provided consumers with the means to identify, customize and purchase tourism products as well as having supported the globalization of the industry by providing effective tools for suppliers to develop, manage and distribute their offerings worldwide (Buhalis, 1998).

According to Mills and Law (2004), the Internet has changed tourism consumer behavior by providing direct access to a much greater wealth of information provided by tourism organizations, private enterprises and, increasingly, by other consumers. Tourists are now becoming more knowledgeable and seeking better value for their time and money. According to Dann (1996: 2), ''Tourism, in the act of promotion […] has a discourse of its own'' and, like any form of communication, it links sender, receiver, content and context of messages. Promotional texts are often structured to promise to effect magical transformations in the receiver, and thus the promotional language of tourism seeks to persuade, lure, woo and seduce millions of human beings, and consequently, to convert them from potential clients into actual clients.

Most tourism organizations (hotels, airlines, travels agencies and golf courses, among others) have embraced the Internet as part of their communications strategies, hence this article focuses on the analysis of promotional texts found on the websites of golf courses and tourism and golf entities (when promoting a region as a golf destination), as a generating source to collect potential brand personality traits suitable to describe a golf destination.

The literature review of this article discusses the benefits of strategies to promote destinations through the internet in the particular case of golf destinations. It investigates destination branding, destination brand image, destination brand personality concepts and brand personality measurement. The research methods and the findings of this study are then presented. The final section of the article concludes by discussing the

theoretical and practical implications of creating a specific golf destination brand personality scale.

Literature review

Promoting (Golf) Destinations Online

In this study, the reason for using texts from websites is based on Govers and Go's (2009) argument that technological advances and increased international competition affects the ways in which places are imagined, perceived and consumed. Nowadays, the internet is commonly accepted as an important instrument in successful tourism promotion as well as destination marketing (Lai and Vinh, 2013). It has become the primary means with which destination marketing organizations (DMOs) communicate with prospective tourists (Buhalis, 2000; Gretzel, Yuan and Fesenmaier, 2000; Morrison, Taylor and Douglas, 2004; Wang, Hwang and Fesenmaier, 2003).

In the literature, several arguments emphasizing the idea that the internet is a particularly effective communication medium for persuading people can be found (e.g. Fogg, 2003; Gretzel and Fesenmaier, 2007; Kim and Fesenmaier, 2008; Xiang and Fesenmaier, 2006), and that online promotion is a part of marketing on the internet: "[…] it is true that internet promotion is very helpful and it is necessary to use the available tools and innovations to properly implement promotional services that will eventually result in business success" (Lai and Vinh, 2013: 15-16).

Moreover, the body of literature establishes that, alongside a number of other factors, the information sources that individuals are exposed to influence the formation of perceptions of a destination prior to the visit (Frías, Rodriguéz, Castañeda, Sabiote and Buhalis, 2012). Accordingly, the recent evolution in internet technology representing consumer-generated contents seems to support Fogg's findings, showing that the internet is one of the most persuasive media for destination marketing in terms of influencing the travel planning process of tourists (Kim and Fesenmaier, 2008). However, some criticisms have emerged in the literature, for instance accusing managers of current destination websites of largely using them as online brochures rather than taking advantage of the internet for creating deeper and longer lasting relationships with existing and potential visitors (Kim and Fesenmaier, 2008).

Besides the physical and material aspects, destinations are composed of symbols and representations (Hall, 1996), in that "a place is a discourse – a way of constructing meaning, which influences and organizes both the actions of visitors and the conceptions of the local residents themselves" (Govers and Go, 2009: 15), destination managers tend to use narratives, consciously or unconsciously, to influence people's decision-making processes. The consumption experience related to travel and tourism is an ongoing and interactive social process, where fantasy and emotions play an important role. When planning a trip, consumers are involved in an ongoing search for information (Decrop and Snelders, 2004). As the internet has become one of the most important sources of tourism information, golf courses and resorts are finding that the internet is becoming an area that guests use to research options when determining where to play golf (Troon Golf, 2009).

It is therefore vital for golf courses and destinations "to market themselves online and use this forum proactively to communicate and provide on-line services to their guests and private members" (Hudson and Hudson 2010: 185). Booking a trip is only one stage of the decision making process (Govers and Go, 2003), while the growing interest in online searches and subsequent use of the information found in the planning process is far more advanced (Govers, 2000; Govers, Go and Jansen-Verbeke, 2000). According to the Travel Industry Association's report (2005), search engine websites are increasingly becoming the first place consumer visit in their travel planning process. During that process, consumers interact within different websites and come across several narratives, including visuals, which destinations use to create meaning. "Identity has no meaning without narrative, and created meaning should be a reflection of local knowledge" (Govers and Go, 2009: 60). These features make the internet and online promotional texts of destinations and golf courses websites a singular source of information and consequently a personality traits generation source worthy of analysis.

Destination Branding, Destination Brand Image and Destination Brand Personality

Considering that a brand is the good name of a product, an organization or a place, ideally linked to its identity (Kapferer, 2004), it can become a facilitator of an informed buying decision, or a 'promise of value' (Kotler and Gertner, 2002; Van Gelder, 2003).

As far as places are concerned, identity is constructed through historical, political, religious and cultural discourses and through local knowledge. When aiming at turning a place into an appealing destination, managers establish and project that identity by reflecting a set of unique characteristics as the basis for differentiation, and by disseminating them through different communication channels. Therefore "brands are created, stimulated and applied by people working in organizations seeking to create worthwhile experiences for their customers that will induce behavior beneficial to the organization" (Van Gelder, 2003: 1).

By going through the process of collecting all the information available, consumers create an image or a mental portrayal or prototype (Alhemoud and Armstrong, 1996; Kotler, Haider and Rein, 1993; Tapachi and Waryzak, 2000) of what the travel experience might look like. Such an image, which is based on attributes, functional consequences (or expected benefits) and the symbolic meanings or psychological characteristics that consumers associate with a specific place (Echtner and Ritchie, 2003; Padgett and Allen, 1997; Tapachai and Waryszak, 2000), influences place brand positioning (Govers and Go, 2009). Moreover, the destination image and visitor self-image, as correlated constructs, are normally expressed by destination image descriptors (DID) and reflect the conceptualization of brand personality as part of the tourist's self expression. Consequently, it is necessary for marketers to create a strong brand personality in travelers' minds in order to assign a meaning to the destination that gives the customer something to relate to. Brand personality, which has been defined as the "set of human characteristics associated with a brand" (Aaker, 1997) "that are projected from the self-images of consumers in an attempt to reinforce their own personalities" (Murase and Bojanic, 2004), therefore has a particular role in the branding process.

Brand Personality Scale

The Big-Five model developed to access human personality was the basis of Aaker's (1997) work in brand personality. Aaker (1997) identified five core dimensions of brand personality: *sincerity, excitement, competence, sophistication* and *ruggedness,* which include 42 individual brand personality traits. This framework has since been used as the basis to study the brand personality of consumer goods (e.g. Aaker, Benet-Martinéz and Galorela, 2001; Chu and Sung, 2011; Diamantopoulos, Smith and Grime, 2005;

Ivens and Valta, 2012; Milas and Mlačič, 2007; Sung and Tinkham, 2005; Supphellen and Grønhaug, 2003), its antecedents and consequences in the upper-upscale business hotel segment (Lee and Back, 2010).

It has also been used as a starting point to develop instruments to assess corporate brands (Davies, Chun, Silva and Roper 2003; Rojas-Mendéz, Erenchun-Podlech, and Silva-Olave, 2004), non-profit organizations (Venable, Rose, Bush and Gilbert, 2005), restaurants (Musante, Bojanic and Zhang, 2008; Siguaw, Mattila and Austin, 1999), destinations (D'Astous and Boujbel, 2007; Douglas and Mills, 2006; Ekinci and Hosany, 2006; Murphy *et al.,* 2007a,b), and as a base to develop a city brand personality scale (Lee and Suh, 2011; Sahin and Baloglu, 2011; Usakli and Baloglu, 2011), or to study country brand personality (Rojas-Mendéz, Murphy and Papadopoulos, 2011; Rojas-Mendéz and Papadopoulos, 2012; Rojas-Mendéz, Papadopoulos and Murphy, 2013) as can be seen in Table 4.1.

Table 4.1 - Theoretical Developments in Destination Brand Personality

Destination Brand Personality		
Author (Year)	**Objectives of the Study**	**Outcomes of the Study**
Henderson (2000)	To discuss the New Asia-Singapore branding process.	Identified six personality characteristics comprising the brand: *cosmopolitan, youthful, vibrant, modern Asia, reliability* and *comfort.*
Back and Lee (2003)	To apply Aaker's (1997) framework to destinations.	Found support for four of the dimensions: *sincerity, excitement, competence* and *sophistication.*
Hosany and Ekinci (2003)	To test the validity of Aaker's scale to access its applicability to destinations.	Three dimensions replicated: competence, extroversion and excitement.
Morgan *et al.* (2003)	To propose the use of brand management in managing destinations and identify the role of each stakeholder.	Through stakeholders' partnerships and the harnessing of non-traditional media, tourism in New Zealand has been able to create a powerful travel destination brand.
Douglas and Mills (2006)	To use Aaker's (1997) brand personality scale to evaluate the perceptions of travellers to Middle East and North Africa destinations through their internet travel blogs postings, by comparing keywords that potentially described them.	Found *excitement* and *ruggedness* as dimensions for Middle East and North Africa brand personality
Ekinci, and	To identify whether tourists ascribe	Perception of destination personality is 3-

Destination Brand Personality		
Author (Year)	**Objectives of the Study**	**Outcomes of the Study**
Hosany (2006)	personality traits to tourism destinations. Adopted Aaker's brand personality scale.	dimensional: *sincerity, excitement* and *conviviality*. Destination personality has positive impact on perceived destination image and intention to recommend.
Hosany, Ekinci and Uysal (2006)	To adopt from the concept of brand personality a destination personality measuring scale. Investigates the relationship between destination image and destination personality.	Destination image and destination personality are related concepts. Propose destination personality as a tool for measuring destination image.
Murphy *et al.* (2007a)	To explore the link among four key constructs proposed for the destination branding and choice process – tourist needs destination brand personality, self-congruity and intentions to visit and satisfaction with the visit.	By identifying different destination personalities, DMO's can motivate tourist arrivals
Murphy *et al.* (2007b)	To examine the value of the destination brand personality construct in distinguishing between two regional destinations	By identifying different destination personalities, DMO's cam identify competing destinations
Pitt *et al.* (2007)	To propose a new approach to the measurement of website branding communications by African nations using Aaker's (1997) brand personality dimensions.	Some countries have specific brand personalities while others are failing to communicate their brand personalities distinctly.
D'Astous and Boujbel (2007)	To develop a scale to position countries on human traits using Goldberg (1992) "Big-five", Trapnell and Wiggins' (1990) Interpersonal Adjective Scale; Aaker's (1997) brand personality scale; D'Astous and Lévesque's (2003) store personality scale plus traits resulting from adjective elicitation.	Identified six country personality dimensions: *agreeableness, wickedness, snobbism, assiduousness, conformity* and *unobtrusiveness*.
Johns and Gyimóthy (2008)	To examine brand positioning of Danish Kros. Evaluate brand image through brand personality, brand snapshot, and brand identity profile.	The brand personality was an older man or woman, hard-working, warm and friendly but unsophisticated and difficult for customer to identify with.
Musante *et al.* (2008)	To develop a brand personality scale for the restaurant industry.	The modified scale was efficient to explain the variance between restaurants as the larger scale.
Magnini and Parker (2009)	To use brand personality to evaluate hotel branding	Music can influence hotel perception of brand personality

Destination Brand Personality		
Author (Year)	**Objectives of the Study**	**Outcomes of the Study**
Lee and Back (2010)	To investigate the relationship between brand personality and its antecedents and consequences in the upper-upscale business hotels segment.	Two dimensions of brand personality were confirmed – competence and sophistication. User imagery is a strong predictor of brand personality and trust has a mediating effect on the relationship between brand personality and loyalty.
Lee and Suh (2011)	To develop city brand personality scale to be used in Korean context, based on Aaker's (1997) brand personality scale	Found five dimensions of city brand personality: sincerity, excitement, technology, high-class and femininity.
Rojas-Mendéz, *et al.* (2011)	To examine U.S. brand personality in China	U.S. brand personality is multidimensional composed of three dimensions: *amicableness, resourcefulness* and *self-centeredness.*
Usakli and Baloglu (2011)	To investigate the perceived personality of Las Vegas and examine the relationship between destination personality, self-congruity and tourists' behavioural intentions.	Tourists ascribe personality characteristics to destinations and the Las Vegas brand personality comprises: *vibrancy, sophistication, competence, contemporary* and *sincerity*. These dimensions have a positive influence on tourist behaviour.
Sahin and Baloglu (2011)	To investigate brand personality and destination image of Istanbul and compare the perceived image and personality across different nationalities visiting the city.	There are statistically significant perception differences across different nationalities for cognitive and overall image as well as for brand personality perceptions and behavioural intention.
Klabi (2012)	Addresses the new concept of destination-personality-congruity (DPC) as part of destination image.	Congruity or discrepancy on a number of personality traits would enhance tourist preference for the destination (PD). The DPC-PD relationship is affected by functional congruity, involvement to tourism and destination consumption levels.
Rojas-Mendéz *et al.* (2012)	To examine the US brand personality in Argentina. To identify most common personality traits associated to country names.	US brand personality is a multidimensional construct comprised of four main dimensions: *amicableness, resourcefulness, neuroticism* and *spirited*
Rojas-Mendéz *et al.* (2013)	To explore the extent to which personality traits can be used to identify, differentiate and position a nation.	Compared with the US, Canada enjoys a more approachable and less arrogant image in China while in turn; the US projects a more vibrant personality than Canada.

Source: Adapted and extended from Leung and Law (2010)

However, when researchers applied this framework to destinations, the scale was seen to be inappropriate, since some personality traits do not apply to a particular

'product'. For instance, Henderson (2000) identified a different set of six personality dimensions (*cosmopolitan, youthful, vibrant, modern Asia, reliability* and *comfort)* when he analyzed the Asia-Singapore branding process. Douglas and Mills (2006), when aiming to evaluate destinations in the Middle East and North Africa, could only find characteristics that fitted two of Aaker's dimensions: *excitement* and *ruggedness*. Similarly, Back and Lee (2003) found support for only four of the dimensions (*sincerity, excitement, competence* and *sophistication*). In Hosany and Ekinci's (2003) study, the five dimensions could not be replicated as they only found three valid personality dimensions (*competence, extraversion* and *excitement),* and they could not provide evidence that tourists are able to differentiate destinations based on the destination's personality. In addition, there is little evidence in the destination branding literature on the application of the concept at a national level to cover regional destinations (Murphy *et al.*, 2007b).

Despite the fact that brands can be personified (Aaker, 1997; Plummer, 2000), not all human personality traits (HPT) will be suitable to describe brands. Consequently, it is important to find not only "the unique set of human personality traits that are both applicable and relevant to brands" (Azoulay and Kapferer, 2003: 153), but also to the particular case of a golf destination. The complexity of destinations branding is caused by the fact that places "have personalities already molded and constrained by history and preconceptions. They consist of a broad heterogeneous range of personalities that will cause confusion and are likely to resist being shoehorned into an homogenous mould" (Polunin 2002: 3). Therefore, destination brand personality appears to be a wider concept and in order to measure it, other factors must be considered. For instance, the components of the relational brand personality (CRBP), comprising functional, symbolic and experiential attributes, play a fundamental role as they mediate the establishment relationships between destination, brand and visitors, while contributing to the differentiation of the brand (Hankinson, 2004). In sum, having the right brand personality may lead to increased preference and usage (Sirgy, 1982) as well as creating higher emotional ties (Biel, 1993), translating into loyalty and repeat visitors (Douglas and Mills, 2006).

Methodology

Scale Development - Traits Generation

The first step o develop a scale to assess the brand personality is a generation of a pool of items which sample all the content areas of the construct (Netemeyer, Bearden and Sharma, 2003). To achieve this objective and in order to obtain a wide range of items, three sets of promotional texts in golf-related websites were used as a source. Approaches for analysing textual messages have been used to in order to measure destination image (Neuendorf, 2002) that is, employing sorting and categorization techniques to identify the frequencies of certain concepts, words, or people in textual material and treat the most frequent ones as variables, or dimensions of the destination image construct (Stepchenkova and Mills, 2010).

In this study, the researcher borrowed the technique from content analysis methodology applied to destination image measurement and applied it to destination personality measurement. The texts were grouped into three categories: the Algarve and (its) golf courses (A&GC), the best golf courses in the world and (their) locations (BGCW&L), and the Algarve's main competitive destinations and (their) golf courses (AMCD&GC). Both the websites of official tourism entities and the websites of the golf courses were analyzed across the three sub-corpora of texts. As far as the Algarve is concerned, the texts were collected from ATA -*Agência Regional para a Promoção Turística do Algarve, Algarve Convention Bureau, Associação Algarve Golfe, Turismo do Algarve* and *Turismo de Portugal* website*s*. These are the entities responsible for promoting the Algarve as a golf destination. Also, texts from all the golf course websites (total of 40) in the Algarve were included in the study.

Further, promotional texts were collected from the websites of the first 40 golf courses in the *2009 best golf courses in the world* ranking (Golf Magazine, 2010). This particular ranking was chosen because this magazine is the game's most widely read publication, reaching over 6 million golf enthusiasts every month, and in their own words "offering the most robust live scoring, news, photography as well as top level instruction, travel and equipment coverage" (Golf Magazine, 2010).

The analysis was also extended to the online texts on official tourism authorities' websites, promoting the respective regions. In 2009 the 40 best golf courses in the

world were located in the following regions: Ayrshire and Arran, East of Scotland and the Highlands (Scotland), California and New York State (USA), County Antrim (Northern Ireland), County Kerry (Ireland), Northwest England, South East England and London, and South West England (England), Hyogo (Japan), Hawke's Bay (New Zealand) and New South Wales and Victoria, (Australia). Lastly, the study also included online promotional texts from websites of the Algarve's main competitive destinations and some of their golf courses. The selection of the golf courses was totally random. The Algarve's main competitors are, according to Martins and Correia (2004) and to the Algarve Tourism Board (2006): Turkey (Antalya), Tunisia (Hammamet) Morocco (Marrakech) and Spain (Andalucía and the Canary Islands). A total of 144 websites were included in the study as shown in Table 4.2. The next stage was to identify and extract all the adjectives from the corpus of texts.

Table 4.2 - Golf-related Websites Included in the Study

Type of Entity	A&GC	BGCW&L	AMCD&GC	Total
Golf courses websites	40	40	40	120
Official tourism and golf authorities	5	14	5	24
Total of websites	45	54	45	144

Source: Own Elaboration

The texts were analyzed using the software *WordSmith Tools 3.0*, which is an integrated set of programs looking at how words behave in texts. The Wordlist tool supplies a list of all the words or word-clusters in a text, set out in alphabetical or frequency order. The tools are used by Oxford University Press for their own lexicographic work in preparing dictionaries, by language teachers and students, and by researchers investigating language patterns in different languages in many countries world-wide (Scott, 1999). This software program offers both quantitative and qualitative perspectives on textual data, as it computes frequencies and measures statistical significance as well as presenting data extracts that enable the researcher to assess individual occurrences of search words, to examine their collocational environments, to describe semantic patterns and to identify discourse functions (Mautner, 2009: 123).

The websites relating to the Algarve golf courses and official entities and those relating to foreign golf courses and regions were treated separately so as to allow a comparative analysis of the items. The percentage of each item in the overall number of items sampled was calculated in order to determine the representativeness of each one in the corpus. This procedure was carried out for each sub-corpora of texts collected.

Categories of Traits

The analysis considered three different types of traits. Firstly, it considered HPT included in the 'Big-Five' model of personality (Goldberg, 1992), as brand personality can be the personification of the brand or a "set of human characteristics associated with the brand" (Aaker, 1997: 347). The analysis also considered destination image descriptors (DIDs), given that brand personality can also be interpreted in terms of brand image (Ekinci, 2003). DIDs include some of the terms which tourists use to express their impressions and representations of a destination found in the literature (e.g. Baloglu and Love, 2004; Baloglu and Mangaloglu, 2001; Beerli, Josefa and Martín, 2004; Bigné, Sanchéz and Sanz, 2008; Echtner and Ritchie, 2003; Hosany, Ekinci and Uysal, 2006; Murphy *et al.*, 2007b; Son, 2005). In addition, potential brand personality traits were also identified to verify to what extent the traits included in Aaker's (1997) brand personality scale are used to promote golf destinations.

Categories of Attributes

The categories of attributes to which the traits relate were classified according to the components of the relational brand personality as suggested by Hankinson (2004), namely functional, symbolic and experiential. Functional attributes include not only general attributes relating to the destination: accessibility; bars and restaurants; landscape/scenery; climate; price; quality of accommodation but also those specific to golf destinations: golf courses; facilities (trolleys, buggies, clubhouses, among others); golf events and proximity. These attributes were found in the literature on golf tourism to be the factors or attributes that would most influence tourists when choosing a golf destination (Barros *et al.*, 2010; Correia *et al.,* 2007; Hudson and Hudson, 2010;

KPMG, 2008; Martins and Correia, 2004, Mendes, 2004; National Golf Foundation, 2003; Petrick, 1999, Ribeiro, 2006; Turismo de Portugal, 2008).

As far as symbolic attributes are concerned, they include the character of the local population; the profile of typical visitors/golf players and the quality of the service and reception. The experiential category of attributes included descriptors of how destinations make visitors feel; the destination's feel; the character of the built environment and descriptors relating to security and safety. This categorization allowed the identification of the most salient attributes in the narratives promoting golf destinations and to what extend these adjectives correspond to brand personality and human personality scales and destination image descriptors presented in the literature.

Content and Face Validity

Face validity has been defined as reflecting "the extent to which a measure reflects what it intends to measure" (Nunnally and Bernstein, 1994, cited by Hardesty and Bearden, 2004: 99). In the case of our study, this means the extent to which the items in the initial pool reflect the desired construct or construct facets. According to Hardesty and Bearden (2004: 99) "these items need to be face valid". To achieve content validity of the items retained, a panel of eight judges composed of academics and professionals with relevant knowledge and experience in the areas of tourism and golf was invited to validate and to allocate the selected items into the three categories of attributes (functional, symbolic and experiential).

Hardesty and Bearden (2004) advocate that including a judging phase to help ensure the face validity of scale items may dramatically improve the scale. To this end each expert judge evaluated the items once and had no further involvement in this study. To determine which items should be retained, we followed a rule labeled 'sumscore' (e.g. Lichtentein, Netemeyer and Berton, 1990; Sharma, Netemeyer and Mahajan, 1990), which reflects the total score for an item across all judges. Hardesty and Bearden (2004: 106) suggested that "the 'sumscore' decision rule performed somewhat more effectively at predicting whether an item is eventually included in a scale, and appears, therefore, to be a reasonable rule for researches to employ". When using this procedure, it is required that at least 60% of judges assign an item to the desired construct or construct facet

(Hardesty and Bearden, 2004). Consequently, to determine which items to retain we followed a minimum criteria of 62.5%, which corresponds to at least five out of eight judges (1/2+1) in order to assign the same item to the same category of attributes.

Results

A total of 892 adjectives were found in the overall corpus of texts. The A&GC golf-related websites included a total of 255 adjectives while the texts from the BGCW&L websites accounted for 342 adjectives. The number of adjectives in the AMCD&GC set of texts amounted to 295. Closer examination revealed that 86 items were common to the three sub-corpora of texts and only these were considered for further analysis as they are therefore the ones used by a wider range of destinations and golf courses worldwide.

Among the 86 items, only three adjectives correspond to the original 'Big-Five' model of human personality (Goldberg, 1992) namely d*emanding, pleasant* and *warm,* while six can be found in Aaker's (1997) brand personality scale – *friendly, original, real, rugged, unique* and *tough*. In addition the DIDs amounted to 20: *enjoyable, famous, flat,* ***friendly***, *green, high, magnificent, natural, numerous, outdoor, picturesque,* ***pleasant***, ***real***, *special, stunning, traditional,* ***unique***, *vast,* ***warm*** and *wide*, with three being in common with Aaker's (1997) brand personality traits and two in common with the items in the 'Big-five' as Figure 4.1 shows.

Figure 4.1 - Human Personality Traits, Brand Personality Traits and Destination Image Descriptors in Common to the Three Sub-corpora of Texts
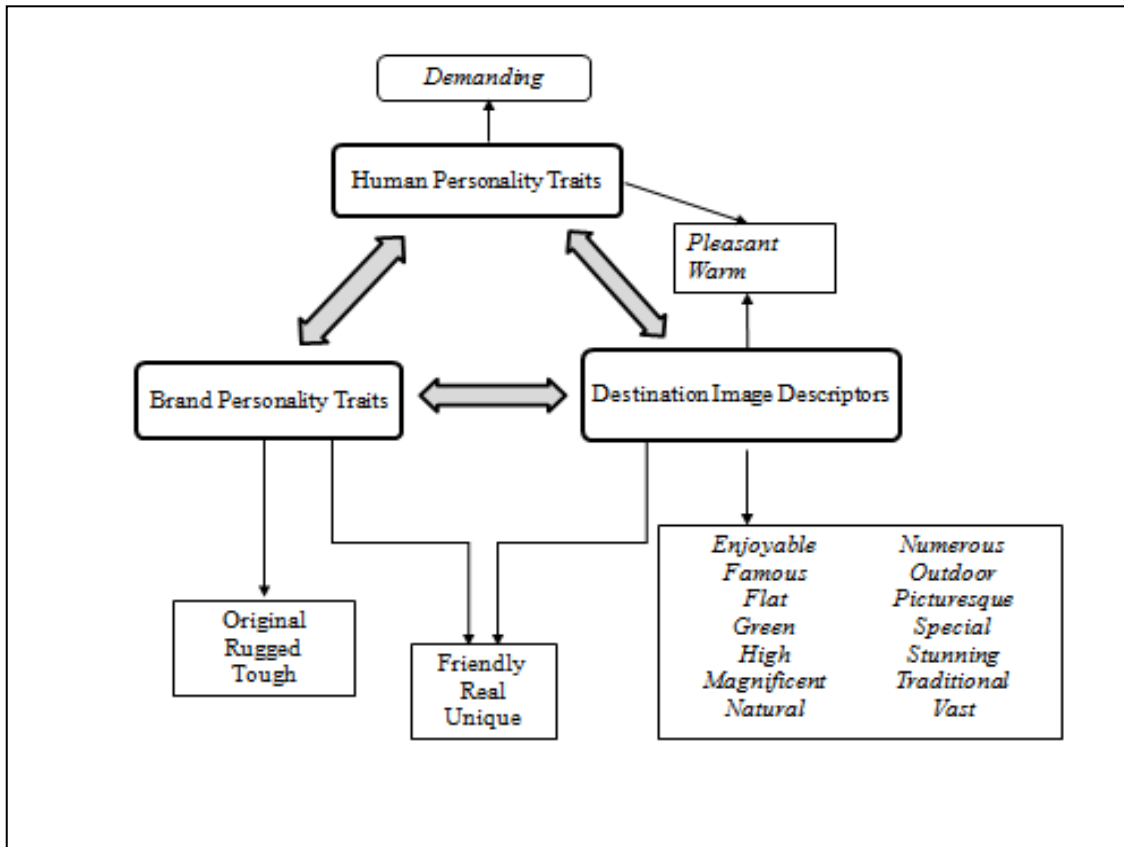
Source: Own Elaboration

In order to reduce the pool of adjectives to a manageable size and bearing in mind that "there are no hard-and-fast rules for the size of an initial item pool" (Netemeyer *et al.*, 2003: 102), the list was narrowed to fewer items as suggested by Netemeyer *et al*., (2003). Therefore, the adjectives with a frequency count of under 20 (i.e. 2% of the total number of occurrences, n=963) were eliminated. A final set of ten adjectives remained as potential golf destinations brand personality traits to be included in the scale (see Table 4.3). From those, the items *famous* and *natural* are DIDs whilst *different* and *unique* are both DIDs and brand personality traits. The remaining six – *beautiful, (the) best, challenging, fine, great,* and s*pectacular* are new items and so far labelled as "destination-specific" items. The items were then submitted to the panel of expert judges. The expert judges validated the items as shown on Table 4.3.

Table 4.3 - Selected Potential Golf Destinations Brand Personality

Adjectives	Freq. as an Adjective in A&GC texts	Freq. as an Adjective in BGCW&L texts	Freq. as an Adjective in AMCD&GC texts	Total	%
Beautiful	12	10	12	33	3.3
Best (the)	12	11	12	34	3.4
Challenging	5	7	12	24	2.4
Different	8	3	12	25	2.5
Famous	3	14	3	20	2.0
Fine	7	15	5	28	2.8
Great	6	29	7	27	2.7
Natural	12	5	16	34	3.4
Spectacular	9	6	12	27	2.7
Unique	8	9	8	25	2.5

Source: Own Elaboration

All the adjectives were judged appropriate to describe functional attributes of a golf destination except the word *different*. As far as symbolic attributes are concerned, the judges were more selective and excluded five items – *beautiful, challenging, different, fine* and *natural*. To describe experiential attributes of a golf destination, the judges considered that *(the) best, different, famous* and *fine* were not suitable. To describe a golf destination (as a whole) the judges only excluded the item *fine*. The other nine items (*beautiful, (the) best, challenging, different, famous, great, natural, spectacular* and *unique*) were judged to be appropriate and were then validated to be included in a golf destination brand personality scale. Table 4.4 shows the allocation of the items to the attribute categories.

Table 4.4 - Potential Golf Destination Brand Personality Traits by Categories of Attributes

Golf Destination	%	Items for Functional Attributes	%	Items for Symbolic Attributes	%	Items for Experiential Attributes	%
Natural	87.5	Beautiful	87.5	Great	62.5	Beautiful	75
Challenging	75	Best (the)	75	Famous	62.5	Natural	75
Beautiful	62.5	Challenging	87.5	Best (the)	75	Spectacular	62.5
Famous	62.5	Famous	87.5	Spectacular	62.5	Challenging	75
Different	62.5	Natural	87.5	Unique	87.5	Unique	75
(the)Best	62.5	Spectacular	87.5			Great	75
Spectacular	87.5	Efficient	75				
Unique	75	Unique	87.5				
Great	62.5	Great	75				

Source: Own Elaboration

Another important finding is the fact that golf courses' and destinations' website texts use the same words to describe the same attributes at different destinations. If we consider a few examples from the texts, we soon realize that items like *beautiful, (the) best, challenging, spectacular* and *great* are used across the three sub-corpora of texts to describe the same type of attributes, for instance landscape, golf courses and golf players (see Table 4.5).

Table 4.5 - Examples of Items Used Across the Three Sub-corpora of Texts

AMCD&GC	*"The fairways wander among exceptionally **beautiful natural landscapes** […]"* *"[…] sparkling lakes make this in of the most **beautiful golf courses** in Marocco."* *"[…] we have some **the best greens** in Spain."* *"Considered one of **the best players** in the world […]"* *"The two contrasting **golf courses are as challenging as they are beautiful** and away from the greens."* *"The result is a **challenging course** for the experienced […]"* *"[…] merge with the **spectacular surrounding** scenery […]"* *"San Jacinto Mountains, this **spectacular course** is an inspiration to […]"*

A&GC	*"[…] at the same time take in the **beautiful and soothing scenery** […]"* *"[…] signature hole is the ninth, a **beautiful par 3** over a valley to […]"* *"[…] aimed the course to be one of **the best golf complexes** in Europe."* *"[…] the European Final [Tour Champions], with **the best Tour 50 players** "As c**hallenging** and complete as a full sized **course.**"* *"[…] **challenging and spectacular Par 4s** […]"* *"[…] of Europe's most **spectacular golf courses** […]"* *"[…] most **spectacular views** in the Algarve."*
BGCW&L	*"[…] one of the world's most naturally **beautiful links** settings in the […]"* *"The **course** is **beautiful** yet very challenging."* *"Nothing is more inspiring than watching **the best golfers** in the world play in Augusta."* *"For those of us who believe some of **the best golf courses** are discovered **[…]"** *"[…] best and most **challenging links** golf courses in the world."* *"[…] our **spectacular** New Zealand **golf course.**"* *"[…] boasts **spectacular views** over the course."*

Source: Own Elaboration

Discussion

The similarities across the texts are evident as far as the adjectives selected are concerned, which does not leave any doubt that golf tourism is following a global approach as far as promotional language is concerned. The study also found that there were only nine adjectives used exclusively in the A&GC websites (3.53%), namely *charming, intelligent, Portuguese, protected, recent, safe, typical, unspoilt* and *western*. However, these adjectives are used to describe aspects of the golf courses, golf events or the golf course scenery and not to describe particular and exclusive aspects of the destination, expect for the *"typical fishing villages"* and the *"unspoilt countryside"*.

Among the items in common to the three sub-corpora of texts, the ones included in the Big-Five model of personality (3) and in the brand personality scale (6) correspond to a minor percentage 10.5% of the list of selected adjectives, and as such have little representation when promoting golf destinations online. DIDs represent 23.2% of the common adjectives. These results clearly show that as far as golf destinations are concerned there is not a strong presence of human characteristics associated with the brand. After the reduction of the pool of adjectives and the experts' validation of the ten items, none of the HPT remained to be included in the scale and only two items from Aaker's scale were selected – *different* and *unique*. Overall, then, the promotional texts

are *dehumanized,* since the attribution of human characteristics to the brand is not evident and definitely not used to create differentiation.

Furthermore, although the Algarve is being promoted by using a considerable number of adjectives (255 unrepeated) in its promotional texts, many of them are the same as those employed by other regions. Even the adjectives used exclusively in the Algarve golf-related websites (9) do not represent major regional specificity nor do they reflect local characteristics. The majority of the websites analyzed is mainly descriptive and fail to interact with the audience. This seems to support Kim and Fesenmaier (2008) claim that golf-related websites like many other tourism-related websites are generally used as online brochures rather than for creating deeper and longer lasting relationships with existing and potential visitors.

The results of our study demonstrate that the potential brand personality traits emerged mainly from DIDs and 'destination-specific traits', since human personality traits and brand personality traits have a minor presence in the texts across the regions under investigation. This also is coincident with the suggestions of Azoulay and Kapferer (2003), who advocate that not all human characteristics are relevant to brands. That was proved to be particularly true in the context of golf destinations. Therefore, it is suggested that Algarve destination managers should rethink the promotional discourse and associate more human characteristics to the brand in order to establish a closer relationship with customers from the first moment they visit the websites.

If the discourse were to become more 'humanized' potential tourists would more easily identify themselves with the destination and that may well contribute to decision making (Murase and Bojanic, 2004) as well as helping to portray desirable images in the global tourism market (Alhemoud and Armstrong, 1996; Groves and Go, 2009; Kotler *et al.,* 1993; Tapachi and Waryzak, 2000).

A well-established brand personality can contribute to change attitudes towards the destination in general, and to change attitudes towards product-destination, in particular. It can also help to firmly establish the destination brand and create differentiation resulting in increased preference and usage as well as higher emotional ties, trust and loyalty towards the destination brand (Biel, 1993; Douglas and Mills, 2006; Sirgy, 1982). However, this research concludes that there is a lack of transferability of the

items of the 'Big-Five' to the concept of brand personality, concerning golf destinatinations since very few human characteristics are present in the promotional texts, which leads to the conclusion that they might not be the most appropriate form of communication and/or persuasion.

Conclusions and Implications

The purpose of this article was to gather golf destination-specific potential brand personality traits from online promotional texts in golf-related websites. Being such a complex product, destinations are very difficult to evaluate from the perspective of brand personality as they involve a considerable amount of sub-products (sub-brands) and experiences. The importance of assessing destination brand personality is based on the fact that like any other product, destinations can benefit from a strong brand (as it helps to create differentiation and is a base for establishing relationships with customers) and a favorable image (associated with positive meanings). Therefore, having identified the items that better describe the destination attributes will allow a better use of them by destinations' brand managers, who can send the right messages using the items that better describe the various attributes.

This is one of the first pieces of research to have identified adjectives that golf promoters and experts consider the most appropriate to promote golf destinations, and to have related them to the brand personality literature. A set of adjectives from promotional texts in golf-related websites was collected, extracted and analyzed a as a source for generating golf destination–specific potential brand personality traits. From the adjectives found, 86 of them appeared across the three categories of texts which means that they are the ones used to describe a wider range of destinations and golf courses, thus the ten most frequently used ones were selected to be evaluated and allocated to the different categories of attributes of a golf destination by a panel of expert judges. Most of the adjectives selected turned out to be suitable to describe the various attributes of a golf destination as well a golf destination as a whole.

As stated earlier, to assess golf destination brand personality, a destination-specific measurement scale should be validated taking a wider set of personality traits (including destination-specific traits) into consideration and this study represents the first step

towards the validation of a golf destination brand personality measurement scale. However, although a great number of websites was used for the analysis not all golf destinations were coved in the study and no deeper content analysis was carried out. Also, the analysis of photos and images included in the websites would have been an important source to generate inputs concerning image and personality.The results were mainly based on frequency and no other criteria. Future research will test this set of items to evaluate the brand personality of golf destinations and fully validate a golf destination brand personality measurement scale.

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CHAPTER 5

ARTICLE 4:

A TAXONOMY OF GOLF DESTINATION BRAND

PERSONALITY: INSIGHTS FROM THE GOLF

INDUSTRY

A TAXONOMY OF GOLF DESTINATION BRAND PERSONALITY: INSIGHTS FROM THE GOLF INDUSTRY

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Abstract

This research explores how the golf industry in the Algarve positions golf destinations in terms of personality traits. It reveals the results of interviews conducted with golf industry stakeholders in the Algarve. The objective of the study was to generate potential golf destination brand personality traits. The golf industry stakeholders tested the traits on the 'Big-Five' model and the Brand Personality Scale as well as the descriptors of destination image found in the literature, in order to identify the most appropriate to describe a golf destination. Free elicitation interviews generated a total of 482 different potential golf destination brand personality traits while 15 checklist interviews validated 92 items. A set of 43 items was sent to a panel of 8 expert judges for validation. From those, 17 traits were eliminated and 26 remained. Findings also identified attributes that stakeholders consider to be essential in a golf destination, and the specific characteristics of the Algarve that should be associated with the brand in order to guarantee differentiation. The article concludes stating how the scale can be useful for marketing and positioning purposes.

Keywords: destination brand personality, golf destinations, scaling methods, Algarve

Introduction

Marketing research implies that commercial goods can be positioned using human traits (Batra, Lechmann and Singh, 1993). For instance, Aaker (1997) has suggested that brands, like human beings, can be represented in consumers' minds in terms of personality traits.

Researchers in this area claim that forming personality impressions of people is something spontaneous and natural. It is a general process which extends recurrently to inanimate objects and one which can be inferred from different sources. With increased exposure to international information, global and fast communication channels, opportunities to form organized mental representations of places has become a natural process. Assuming that these representations naturally revolve around human traits, people may spontaneously position places on personality dimensions (D'Astous and Boujbel, 2007).

Assuming that destination brand personality is a concept which goes beyond the concept of destination image, this study did not only look for the attributes which help to differentiate one destination from another, but found among them the characteristics and traits which contribute towards forming its own brand personality. To develop a golf destination brand personality scale, specific brand personality dimensions and traits must be identified.

In this context, the aim of this study is to define a brand personality taxonomy that can be applied to golf destinations based not only on human and brand personality traits and on brand image descriptors but also on traits generated by the golf industry itself (non-personality traits). This study contributes to theory by identifying specific golf destinations attributes and by selecting potential items to include in a golf destination brand personality multidimensional scale, capable of accessing a golf destination's brand personality as well as its functional, symbolic and experiential components (Hankinson, 2004).

Literature Review

Brand personality and destination brand personality

The concept of brand personality can be traced back to its origins through the theory of symbolism. Mowen (2000) argued that consumers view their preferred products as extensions of themselves. Users' behaviour is motivated by the symbolic value of the product, satisfying and enhancing their self-consistency and self-esteem (Hong and Zinkhan, 1995). Accordingly, when consumers choose between competing products, they tend to access the level of similarity between the personality traits communicated by the product (Plummer, 2000) and the personality they want to project of themselves (Zinkhan, Haytko and Ward, 1996).

Reinforcing this argument, Guthrie (1997) suggests that humans are not comfortable with what is nonhuman. Also, Moon (2002) advocates that people are attracted to others of similar personality because similarity is considered to be emotionally rewarding. Consequently, humans anthropomorphize objects and brands to facilitate interactions with the nonmaterial world (Fournier, 1998) resulting in relationships based on symbolic value. That is how brands become alive, active objects with their own personality in consumers' minds.

Although brands are not people, they can be personified (Aaker and Fournier, 1995), that is, brands can be characterized by personality descriptors such as 'youthful', 'colourful' and 'gentle' resulting from the firm's communication (Plummer, 2000). Based on Aaker's (1996) brand-as–a-person perspective, Aaker (1997: 347) defines brand personality as "the set of human characteristics associated with the brand". In line with this idea, DeChernatony (2001) argued that personality features are the most fruitful ingredient in designing an appealing brand positioning and are readily translatable into appealing communication imagery.

Even though human and destination personality may share a similar conceptualization (Ekinci and Hosany, 2006) the difference relies on how they are formed. While perceptions of human traits are inferred from a person's behaviour, physical characteristics, attitudes and socio-demographic characteristics (Park, 1986; Pervin, 2003), perceptions of destination personality traits can be formed and influenced by the direct and/or indirect contact that the tourist has with the destination (Plummer,

2000). "Tourists receive and interpret the various messages sent by destinations, and build a representation of the 'behaviour' of the destination" (Ekinci and Hosany, 2006: 129). Therefore personality traits can be directly associated with destinations whether through citizens of the country, hotel employees, restaurants, tourist attractions, tourist imagery and/or indirectly through marketing programmes (cooperative advertising, value pricing, celebrities and media constructions) (Batra, Lechmann and Singh, 1993; Cai, 2002). In this context, Ekinci and Hosany (2006) conclude that, as destinations are composed of tangible and intangible components associated with particular values, histories, events and feelings, and rich in terms of symbolic values, the personification of a destination can easily occur. This richness in tangible and intangible components differentiates destinations from other consumer goods.

Taking into account the relationship that tourists establish with destinations, which is reflected in Hankinson's (2004) functional, symbolic and experiential components of the relational brand personality, it is likely that other than human personality traits (HPT)[5] might emerge as part of destination brand personality. For instance, some traits do not relate to human characteristics, e.g. sunny (for climate), expensive (for price), quality (for accommodation and facilities) but describe critical attributes of a destination.

Measuring Destination Brand Personality – The State of the Art

Studies on brand personality tend to reduce the psychometric scales used to measure human personality, rewording the items and changing the instructions on filling in forms in an attempt to adapt human traits to product traits. Most of the work developed in measuring brand personality is based on Aaker's (1997) framework.

Following the advice of Kassarjian (1971: 415) "if unequivocal results are to emerge [in the literature on the symbolic use of brands] consumer behaviour researchers must develop their own definitions and design their own instruments to measure the personality variables that go into the purchase decision", Aaker (1997: 348) sought to develop a scale "generalizable across product categories". Her brand personality

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[5] Human personality traits

dimensions rose from the psychology theory of the 'Big-Five' model of personality (Goldberg, 1992). She factor analysed brand variance, after averaging the scores of each brand personality traits (BPT) [6] across multiple respondents. Using an aggregated category/brand matrix, she found five factors: *Sincerity, Excitement, Competence, Sophistication* and *Ruggedness*.

Following Aaker's steps, other researchers (e.g. Ferrandi, Falcy, Kreziak and Valette-Florence, 1999; Koebel and Ladwein, 1999; Aaker, Benet- Martínez and Garolera, 2001) tend to adopt her concept of brand personality. However, some criticisms are made of the scale validated by Aaker as an instrument to measure brand personality as well as to the concept of brand personality itself. Azoulay and Kapferer (2003: 150) advocate that the definition adopted by Aaker is too loose: "it may embrace concepts beyond those of brand personality", including intellectual abilities, gender and social class, which were not considered by psychologists in their definitions of personality. Thus, it makes the scale's dimensions conceptually distinct from the pure concept of personality (Azoulay and Kapferer, 2003). It has also been questioned whether the aspects being measured truly represent personality (Caprara, Barbaranelli and Guido, 2001).

Empirically, the scale does not replicate well in other countries and consumer samples, especially if it is used to gauge brand personality differences (Austin, Siguaw and Mattila, 2003). Some critics state that some brand personality scale items appear, depending on the category of product, to pick up functional characteristics rather than brand personality ones (Batra, Lenk and Wedel, 2010).

For instance, in the context of destination brand evaluation, when applying Aaker's (1997) framework to destinations, Hosany and Ekinci (2003) tested the validity of Aaker's scale to access its applicability to destinations. To generate the items for the study, they tested the 42 items in the brand personality scale (BPS)[7] for content validity. The items were tested by 20 people (native British). Having applied a criterion of 70% of positive answers, 27 items from the original BPS were retained.

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[6] Brand personality traits
[7] Brand personality scale

In the same year, Douglas and Mills (2006) used Aaker's (1997) brand personality scale to evaluate the perceptions of travellers to destinations in the Middle East and North Africa through their internet travel blogs postings, by comparing keywords that potentially described them to the items comprised in the BPS. Further work on destination brand personality evaluation emerged in the literature with Murphy, Benckendorff and Moscardo (2007a,b) and Murphy, Moscardo and Benckendorff (2007c) studies. The authors used only 15 items from Aaker's work to explore the links between four key constructs proposed for the destination branding and choice processes – tourist's needs, destination brand personality, self-congruity, intentions to visit and satisfaction with the visit (Murphy *et al.*, 2007a). The same authors also examined the value of the destination brand personality construct in distinguishing between two regional destinations (Murphy *et al.*, 2007c).

Also, in 2007, D'Astous and Boujbel developed a scale to position countries using human traits. The authors used items from Goldberg's (1992) human personality framework – 'Big-Five', Trapnell and Wiggins' (1990) Interpersonal Adjective Scale; Aaker's (1997) brand personality scale; D'Astous and Lévesque's (2003) store personality scale, plus traits resulting from adjective elicitation. The final pool of adjectives comprised 178 items. They identified six country personality dimensions – *agreeableness, wickedness, snobbism, assiduousness, conformity* and *unobtrusiveness*.

More recently, Lee and Suh (2011) customised Aaker's (1997) BPS by having the 42 items tested for content validity by 100 people. Furthermore, three experts evaluated the items selected and retained 36 to develop a city brand personality scale to be used in Korea. Although the authors identified five dimensions of city brand personality: *sincerity, excitement, technology, high-class* and *femininity,* they do not correspond to Aaker's original dimensions as the scale used was customised to Korean's city context. Other developments were carried out by Rojas-Méndez, Murphy and Papadopoulos (2011), who in order to examine U.S. brand personality in China used the free elicitation method to generate items. They asked 532 master's students to identify items that can be used to describe a nation's image or identity using the personality metaphor. The 1700 expressions were then validated by a panel of five experts. They retained 588 personality traits. The list was then condensed to 502 by eliminating synonyms. To reduce it to a manageable size the authors kept only the most salient traits based on

frequency – five or more mentions - corresponding to 209 items. They concluded that U.S. brand personality is multidimensional and composed of three dimensions: *amicableness, resourcefulness* and *self-centeredness.*

Also, Usakli and Baloglu (2011) investigate the perceived personality of Las Vegas and examined the relationship between destination personality, self-congruity and tourist's behavioural intentions. The method to generate the items was free-elicitation by 28 tourists in Las Vegas. The 42 items in BPS (Aaker, 1997) were tested for content validity. Only 29 items were considered to be appropriate to assess Las Vegas' brand personality. The study revealed that tourists ascribe personality characteristics to destinations and Las Vegas' brand personality comprises: *vibrancy, sophistication, competence, contemporary,* and *sincerity* and that these dimensions have positive a influence on tourists' behaviour (intentions to return and to recommend).

The body of literature on destination brand personality is definitely growing; some studies results show that tourists are able to identify different destination brand personalities for different destinations. The conclusions of the Ekinci and Hosany (2006) study which revealed that there was little empirical evidence that visitors associate BPT with destinations or that they differentiate destinations based on perceived personality are now surpassed by the conclusions of recent studies which provide evidence that brand personality is a significant predictor for peoples' intentions towards a destination (Rojas-Méndez *et al*., 2011) and brand personality scales are very useful for destination marketers to measure, compare and create destination personality (Lee and Suh, 2011). However, studies on destination branding literature about the application of the concept of brand personality beyond the national level to include regional tourism destinations are still scarce. More work should be done to adapt existing frameworks of brand personality to the context of tourism (Murphy *et al*., 2007c) and to create specific destination brand personality scales according to the different categories of destinations.

Research Methodology

Scale Development – Traits Generation

The first stage of the scale construction procedure consisted in generating traits that people could use to describe the brand personality of a golf destination. To achieve this objective, structured interviews were conducted with local golf stakeholders. The aim of the interviews was to evaluate stakeholders' perception of the destination personality. Free elicitation and checklist techniques were used to collect traits that stakeholders thought of to describe the personality of the Algarve as a golf destination. Traits generation methodology is illustrated in Figure 5.1.

Figure 5.1 - Traits Generation Methodology
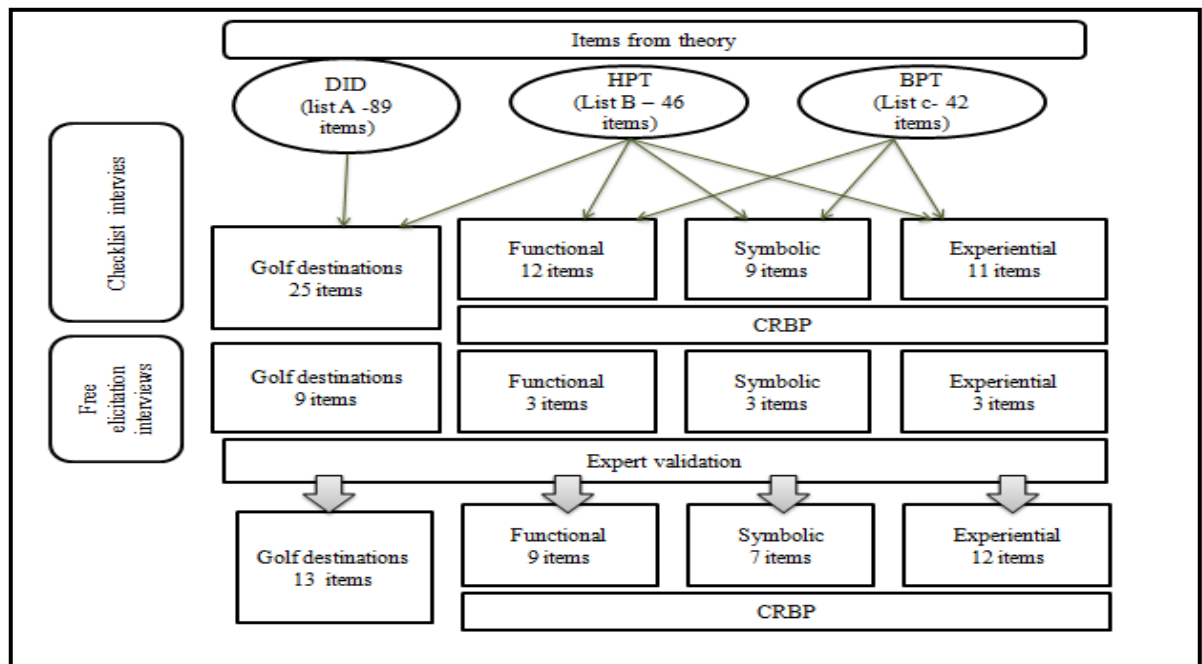
Source: Own Elaboration

The interviews also aimed to identify the attributes that a destination must have to be considered a golf destination as well as the attributes of the region that should be associated with the brand in order to differentiate it from its competitors. Based on preliminary research, an open-ended questionnaire was developed to gather data from a snowball sample of local stakeholders in the Algarve's golf industry. The sample comprises public entities (related to tourism and golf) representatives (7); golf course directors (16), other golf courses staff (12); other entities related to golf (11).

The interviews took place from June 2010 to April 2011, and contributed to the conclusion of the conceptual framework and the identification of the potential traits and descriptors related to golf as a tourist product, which assumes the sense of uniqueness in stakeholders' minds. At this point, qualitative research provided a core understanding of an elementary list of adjectives that should be used to measure golf destination brand personality.

Free Elicitation Interviews

According to Steenkamp and Trijp (1997), a number of attributes elicitation procedures have been proposed in the literature (e.g. free elicitation, Kelly's repertory grid, hierarchical dichotomization, etc.), however, comparative studies into the type of attribute information provided by various procedures, their relative performance, and their convergent validity are scarce. Attribute elicitation procedures are a means of revealing concepts from the (individual) consumer's knowledge structure, which are relevant to the perception of stimuli within a particular product category. (Steenkamp and Trijp, 1997).

For instance, in free elicitation, respondents are asked to express the first words that come to their minds and that they consider relevant in their perception of a product/brand in the category under investigation. Olson and Mudderrisoglu (1979) suggested two main reasons for the use of free elicitation in marketing research. First, this technique is more directive with the intention of triggering a particular structure of stored attribute knowledge related to the perception of the product category under investigation. Secondly, the researchers are primarily interested in the content and organization of existing structures of knowledge stored in semantic memory, rather than particular learning experiences.

Furthermore, when comparing free elicitation with other procedures, Steenkamp and Trijp (1997) stated that free elicitation generated more attributes, a higher proportion of abstract attributes and higher levels of articulation. Also, this technique was more time efficient, allowing respondents to express their own opinions more easily.

Therefore this technique was used in this study to identify potential traits to be included in a golf destination brand personality scale. The first two questions aim to

collect items to describe a golf destination in terms of personality and image respectively. Questions three, four and five address the attributes corresponding to the three categories of components of the relational brand personality, namely: symbolic, experiential and functional (Hankinson, 2004).

As far as symbolic attributes (SA)[8] and experiential attributes (EA)[9] categories are concerned, the attributes suggested by Hankinson (2004) were kept. For the functional attributes (FA)[10] category, specific attributes of golf destination were selected from studies on tourism and golf tourism (e.g. Barros, Butler and Correia, 2010; Correia, Barros and Silvestre, 2007; Hudson and Hudson, 2010; KPMG, 2008; Martins and Correia, 2004, Mendes, 2004; National Golf Foundation, 2003; Petrick, 1999, Ribeiro, 2006; Turismo de Portugal, 2008).

The attributes which appeared in at least 50% of the studies were chosen, e.g. accessibility, bars and restaurants, landscape, climate, price, quality accommodation, golf courses, quality facilities, golf events and proximity (between golf courses and also between golf courses and other facilities)

Respondents were also asked two further questions. Question six asked respondents to enumerate which attributes a destination must have to be considered as a golf destination. The final question (seven) aimed to identify which specific characteristics of the Algarve as a destination should be associated with the brand in order to enhance its uniqueness as a golf destination.

Checklist Interviews

The use of the checklist technique ensures a more complete consideration of all aspects of the object, act or task. Checklists contain terms which the respondent understands, and which more briefly and succinctly express his/her views than in open-ended questions. This type of response technique allows respondents to scan a list

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[8] Symbolic attributes
[9] Experiential attributes
[10] Functional attributes

provided and check only the applicable items. This technique may be used as an independent tool or as a part of a schedule/questionnaire (Clark and Watson, 1995).

The questionnaire consisted of the same questions as mentioned above but this time the answers were given using a checklist technique, except for questions six and seven. In these interviews respondents were asked to choose from adjectives provided in lists that they would use to describe the Algarve as a golf destination considering its different attributes. Three lists were used in the study: List A, list B and list C.

List A was composed of 89 adjectives extracted from a set of 14 studies (from 1990 to 2009) on destination image measurement (e.g. Baloglu and Love, 2004; Bigné, Sánchez and Sanz, 2008; Choi, Chan and Wu, 1999); Echtner and Ritchie, 2003; Hosany, Ekinci and Uysal, 2006; Kneesel, Baloglu and Millar, 2009; Konecnick, 2003; Murphy *et al.*, 2007a; Son, 2005).

List B includes HPT identified by Goldberg (1992) and revised by Saucier (1994) in the 'Big-Five' model of personality. Reducing the number of the adjectives in the list helps the respondent to concentrate better on the adjectives and simplifies the choice (Saucier, 1994). Accordingly, a list with 46 items was used.

Finally, List C corresponds to the items of the brand personality scale developed by Aaker in 1997 for consumer goods. The scale includes 42 BPT. The lists were used according to the methodology shown above in figure 5.1.

Pilot Study

After developing a first version of the questionnaire to be applied to the stakeholders, a pre-test was conducted in December 2009, with 17 postgraduate students attending the Master's degree in Golf Course Management and Maintenance at the University of the Algarve. The pilot study aimed to evaluate the clarity of the questions, ease of understanding, and time of completion. The pilot study revealed that respondents were unable to use a wide variety of adjectives, repeating the same adjective in most of the questions. After reformulating the questionnaire, a pilot interview was conducted on 23 April, 2010, in order to test the new set of open-ended questions. The interview was

recorded, lasted an hour and 15 minutes and took place at the respondent's work place. Once again some reformulations were suggested considering the order of the questions.

The interviews were conducted using two types of questionnaires randomly. Both questionnaires are composed of seven questions and have the same objective. A total of 46 interviews were conducted, 31 using the free elicitation technique and 15 using the checklist technique.

Data Collection - Free Elicitation Interviews

The 31 interviews were conducted between June 9, 2010 and April 14, 2011 mainly at the interviewers' work place and according to their availability. The free elicitation interviews were recorded and lasted on average an hour and ten minutes. Simultaneously, an interview form was filled in in order to retain the key-words (potential traits) for each answer. The respondents were asked to say the first words that came to their minds when thinking about each of the attributes under investigation. From the 31 interviews 27 interviews were conducted in Portuguese and four in English.

Data Collection - Checklist Interviews

The 15 interviews were conducted from June 9, 2010 to April 1, 2011. Most of the interviews took place at the interviewers' offices and according to their availability. The checklist interviews were not recorded but a form was filled in with the answers for each question, and lasted an average of an hour and four minutes. The respondents were asked to choose from lists A, B and C the words that they considered to be the most appropriate to describe each one of the items under investigation, according to the following: question one was answered with the terms in list A, question two was answered with the terms in list A and B. Questions three, four and five were answered using lists B and C. Question six and seven were open-ended questions. From the 15 interviews, 13 were conducted in Portuguese and two in English.

Data Analysis

Concerning free-elicitation interviews, the first step was to enter all the potential traits into a database. From a total of 1635 words collected, 482 were different (unrepeated). The terms collected in Portuguese were translated into English with the support of online dictionaries: *Word Reference* and *Porto Editora*. The *Longman English Dictionary Online* was used to check the grammatical categories of the terms given by respondents. Furthermore, after the translation, the terms were submitted to validation by a panel of experts composed of eight English teachers, all of them graduates in English Language and Literature Studies and teaching at the University of the Algarve.

The frequency of each of the 482 adjectives was calculated and the items grouped per category of attributes. All questions were analysed using the software W*ordSmith 5.0.* After calculating the frequency of each item and in order to reduce the number of adjectives to a manageable size the ones with a frequency under 3% were eliminated. A total of ten adjectives remained. The checklist interviews were analysed using the software SPSS 18. A database was created and 531 variables were introduced to cover all responses, from which only 92 items were unrepeated. After calculating the frequency of the item per question, a criteria of 3% was adopted for questions one and two and 5% for questions three, four and five in order to obtain a reasonable number of items from this generation source.

Results from Free Elicitation Interviews

Findings collected through this response technique show that the golf industry stakeholders consider that FA of a golf destination can be described using the words *good varied* and *excellent;* SA are best described as *friendly, good* and *welcoming* whereas EA are though of *good, relaxed and safe*. As far as the destination image is concerned the traits that best describe it are*: expensive, friendly, good and quality.* Concerning the overall personality of the destination the stakeholders suggested as potential BPT the words: *calm, friendly, quality, safe and welcoming*. From these, there are two terms are common with list A – *safe* and *relaxed* (also in list B) and one in common with list C – *friendly* (see Table 5.1).

Results from Checklist Interviews

From a list of 46 items from the human personality scale - the 'Big-five' (Goldberg, 1992; Saucier, 1994); Aaker's (1997) 42 items brand personality scale and from a list of 89 destination image descriptors (DID) [11] found in image measuring studies - the selection was made by calculating the frequency of each term in the overall interviews.

In order to achieve a manageable size pool of items, the number of items retained for questions three, four and five were the ones with a frequency over 5% and for questions one and two the criterion was 3%. Thus, from list A, eight DID were selected, from list B, 16 HPT were above the line and from list C, 13 BPT were chosen as being appropriated to describe golf destinations. From those, three items were repeated, as stated above, although a total of 36 items were retained.

The Algarve golf industry stakeholders selected from List A the words *appealing, enjoyable, green, hospitable, relaxed, safe, sunny* and *touristy* and from list B *active, cooperative, innovative, kind, organized, pleasant, relaxed, steady, sympathetic, thorough* and *warm* to describe the destination brand image. To describe the overall perception of the personality of the Algarve as a golf destination, the results from the interviews are the following traits from list B: *active, agreeable, considerate, efficient, kind, organized, pleasant, practical, relaxed* and *sympathetic.*

To describe the FA of the destination the interviewees chose *efficient, helpful, organised, pleasant* and *practical* from list B and *charming, down-to-earth, friendly, good-looking, reliable, secure* and *successful* from list C. As far as the SA is concerned *kind, pleasant, relaxed and sympathetic* were the most referred from list B, and c*harming, cheerful, friendly, honest* and o*utdoorsy* from list C. Finally, to describe the EA, the result is *active, pleasant, relaxed* and *warm* from list B and *cheerful, confident, contemporary, family-oriented, friendly, reliable* and *secure* from list C (see Table 5.1).

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[11] Destination image descriptors

Table 5.1 - Potential Golf Destination Brand Personality Traits by Generation Source

Source	Number of Traits	Traits Collected from Interviews	Number of Traits	Traits After Experts' Validation
Free elicitation interviews	10	Calm, Excellent, Expensive, Good, Friendly, Quality, Relaxed, Safe, Varied, Welcoming	8	Calm; Excellent; Good; Friendly; Quality; Relaxed; Safe; Welcoming
Checklist Interviews				
DID (List A)	8	Appealing; Enjoyable, Green; Hospitable; Relaxed; Safe; Sunny; Tourist	6	Appealing; Enjoyable, Hospitable; Relaxed; Safe; Sunny
HPT (List B)	16	Active; Agreeable; Considerate Cooperative; Efficient; Helpful; Innovative; Kind; Organized; Pleasant; Practical; Relaxed; Steady; Sympathetic; Thorough; Warm	7	Efficient; Helpful; Innovative; Organized; Pleasant; Relaxed; Warm
BPT (List C)	13	Charming; Cheerful Confident; Contemporary; Down-to-earth; Family-oriented; Friendly; Good- looking; Honest; Outdoorsy; Reliable; Secure; Successful	9	Charming; Cheerful; Confident; Contemporary; Family-oriented Friendly; Reliable; Secure Successful

Source: Own Elaboration

Because two items are repeated once and one item is repeated twice across the two types of data collection, only 43 items were taken for further analysis.

Concerning question six, results show that according to golf industry stakeholders, the destination attributes that are essential to turn a destination into a golf destination are: *accessibility* (to the destination); *the quality of the golf courses*; *climate*, which has to be favourable to the golf practice; *hotels*; *gastronomy*, *restaurants* and *proximity*. Results from question seven indicate that *climate* and *the quality of the golf courses* have to be emphasised when promoting the Algarve as a golf destination. Also *security, safety* and *gastronomy* are believed by the respondents to be the attributes that should be associated with the brand.

Content Validation of the Traits

Face validity has been defined as the extent to which a measure reflects what it is intended to measure (Nunnally and Bernstein, 1994), that is, the items in the initial pool reflect the desired construct or construct facets. To achieve validity of the items retained, a panel of eight judges composed of academics and professionals with relevant knowledge and experience in the areas of tourism and golf was invited to assign the items. According to Hardesty and Bearden (2004), including a judging phase to help ensure face validity of scale items may dramatically improve the scale. An electronic form was created and sent to the experts by via email to validate and allocate the items.

To determine which items should be retained, the rule labelled 'sumscore' was followed (e.g. Lichtentein, Netemeyer and Burton, 1990; Sharma, Netemeyer and Mahajan, 1990), which reflects the total score for an item from all judges. Hardesty and Bearden (2004, 106) suggested that "the 'sumscore' decision rule performed somewhat more effectively at predicting whether an item is eventually included in a scale, and appears, therefore, to be a reasonable rule for researches to employ". When using this procedure, researchers have required that at least 60% of judges assign an item to the desired construct or construct facet (Hardesty and Bearden, 2004). Accordingly, after the validation of the judges a criteria of 62,5% was used, which reflects that five out of the eight judges (1/2+1) chose 'yes' for the item retained. A set of 26 unrepeated items were validated and allocated to categories of attributes as potential traits to be included in the golf destination brand personality scale (see Table 5.2).

Table 5.2 - Potential Golf Destination Brand Personality Traits Validated by Expert Judges Panel

FA	%	SA	%	EA	%	Golf destination	%
Helpful	62.5	Good	62.5	Friendly	100	Relaxed	62.5
Excellent	87.5	Friendly	87.5	Family-oriented	62.5	Appealing	62.5
Friendly	87.5	Pleasant	75	Cheerful	62.5	Quality	87.5
Reliable	87.5	Cheerful	75	Contemporary	62.5	Pleasant	75
Organized	87.5	Welcoming	87.5	Good	62.5	Sunny	62.5
Successful	62.5	Charming	75	Secure	75	Calm	62.5
Pleasant	75	Relaxed	75	Pleasant	62.5	Efficient	62.5
Charming	87.5			Relaxed	100	Hospitable	100
Good	87.5			Confident	62.5	Innovative	75
				Reliable	75	Friendly	87.5
				Safe	75	Welcoming	87.5
				Warm	87.5	Enjoyable	87.5
						Good	62.5

Source: Own Elaboration

Discussion and Conclusions

The final pool of 26 potential destinations' BPT was collected under the umbrella of the relational brand personality components and the overall perception of the Algarve. In free elicitation interviews the term *good* was the most mentioned 129 times over the 31 interviews and across categories, followed by *friendly*, mentioned 66 times, mostly to describe brand image, brand personality and SA. *Quality* was mentioned 44 times to describe above all both image and personality. Algarve golf industry stakeholders hold a very positive and consensual view of the destination, including the price. The term *expensive* was mentioned 24 times to describe not only the price but also the image of the destination, against *affordable* (13 times).

The words *cheap* or *fair* only appear three times each. Stakeholders believe that the destination is perceived as an expensive destination, which can be a positive aspect since it can be associated with quality and exclusivity. *Friendly*, r*elaxed* and *safe* are terms also with high scores (66, 25 and 20 respectively) and are common to free elicitation and checklist interviews revealing a high potential to become golf destinations personality traits. They are mostly used by stakeholders to describe EA in free elicitation interviews and to describe destination image in checklist interviews. *Friendly* and *relaxe*d also received a score of 100% from the judges to describe EA.

Research has suggested that having a well-established brand personality could be a competitive advantage. Results of this study will contribute to 1) having an insight on the theoretical concept of brand personality and on how to this concept can be applied in the field of tourism namely on golf destinations and 2) to defining which attributes should be promoted in order to consolidate the Algarve brand as a golf destination .

Moreover, creating a destination brand personality (DBP) [12] measurement tool contributes to relationship marketing and tourism marketing research. Once the scale developed in this study becomes a concise and valid instrument for measuring DBP, it will be a step forward in developing a new way to measure destination image and DBP. The DBP scale, emerging from psychology and tourism economy, will be developed by keeping the main constructs to measure brand personality with the necessary adaptations to the tourism golf reality, because "*the adjectives used to describe human personality may not be relevant to brands*" (Azoulay and Kapferer 2003: 149) and therefore an adaptation is required (Azoulay and Kapferer 2003, Aaker 1997; Caprara *et al.* 2001).

The relevance of this study relies on the fact that once destination brand personality dimensions and traits are identified, they will contribute to evaluating the destination image and perceived brand value of golf destinations. This information has practical implications for brand management, particularly by defining the destination's positioning and its differentiation among competitors. The results can also be used as a diagnostic tool to examine if the perceived brand personality is aligned with the destination's mission, vision and goals.

The conclusions of this study may be used in designing cross-cultural and cross-national research to guide marketing managers, enabling them to create a strong, globally identifiable and acceptable brand personality. Establishing a stable brand personality and knowing how it can be modified or enhanced to match the destination dominant personality will enable managers to achieve the sense of affinity with their target markets while maintaining identifiable characteristics.

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[12] Destination brand personality

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CHAPTER 6

ARTICLE 5:

GOLF DESTINATIONS' BRAND PERSONALITY: THE CASE OF THE ALGARVE

GOLF DESTINATIONS' BRAND PERSONALITY: THE CASE OF THE ALGARVE

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Abstract

The purpose of this article is to present a measurement scale to assess golf destinations' brand personality for the particular case of the Algarve. A golf brand personality scale was derived through content analysis, cohort audit and web content analysis. This scale, comprising 36 potential golf destination brand personality traits, is based on human personality traits (HPT), brand personality traits (BPT), destination image descriptors (DID) and other destination-specific traits (DST) gathered and validated in an exploratory stage of the research. The scale was tested in the Algarve, one of the best known golf destinations worldwide. Data was collected from a survey of 600 golf players in the Algarve. A second order factor analysis was then performed to the data to assess brand personality of the Algarve as a golf destination and to assess the relational components of brand personality. Research findings indicate that the brand personality of the Algarve, from a holistic perspective, translates into three main dimensions *enjoyableness, distinctiveness and friendliness,* whereas the components of the relational brand personality of the Algarve are described by the dimensions *reliability, hospitality*, *uniqueness and attractiveness.* Theoretical and practical implications are discussed in the context of destination brand personality.

Keywords: destination branding, destination brand personality, golf destinations**,** scale development, SEM

Introduction

Despite the fact that destination branding is a research field where significant studies have been conducted, it is only recently that it has begun to develop as an approach to tourism destination promotion. Promoters of destinations are increasingly adopting branding techniques in the context of places (Henderson, 2000). The successful branding of destinations results from a combination of imaginative marketing supported by investment in key services and facilities required to deliver the promoted experience (Hankinson, 2004). A definition of place branding is suggested by Lindsay (2000:3) who views the concept as "an intellectual property: the totality of thoughts, feelings, associations and expectations that come to mind when a prospect or consumer is exposed to an entity's name, logo, products, services, events, or any design or symbol representing them".

Questions need to be answered about the extent to which the assumptions of traditional branding apply to tourist destinations. Constructs such as 'perception', 'meanings', 'symbols' and other 'psychological elements' are often present in 'brand image', 'destination branding' and 'destination brand personality' definitions (Pereira, Correia and Schutz, 2012). Therefore, place marketing strategies and concepts, which find support in psychology, are then applied to tourist contexts in order to successfully create and promote a destination brand.

A tourism destination is, in most cases, one or a set of specific attributes or qualities that transforms a place into a tourism destination. Those features could range from the environmentally related, a unique or distinctive cultural characteristic, attractive climate, or a high level of accessibility to contemporary purpose-built facilities (Butler, 2005). All those features can be found in the Algarve, which is probably why this place located in the south of Portugal became a well established tourism destination. In fact, the golf industry understood all of the Algarve's potential: its good climate, landscape, sunny beaches, natural beauty and sufficient ground to expand. Over the past few decades interest and participation in golf has continued to increase and considerable developments have taken place throughout the region.

The Portuguese Tourism Authority (THR, 2006) has recognised the role of golf in the Algarve's economy and considered golf a strategic product for the region's

development as a tourism destination. One of the major objectives included in the Strategic National Plan for Tourism Development [PENT] (Turismo de Portugal, 2008) is to maintain the Algarve as a preferential and high-quality golf destination. The Algarve has been recognized internationally as one of the best golf destinations in the world (ATA, 2012).

Following the recommendation of Murphy, Moscardo and Benckendorff (2007: 12) "further analysis and research is needed to develop a more robust tourism-specific destination brand personality model" and after analysing the literature on human personality, brand personality and destination branding, two models for destination brand personality are suggested in this article in order to assess brand personality of a golf destination.

The golf destination brand personality models suggested in this article emerged from human personality traits (HPT) – as in the 'Big-Five' model, brand personality traits (BPT) identified by Aaker (1997), destination image descriptors (DID) and destination-specific traits (DST) applied to the components of the relational brand personality suggested by Hankinson (2004). This framework is supported by the relational approach to personality (Nuttin, 1984) to guarantee that the outcome of the relationship between tourist and destinations are to be included in the taxonomy to assess destination's brand personality.

This research, by combining traits from different sources for assessing destination brand personality represents an attempt to validate a new scale. This research is limited by the geographic scope as it was only tested in one golf destination. Nevertheless, this scale includes not only the cognitive and affective dimensions (as in brand image) of the destination but also the relational perspective. Practical implications of the models proposed are critical to derive new avenues of differentiation.

Literature review

In the tourism field, destination brands are often seen as relationships. For instance, Westwood, Morgan, Pritchard and Ineson (1999) suggest that the probability of visiting the destination depends upon a match between the visitor image and the tourists self-

concept, or the match between brand and consumers, in which the consumer's physical and psychological needs and the brand's functional attributes and symbolic values match, the role of brands being to build a meaningful relationship with the consumer.

When deeper investigating this issue more thoroughlty, consumer behaviour researchers have explored how anthropomorphism affects consumers' judgements and behaviour. Anthropomorphism is the attribution of human characteristics and features to nonhuman creatures, beings, material states, objects or even abstract concepts (Epley, Waytz, Akalis and Cacioppo, 2008). This phenomenon often occurs in marketing, either because marketers suggest humanizing the brand or because consumers readily see the human in the nonhuman. For instance, products are often given humanlike characteristics to make them more distinctive and memorable (Aggarwal and McGill, 2012), to assign specific qualities that exemplify what they stand for, and to make them more endearing and likeable. Similarly, Aaker (1997) suggests that brands are known to have distinctive humanlike traits and defined brand personality as "the set of human characteristics associated with the brand" (1997: 347).

The literature on brand personality relies on analogical reasoning and uses human schema to structure, think about and communicate characteristics of the nonhuman entities (Kim and McGill, 2011). In the tourism field one of the first studies to apply brand personality concept to destinations was Hosany, Ekinci and Uysal (2006) who tested Aakers' (1997) brand personality scale on tourist destinations.

Relational Brand Personality

Hankinson (2004) developed a general model of place brand drawn upon concepts from the classical branding theory, the relational exchange paradigm and the network paradigm. The brand core represents the place's identity, and can be defined by three elements: personality, positioning and reality.

Brand personality is then characterized by functional attributes (tangible: utilitarian and environmental) (Sirgy and Su, 2000) and symbolic attributes (intangible: which meet the need for social approval, personal expression and self-esteem) (Keller, 1993).

Linking these two categories of attributes is a set of experimental attributes, which describe the visitor's experience (Echtner and Ritchie, 2003).

Destination branding includes a selection and strategic combination of a "consistent mix of brand elements to identify and distinguish a destination through positive image building" (Cai, 2002: 734). These elements are terms, names, signs, logos, designs, symbols, slogans, colours, packages, architecture, typography, photographic styles as well as heritage, language, myths and legends (Cai, 2002; Willians, Gill and Chuira, 2004; Morgan, Pritchard and Pride, 2002), which assume a manifest of a memorable bond or an emotional link between the target markets and the destination (Williams *et al.*, 2004). In other words, destination branding involves capturing a market positioning that appeals to visitors by "identifying, simplifying, distilling and focusing on the core values and assets that are unique, appealing, distinct and non-substitutable at the destination" (Tasci and Kozak, 2006:302) that is, keeping the 'sense of place'.

Human Personality Traits and Brand Personality Traits

Brand personality which has been defined as "the set of human characteristics associated with a brand" (Aaker, 1997: 347), is a central concept to destination branding and a core link between destination image and consumer self-image (self-congruity) (Ekinci, 2003).

Since brand personality research has been based on the traits approach to personality, it is necessary to analyse it further. Over the years researchers have tried to develop a dimensional structure for human personality. In 1936, Allport and Odberg adopted the lexical approach as a starting point for a scientific taxonomy of personality descriptors. This approach assumes that the most socially relevant and salient personality characteristics are encoded as the most commonly used, stable and useful personality descriptors (Sweeney and Brandon, 2006).

Personality psychologists such as Goldberg (1992) and Saucier (1994) had reached the consensus that the traits domain could be best described at its broadest and most abstract level by five factors or cluster traits*: extroversion, agreeableness, conscientiousness, neuroticism* and *openness,* known as the 'Big-Five' factor model.

This generally accepted model was the basis of Aaker's (1997) work in brand personality. Aaker (1997) identified five core dimensions of brand personality: *sincerity, excitement, competence, sophistication* and *ruggedness* which include 42 individual personality traits.

However, when researchers applied this framework to tourist destinations the scale shown that some of the dimensions were not appropriate to measure destination personality. Several scholars (e.g. Back and Lee, 2003; Douglas and Mills, 2006; Henderson, 2000; Hosany and Ekinci's, 2003; Rojas-Mendéz, Murphy and Papadopoulos, 2011; Rojas-Mendéz and Papadopoulos, 2012; Usakli and Baloglu, 2011) show that despite the fact that brands can be personified (Aaker, 1997; Plummer, 1985), not all human personality descriptors will be suitable to describe them. Consequently, it is relevant to find "the unique set of human personality traits that are both applicable and relevant to brands" (Azoulay and Kapferer, 2003: 153).

Destination Image Descriptors

It is consensual that travelling is increasingly becoming more about experiences, fulfilment and rejuvenation rather than about 'places and things´ (King, 2002). According to Echtner and Ritchie (2003), while the cognitive component of image is formed by functional attributes (based on more tangible or measurable perceptions, such as scenery, accommodation or price levels, climate and facilities), the affective component comprises psychological attributes (which contain more abstract and intangible characteristics such as atmosphere and friendliness). The fact is that although image formation is not branding, the former constitutes the core of the latter. They are considered interrelated concepts as image is an important building block in developing destination brands (Cai, 2002).

According to Ekinci (2003), the destination branding process begins when the evaluation of destination image includes a strong emotional attachment establishing a mutual relationship between destinations and tourists by satisfying tourists' needs. There is an increasing acceptance that lifestyle and values systems are of growing importance to consumers (De Chernatony and McDonalds, 2001) therefore, brand

personality can also be interpreted in terms of the matching/mismatching between tourist self-image and destination image (Enkinci, 2003). Accordingly, contemporary consumers make choices based on whether a product fits into their lifestyle or whether it represents an exciting new concept or a desirable experience. Therefore, brands are used by consumers as tools for self- expressions (Phau and Lau, 2000). In this context, a brand should fulfil self-expression needs (Caldwell and Freire, 2004). Considering the complexity of the topic, this research attempted to cover all the above mentioned components of destination brand personality.

The Proposed Model

Although applying the concept of brand personality to destinations, the studies reviewd have investigated mainly the effects of destination personality on tourist's behavioural intentions, and not so much the validation of specific measurement scales to specific types of destinations. This research is thus based on a theory that sees places as relational brand networks and to the relational network brand model developed by Hankinson (2004). According to this approach the place brand is represented by a core brand and brand relationships which extend the brand reality or brand experience. As these relationships are dynamic (strengthen and evolve over time), they develop and reposition unlike conventional services or products. Hence the extension of the brand from the core to include services, infrastructures, communications and consumers in which brand relationships are also gradually extended.

According to Hankinson (2004), the brand core represents the place's identity, the base for communicating the place brand, which therefore includes its personality. In this context brand personality is characterized by its functional, symbolic and experiential attributes. Consequently, this thesis proposes two approaches to assess brand personality since the overall perception of the brand might differ from the perception of the components of the relational brand personality. To account for the ambiguity of a scale that might lose its significance when a detailed assessment is proposed, as well as model which depicts the components of the relational brand personality a further model approaching golf destination brand personality based on a holistic perspective (tourists perceptions of the Algarve as a golf destination) is proposed.

Figure 6.1 outlines the proposed hypothesized model I (holistic approach) for this research:

Figure 6.1 - Conceptual Model I (Holistic Approach)
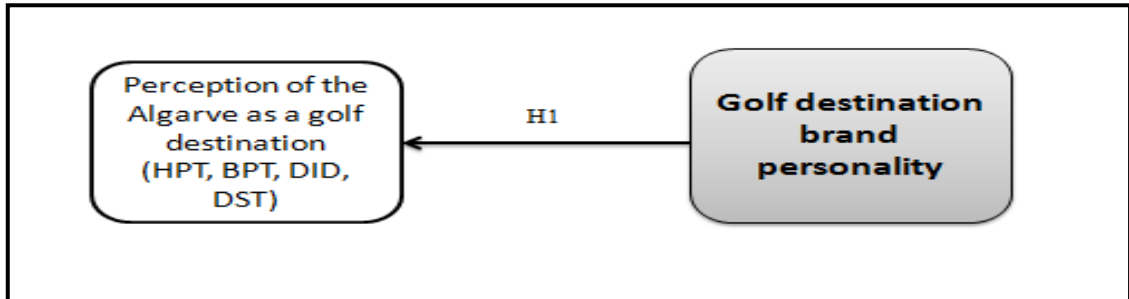
Source: Own Elaboration

Accordingly, the following hypothesis was derived:

- H1: *Golf destination brand personality is manifested through the overall perceptions of the destination.*

Figure 6.2 illustrates the proposed model II (relational approach) for this research.

Figure 6.2 - Conceptual Model II (Relational Approach)
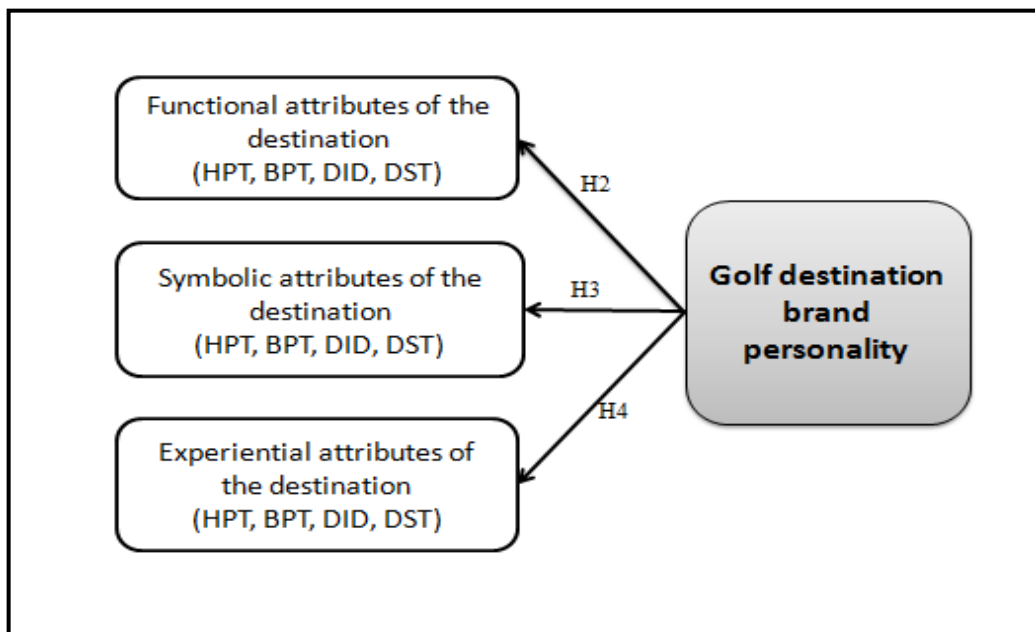
Source: Own Elaboration

Thus the hypotheses set for the second model are as follows:

- H2: *Golf destination brand personality is manifested through the functional attributes of the destination.*
- H3: *Golf destination brand personality is manifested through the symbolic attributes of the destination.*
- H4: *Golf destination brand personality is manifested through the experiential attributes of the destination.*

Methodology

Scale Development

In order to validate a golf destination brand personality scale, a three step development framework was adopted. As suggested by Kim, Ritchie and McCormick, (2012), in the scale development process, the first step is to generate items, the second step is data collection and measurement scale purification, and the last step is to assess and confirm the latent structure.

Traits Generation

In the current study a mixed methodology was adopted. Free elicitation interviews were conducted to generate new and specific items appropriate to describe golf destinations in general and in the Algarve in particular. The interviews also aimed at identifying specific attributes of the destination. Checklist interviews were conducted to test the items collected in the literature. After the validation by a panel of eight expert judges, the 31 free elicitation interviews and 15 check list interviews generated a total of 26 unrepeated measurement items to include in the scale.

In addition, promotional texts in golf-related websites were selected and the adjectives extracted and analysed. The latter generated a pool of items (86) considered in the analysis and after the expert panel validation a final ten items were validated for inclusion in the scale. Therefore a total of 36 unrepeated measurement items were taken further.

The final pool of items included seven items from the 'Big-Five'- human personality model (Goldberg, 1992; Saucier, 1994), as brand personality is assumed to be the personification of the brand or a "set of human characteristics associated with the brand" (Aaker, 1997: 347). From Aaker's (1997) brand personality scale nine items were selected. From the set of destination image descriptors, six items were validated. These items were selected from the checklist interviews with experts in tourism and golf in the Algarve.

Free elicitation interviews were conducted with experts in tourism and golf in the Algarve and from these eight new items were validated. The items were collected based on their appropriateness to describe the Algarve as a golf destination and its components of the relational brand personality (functional, symbolic and experiential attributes) of the destination that complies with the premise that "*personality is a network of actual and potential interaction between the individual and the environment.*" (Nuttin, 1984: 58). Furthermore, new items were collected during this exploratory stage of the research by analysing promotional texts in golf-related websites (ten items). Results of the findings from the item generation phase is shown in Table 6.1.

Table 6.1 - Measurement Item Pool after Expert Validation and Allocation

Functional Attributes	%	Symbolic Attributes	%	Experiential Attributes	%	Golf Destination	%
Efficient (HPT)	75	Good (DST)	62.5	Beautiful (DST)	75	Relaxed (HPT/DID)	62.5
Helpful (HPT)	62.5	Great (DST)	62.5	Natural (DST)	75	Natural (DST)	87.5
Unique (DST)	87.5	Famous (DST)	62.5	Friendly (BPT)	100	Appealing (DID)	62.5
Great (DST)	75	Best (the) (DST)	75	Family-oriented (BPT)	62.5	Quality (DST)	87.5
Beautiful (DST)	87.5	Spectacular (DST)	62.5	Cheerful (BPT)	62.5	Pleasant (HPT)	75
Best (the) (DST)	75	Friendly (BPT)	87.5	Spectacular (DST)	62.5	Challenging (DST)	75
Challenging (DST)	87.5	Pleasant (HPT)	75	Contemporary (BPT)	62.5	Sunny (DID)	62.5
Famous (DST)	87.5	Cheerful (BPT)	75	Good (DST)	62.5	Calm (DST)	62.5
Natural (DST)	87.5	Welcoming (DST)	87.5	Secure (BPT)	75	Beautiful (DST)	62.5
Excellent (DST)	87.5	Unique (DST)	87.5	Challenging (DST)	75	Famous (DST)	62.5
Friendly (BPT)	87.5	Relaxed (HPT/DID)	75	Pleasant (HPT)	62.5	Efficient (HPT)	62.5
Reliable (BPT)	87.5	Charming (BPT)	75	Relaxed (HPT/DID)	100	Hospitable (DST)	100
Spectacular (DST)	87.5			Confident (BPT)	62.5	Different (DST)	62.5
Organized (HPT)	87.5			Reliable (BPT)	75	Best (the) (DST)	62.5
Successful (BPT)	62.5			Unique (DST)	75	Spectacular (DST)	87.5

Functional Attributes	%	Symbolic Attributes	%	Experiential Attributes	%	Golf Destination	%
Pleasant (HPT)	75			Safe (DID)	75	Innovative (HPT)	75
Charming (BPT)	87.5			Warm (HPT)	87.5	Friendly (BPT)	87.5
Good (DST)	87.5			Great (DST)	75	Welcoming (DST)	87.5
						Enjoyable (DID)	87.5
						Unique (DST)	75
						Good (DST)	62.5
						Great (DST)	62.5

Note: HPT – human personality traits; BPT – brand personality traits; DID – destination image descriptors; DST – destination-specific traits

Data Collection

The items identified in the former stage were used in a survey questionnaire applied to a convenience sample of 600 golf players in the Algarve. From those 545 responses were considered valid, as the ones with missing values (less then 10%) on the questions related to the scale validation were deleted (Hair, Black, Babin and Anderson, 2010). The questionnaire was composed of four sections. Section A dealt with the perception of the Algarve as a golf destination. It aimed at identifying the attributes that respondents associate with a golf destination, if the Algarve is a golf destination and which attributes should be associated with the brand to differentiate it from other golf destinations. This part of the questionnaire was designed to assess the Algarve brand personality as a whole.

Section B comprised four questions to validate the brand personality scale as a multidimensional construct. Respondents were asked to assess on a five-point Likert-scale (1='not descriptive at all' and 5='very descriptive') to what extent the items provided would describe: 1) the Algarve as a golf destination; 2) its functional attributes; 3) its symbolic attributes; and 4) its experiential attributes. Section C aimed at characterizing the visit to the Algarve and section D dealt with the socio-demographic profile of golf players.

Data was collected at 27 out of 40 golf courses in the Algarve during the 2012 golf spring season (from March 28 to April 28). The number of golf courses where the questionnaire was applied was conditioned by their agreement to participate in the study. The remaining 13 golf courses did not agree to participate in this research.

Nevertheless, the participant golf courses captured 70.2% of the total golf rounds sold in the Algarve in 2008 (most recent data available - statistical data unpublished) (Algarve Golf Association). All respondents were golf players, who were asked to fill in a self-administrated questionnaire, while sitting in the clubhouses after the game in each of the 27 golf courses included in the sample. Over the whole period, 96 people opted not to complete the questionnaire. The questionnaire was distributed in three languages (Portuguese, English and German) according to the respondent nationality and/or preference.

Before assessing reliability and validity of the golf destination brand personality scale, an exploratory factor analysis (EFA), using the generalized least squares (GLS) method with varimax rotation was carried out with the items of the scale. Furthermore, to verify the latent structure identified from the EFA, a confirmatory factor analysis (CFA) was performed using the structural equation modelling (SEM) technique and performed with the software AMOS *Graphics v. 20* (Analysis of Moments Structures). Data was analysed in order to check if the SEM requirements were fulfilled, particularly multivariate normality.

To assess the normality of the variables, according to Kline (2004) the absolute values of skewness (SK) can not exceed three and the absolute values of kurtosis (KU) should not exceed eight. This requirement was satisfied in our sample (SK≤-0.16 and KU≤2.36 for variables in model I and SK≤-0.13 and KU≤1.5 for variables in model II). The factor structures were tested with AMOS for both models proposed using the maximum likelihood estimation method. The analyses were performed in several steps. First, an EFA was performed for both models, the reliability of the components extracted were assessed by Cronbach's alpha (α>0.70), Further, the factor structure derived from the EFA and was tested by means of a CFA with AMOS. Finally, a second-order factor analysis was derived for the Algarve brand personality scale, from a holistic perspective, and from a relational perspective.

Results

Sample Characterization

The socio-demographic and tripographic profile of Algarve golf players is presented in Table 6.2. The results show that male participants far outnumbered female (80.6% vs. 19.4%). The majority of the respondents are British (51.2%) with an average age of 53 years old. Regarding the educational background, the great majority (41.4%) have a university or college degree and work full-time (35%) a reasonable number being retired (33%), earning an annual average income of 36 503(€). Most respondents started to play golf in the 1990s with an average handicap of 18.4 playing an average of 69.5 rounds a year. An overwhelming majority are repeated visitors (77.9%), who stay for about eight nights and play five golf rounds. Most stay in a hotel (50.7%), travel with friends (45.2%), and book through a travel agent (45.2%). Spain (20.9%) tends to be one of the most visited places to play golf apart from the Algarve.

Table 6.2 - Socio-demographic Profile and Journey Characteristics of the Sample

		%	*Mean*	*Mode*
Socio-demographic				
Gender	Male	80.6		
	Female	19.4		
Age			53	
Nationality	British	51.2		
	Irish	13.4		
	Swedish	9.2		
	Portuguese	4.8		
Residency	UK	44.5		
	Ireland	11.4		
	Portugal	11.6		
	Resident in the Algarve	13.6		
Education	University or college degree	41.4		
	Secondary school	28.8		
	Technical degree	19.1		
Professional status	Full-time job	34.3		
	Retired	32.3		
	Self-employed	22.6		
Income			36.503(€)	
Tripographic				
	Repeat visitors	77.9		
	1st time visitors	22.1		
	Number of visits		7.3	1
	Length of stay (nights)		8.8	7
	Number of rounds per visit		5.2	5
	Handicap		18.4	18
	Number of rounds per year		69.5	100
Accommodation	Hotel	50.7		
	Rented villa of flat	13.1		
	Own house	9.4		
Travel companion	Friends	40.3		
	Partner	17.3		
	Family	14.7		
Booking procedure	Travel agency or tour operators	45.2		
	At the golf course	21.7		
	Phone or e-mail	13.6		
	Golf course website	8.7		
Other places visited to play golf	Spain	20.9		
	US	12.1		
	UK	11.4		
	France	8.3		
	None	5.3		

Source: Own Elaboration

As far as the consistency between the destination and the tourist/golf player self-image, the great majority agree that the characteristics of the destination are somewhat

consistent (50.9%) or very consistent (25.2%) with their own characteristics. From the human characteristics presented in the survey, which were also valid to describe a golf destination, the scores revealed that the characteristics of the destination that golf players most identify themselves with is *pleasant* (54.1%) and *relaxed* (48.3%).

Perceptions of the Algarve as a Golf Destination

In terms of destination attributes, when asked what attributes a destination must have to be considered a golf destination respondents freely mentioned *golf courses* (71.1%), *climate* (45.1%), *accommodation* (24.2%), *price* (20.6%) and *accessibilities* (19.6%), (all functional attributes). The least important attribute in a golf destination is *golf events* (0.2%). Figure 6.3 shows the relationships between the attributes mentioned. The strongest relationship is between *climate* and *golf courses*.

Figure 6.3 - Relationship between Golf Destinations' Attributes
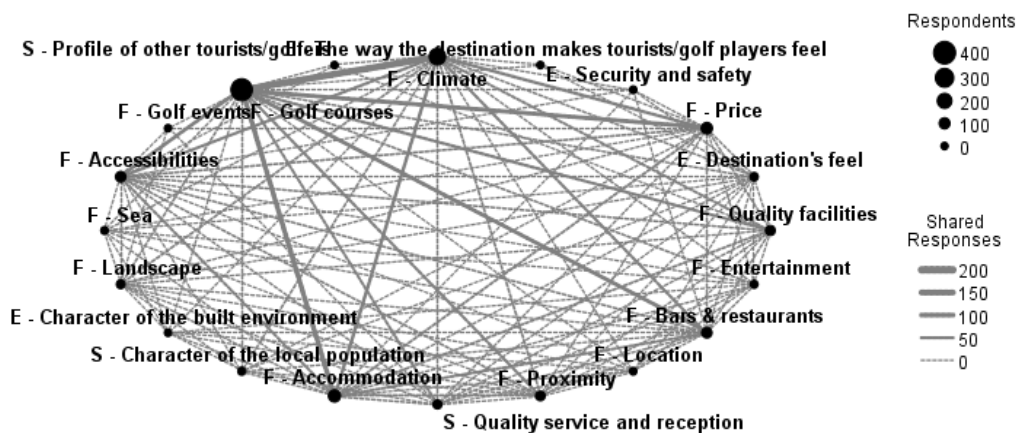
Source: Own Elaboration

Almost all participants (99.5%) consider the Algarve a golf destination, and when asked about the differences between the Algarve and other golf destinations, the characteristics that are at the base of differentiation are mainly *golf courses* – quality and quantity (47.3%), *climate* (42.9%), *the character of the local population* (18%),

proximity (12.1%) and *accessibilities* (11%). Figure 6.4 shows that the strongest relationship is again between *golf courses* and *climate*.

Figure 6.4 - Attributes that Differentiate the Algarve from Other Golf Destinations
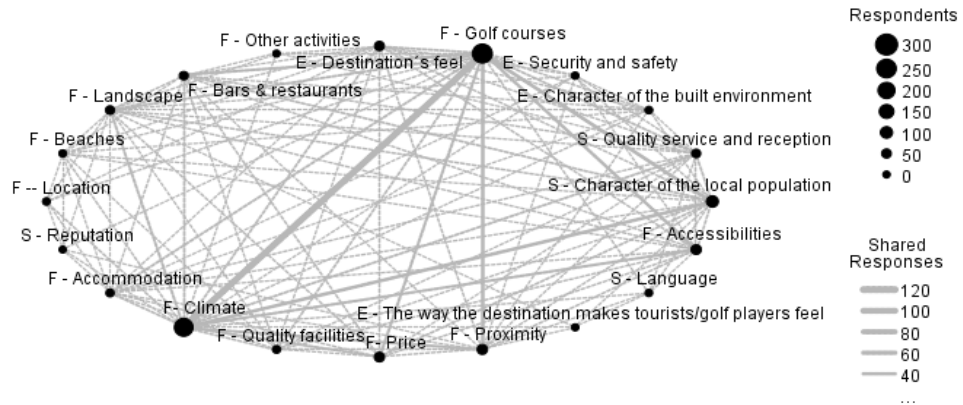
Source: Own Elaboration

The terms that respondents suggested to describe the Algarve as a golf destination are: *good* and *very good* (44%), *excellent* (27.7%) and *expensive* (14.3%). Figure 6.5 shows that the strongest relationship is between good and expensive. That is, the same respondent considers the Algarve to be as *good* as it is *expensive*.

Figure 6.5 - Relationship between the Algarve Descriptors
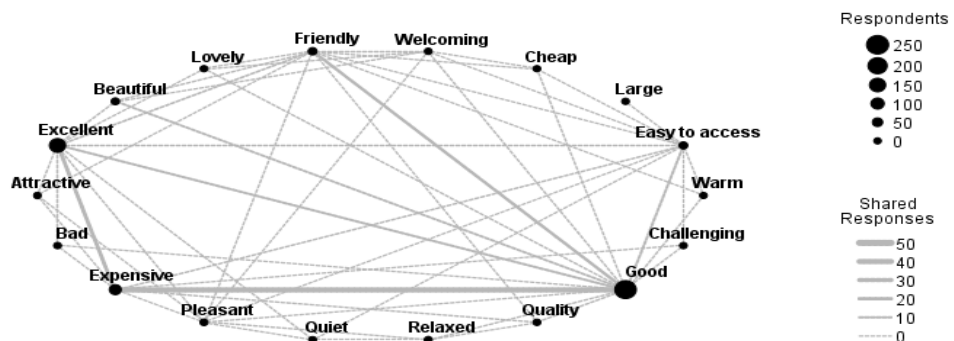
Source: Own Elaboration

Moreover, in terms of satisfaction with the destination, the result is positive, 53.3% being satisfied and 32.8% very satisfied with the destination. The respondents intend to return to the Algarve to play golf – very likely (25.6%) and most certainly (50.9%). Also, the respondents intend to recommend the destination to play golf - very likely (35%) and most certainly (52.3%), which reveals a strong loyalty towards the destination.

Purification Measures and Scale Validation

A second-order factor analysis was performed to assess the Algarve brand personality based on the perception of the Algarve as a golf destination (Model I), comprising three main dimensions - *enjoyableness, distinctiveness* and *friendliness*. The goodness-of-fit (GOF) measures show that the model performed well as X^2= 67.387; p=0.000; X^2/df =2.106 (1<x^2/df<3), GFI=0.976; CFI=0.985 and TLI=0.978, were higher than 0.90 (critical value); and RMSEA=0.045.

All indexes reveal a better fit and suggest that the model fits the data adequately (see Figure 6.6). Subsequently, the reliability and validity of the model was assessed through factor loadings, composite reliability, convergent and discriminant validity indexes. The factor loadings were all above 0.50 (Cohen, 1988) ranging from 0.63 to 0.92. Also, the square multiple correlation which represents the percentage of the total variance explained by the factor/item is also above the critical value (r^2<0.25), and furthermore the standardized estimates are all significant at 1% level (p<0.001), confirming H1.

Figure 6.6 - Golf Destination Brand Personality Model I (Holistic Approach)
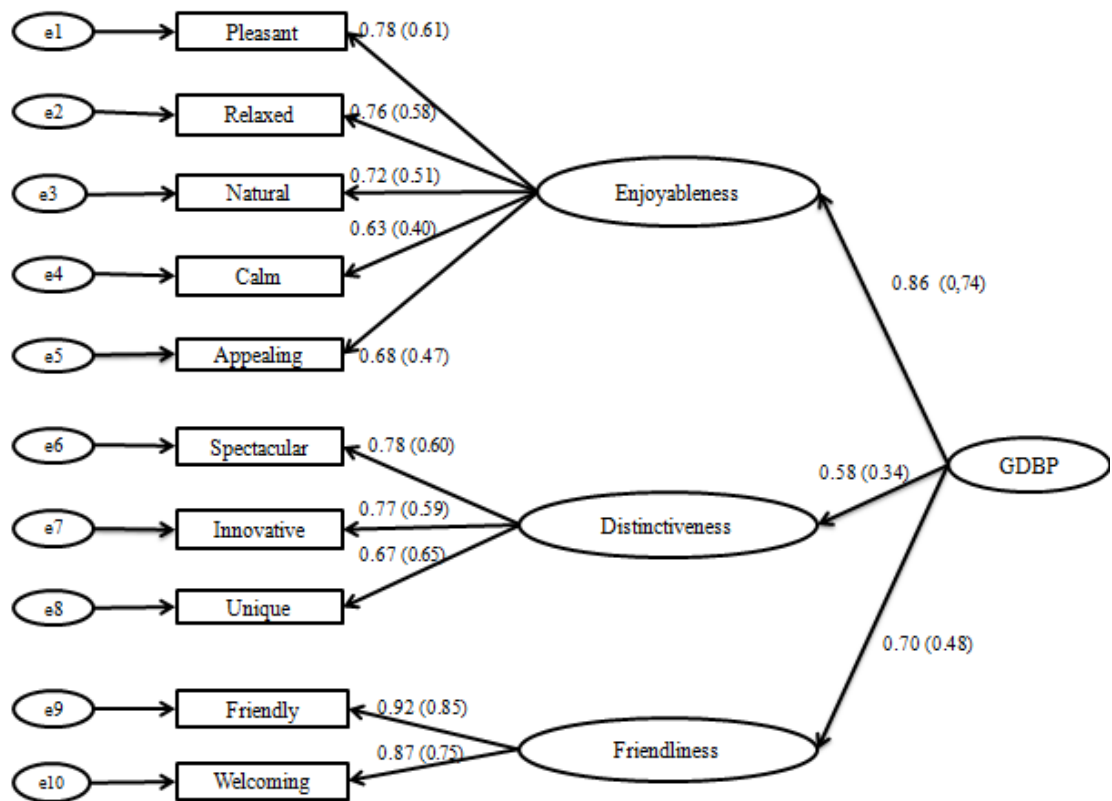
<div align="right">Source: Own Elaboration</div>

Note: All coefficients are significant at 1% level (n=545).
X^2=67.387; p=.000; X^2/df=2.106; GFI=.976; CFI=.985; TLI=0978; RMSEA= 0.045; P[rmsea<=0.05]=0.686; I.C. 90%]0.030: 0.060[

Overall, it was proved that the basis of the Algarve brand personality on the perception of the destination as a golf destination is explained by the three factors: *enjoyableness, distinctiveness* and *friendliness*, all of which contribute to golf brand personality. The factor *enjoyableness* (0.86) is the one that contributes the most to golf destination brand personality and is mostly explained by the items *pleasant* (0.78), *relaxed* (0.76) and *natural* (0.72) followed by the factor *friendliness* (0.70) in which the strongest item is *friendly* (0.92). Lastly, the factor *distinctiveness* (0.58) is mostly explained by the items *spectacular (0.78)* and *innovative* (0.77).

The composite reliability is above 0.78 for all the factors showing adequate reliability (Wu, 2007). Convergent validity, which is reflected in the Average Variance Extracted (AVE>0.50), was superior to 0.51 for the three factors. Finally, the discriminate validity was also examined. As reported in Table 6.3 all the reliability and validity requirements were observed in this model, supporting the reliability and validity of the latent construct. Finally, the database was randomly split into two samples and the analysis was performed once again; the GOF indexes were equally good, which supports that the validity of the model in other samples as well (see Table 6.3).

Table 6.3 - Reliability, Validity and GOF Indexes - Model I

	CR	AVE	MSV	ASV	Distinctiveness	Enjoyableness	Friendliness
Distinctiveness	0.783	0.546	0.250	0.207	0.739		
Enjoyableness	0.840	0.514	0.355	0.303	0.500	0.717	
Friendliness	0.890	0.802	0.355	0.260	0.406	0.596	0.895

GOF Indexes			X^2	P	X^2/df	GFI	CFI	TLI	RMSEA
Test sample (n=272)			131.475	0.000	2.054	0.955	0.971	0.959	0.044
Validation sample (n=273)			79.974	0.000	2.499	0.946	0.959	0.942	0.074
Whole sample (n=545)			**67.387**	**0.000**	**2.106**	**0.976**	**0.985**	**0.978**	**0.045**

Source: Own Elaboration

In order to assess the Algarve brand personality throughout the relational approach the same process was undertaken. The hypothesized model failed to have a good fit in the first specification, that is X^2=1139.592; p=0.000; X^2/df=5.445; GFI=0.813; CFI= 0.847; TLI=0.829 and RMSEA=0.090. According to Byrne's (1989) suggestion the model was re-specified. Therefore, based on the modification indexes, 12 items were deleted as they either saturated in other factors or they showed high correlation coefficients with other items in other factors. As a result, two factors were eliminated and four factors remained – *reliability, hospitality, uniqueness* and *attractiveness*. A correlation was made between two of the items as they were repeated in the scale (pleasant), although assessing a different attributes of the destination. The nested model

achieved a better fit: X^2=74.480; p=0.011; X^2/df=1.520; GFI=0.978; CFI=0.992; TLI=0.989 and RMSEA=0.031 (see Figure 6.7).

Figure 6.7 - Golf Destination Brand Personality Model II (Relational Approach)
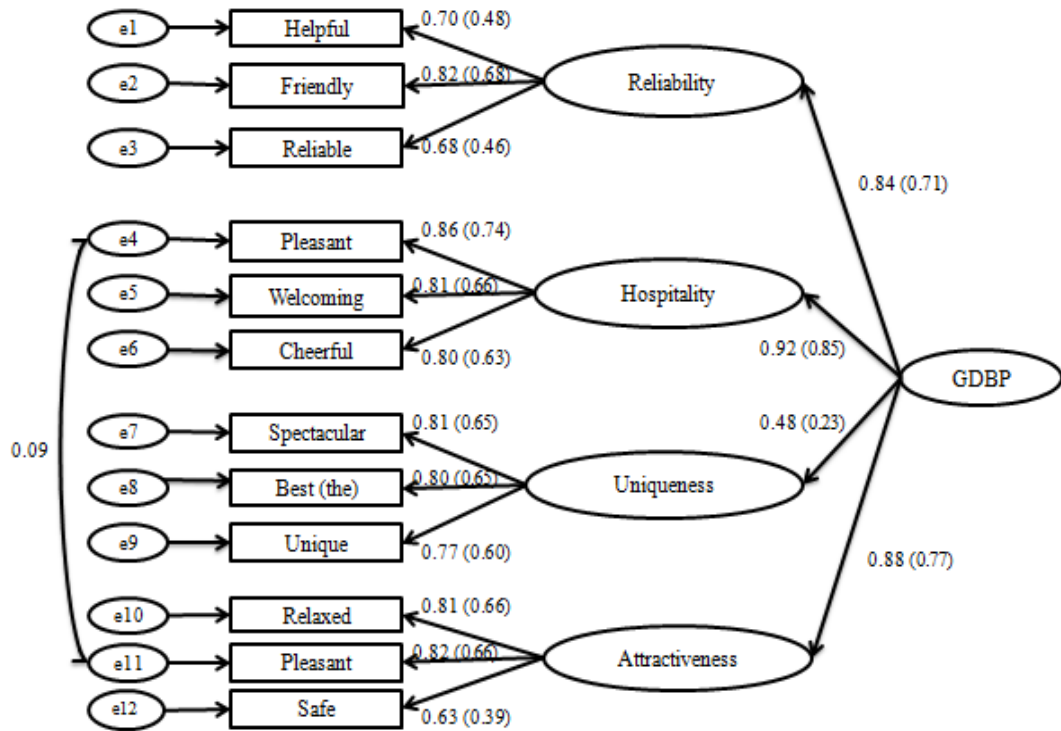
Source: Own Elaboration

Note: All coefficients are significant at 1% level (n=545).
X^2=74.480; p=0.011; X^2/df=1.520; GFI=0.978; CFI=0.992; TLI=0.989; RMSEA=0.031: P[rmsea<=0.05]=0.991; I.C. 90%]0.015: 0.045[

The relational approach proved to be a valuable means to assess brand personality. From this perspective golf destination brand personality is manifested through the dimensions *hospitality* (0.92), *attractiveness* (0.88), *reliability* (0.84) and *uniqueness* (0.48). The functional component of brand personality is explained through the factor *reliability* where the item *friendly* (0.82) is the strongest item. The symbolic component is explained by two factors *hospitality* (0.92) and *uniqueness (0.48),* the first being the main factor. The *hospitality* dimension is mainly manifested through the item *pleasant* (0.86), whereas the dimension *uniqueness* relies mostly on the items *spectacular (0.81) and (the) best (0.80).* Lastly the experiential component of brand personality is

explained by the factor *attractiveness* where the items *pleasant* (0.82) and *relaxed* (0.81*)* play the main role.

Once again, the reliability and validity of the model was assessed through factor loadings, composite reliability, convergent and discriminant validity indexes. The factor loading ranged from 0.48 (very close to the critical value) to 0.92. The square multiple correlation values are also above the critical value ($r^2 < 0.25$) hence the standardized coefficients are all significant at 1% level ($p < 0.001$), confirming H2, H3 and H4.

Reliability and convergent validity was also guaranteed as shown in Table 6.4 Composite reliability ranges between 0.778 and 0.863 and AVE values for the four factors are all above 0.05. However, factors *reliability* and *attractiveness* show insufficient discriminant validity. According to Fornel and Larcker (1981) AVE values must exceed the corresponding squared correlation estimate between two referent factors in order to guarantee discriminant validity. The corresponding correlation estimate between *hospitality/reliability* (0.773) and *attractiveness/reliability* (0.749) is slightly higher that the AVE for the factor *reliability (0.735).* The same happens with the correlation estimate between *attractiveness/hospitality* (0.801) and the factor *attractiveness* (0.756). The interpretation for this is that the factors *uniqueness* and *hospitality* explained more of the variance of the observed variables included in the other two factors, which might mean that the items in those factors *(reliability* and *attractiveness*) might not be the best to measure the latent variable/construct. When comparing the results with the ones achieved by the estimation of the model in two random samples, the results are equally good (see Table 6.4).

Table 6.4 - Reliability, Validity and GOF Indexes - Model II

	CR	AVE	MSV	ASV	Uniqueness	Reliability	Hospitality	Attractiveness
Uniqueness	0.838	0.632	0.218	0.175	0.795			
Reliability	0.778	0.541	0.598	0.430	0.363	0.735		
Hospitality	0.863	0.678	0.642	0.486	0.467	0.773	0.823	
Attractiveness	0.798	0.572	0.642	0.460	0.420	0.749	0.801	0.756

GOF Indexes	X^2	p	X^2/df	GFI	CFI	TLI	RMSEA
Test sample (n=272)	69.334	0.029	1.415	0.958	0.988	0.984	0.039
Validation sample (n=273)	71.521	0.020	1.460	0.960	0.985	0.980	0.041
Whole sample (n=545)	**74.480**	**0.011**	**1.520**	**0.979**	**0.992**	**0.988**	**0.031**

Source: Own Elaboration

Discussion

The study reveals that tourists actually attribute personality characteristics to destinations. This is in line with previous research on brand personality (e.g. Ekinci and Hosany, 2006; Ekinci Sirakaya-Turk and Baloglu, 2007; Murphy *at al*., 2007; Usakli and Baloglu, 2011).

Model I comprises three main dimensions *enjoyableness, distinctiveness* and *friendliness,* and is based on the perceptions of the Algarve as a golf destinations. Model II comprises four dimensions *reliability, hospitality, uniqueness* and *attractiveness* relating to the assessment of specific attributes of the destination (relational brand personality components). Model I comprises ten items (two HPT, one BPT/DST, one DID, one DID/HPT/DST, and five DST) and model II is composed of 12 items (three HPT, one DID/HPT, one DID/DST, two BPT, one BTP/DST, and four DST). Both models include personality traits (human and brand), which allow for the personification of the brand, as well as DID and DST.

This study does not replicate Aaker's (1997) personality dimensions and very little parallelism can be drawn with Aaker's (1997) brand personality scale since only three items from her scale were validated in both models: *friendly* and *cheerful,* (sincerity*), reliable* (competence). The same is verified concerning the 'Big-Five'. The HPT validated to describe golf destinations personality are only four: *helpful*, *pleasant* (*agreeableness*), *relaxed* (*emotional stability*), and *innovative* (*intellect or openness*).

As far as DID are concerned, the items *appealing, relaxed* and *safe* were validated, while traits suggested by the interviews and website promotional texts such as *calm, natural, spectacular, unique, welcoming,* and *the best* (DST) appear to be appropriate to describe the personality of a golf destination. The shifting of the personality traits from one dimension to another was also observed in previous research (Ekinci and Hosany, 2006 Murphy *et al*., 2007 Usakli and Baloglu, 2011). For instance, Ekinci and Hosany (2006) explain this issue with the argument that personality traits designed for consumer goods tend to shift when applied to tourism destinations.

BPT are better represented in Model II, especially to assess functional (*friendly, reliable)* and symbolic (*cheerful*) attributes of the destination rather than the experiential ones. In Model I, only the dimension *friendliness* includes a BPT (*friendly*).

As far as HPT are concerned, they also have greater representation in Model II, namely in *reliability (helpful), hospitality (pleasant) and attractiveness (relaxed and pleasant),* that is, across all attribute categories. In Model I, HPT are present in *enjoyableness (relaxed and pleasant)* and in *distinctiveness (innovative).* It must be noted that the items in dimension *ruggedness* from Aaker's (1997) brand personality scale and the items in dimension *extroversion* from Goldberg's (1992) human personality scale were not used in this study, because they failed at the content validity stage used to identify the personality traits to be included in this study [similarly to Usakli and Baloglu's (2011) study]. Also, the items in dimensions *conscientiousness* (human personality scale) and *sophistication* (brand personality scale) were not validated to describe golf destinations.

Therefore, this study supports the argument of Ekinci and Hosany (2006) that Aaker's (1997) brand personality scale may not fully represent all personality traits associated with tourism destinations. That fact is noticeable because the DST were loaded in all dimensions of both models.

Therefore the assumptions that brands can be personified (Aaker, 1997; Plummer 2000), but not all human personality descriptors will be suitable to describe them was revealed to be adequate as far as golf destinations are concerned. Following the suggestions of Azoulay and Kapferer, 2003:153) that brand personality is "the unique

set of human personality traits that are both applicable and relevant to brands", this research identified the set of human characteristics both applicable and relevant to golf destinations: *innovative, helpful, pleasant and relaxed.*

Additionally, the open-ended responses revealed personality traits that are quite different from those in Aaker's (1997) or Goldberg's (1992) scales e.g. *good, excellent* and *expensive*, suggesting that personality traits can be associated with the brand, amongst others, through product-related attributes, product category associations, and the price as stated by Murphy *et al.* (2007).

Findings show that a destination-specific scale must be drawn up including a wider set of personality traits and must consider the different type of destination attributes. Promoting the functional attributes of destinations could be very positive but is not sufficient to attract golf players. Findings of this study suggest that the symbolic functions or benefits (manifested through dimensions *hospitality* and *uniqueness*) of a destination brand are crucial in understanding the complex nature of tourism behaviour.

Another aspect to outstand is that tourists/golf players who experience a match between their perception of the destination and their self-concept are more likely to have favourable attitudes towards the destination resulting in intention to return or recommend (Caldwell and Freire, 2004; Ekinci, 2003; Pau and Lau, 2000).

Conclusions and Future Research

Destination branding studies have mainly focused on destination image and brand personality has only recently been explored in the context of tourist destinations. Being such a complex product, tourist destinations are very difficult to evaluate from the perspective of brand personality as it involves a considerable amount of sub-products (sub-brands) and experiences. The importance of assessing destination brand personality relies on the fact that like any other product, destinations can benefit from a strong brand (as it helps to create diffrentiation and is a base for establishing relationships with customers) and a favourable image (associated with positive meanings).

The purpose of this study was to identify the dimensions to measure golf destinations' brand personality and to validate a scale to measure the same construct with desirable reliability and validity. In order to do that, it was necessary to identify the attributes of a golf destination as components of brand personality and generate a pool of items adequate to describe a golf destination and its main attributes.

The present study succeeded in developing and validating a golf destination brand personality scale based on the overall perceptions of the tourist/golf player about the destination (model I) and by evaluation its specific attributes based on a relational approach to brand personality (model II).

In terms of BPT, the study revealed that *cheerful, friendly* and *reliable* are also both adequate and relevant to describe golf destinations in terms of brand personality. Furthermore other traits were found as part of the brand personality. Although not being personality traits as such they are destination-specific personality traits which were revealed to be adequate and relevant to describe golf destinations*: appealing, calm, natural, spectacular, the best* and *welcoming*.

Although both models combine human personality traits, brand personality traits, destination image descriptors and destination-specific traits under one measurement scale, the relational approach, including functional, symbolic and experiential components of the brand personality plays a fundamental role in the establishment of relationships between the destination brand and visitors while contributing to the differentiation of the brand. On the other hand Model I reflects the holistic perspective, but as stated earlier, the perceptions of the Algarve as a golf destination are mainly based on the tangible aspects of the destination.

Important contributions of this study are that both qualitative and quantitative approaches should be used in the measurement of brand personality, which is similar to the findings of Baloglu and Love (2005) and Usakli and Baloglu (2011). In this study the interviews and the website texts provided a greater variety of personality traits that are quite different from those in the literature. In addition, they converged in part with quantitative response and thus provided additional support for the validity of the study. A reliable and valid tool to assess golf destination brand personality is a valuable

marketing management resource. Destination managers will be able to plan marketing actions that will help to change general destination attitudes and product-destination attitudes, establishing the destination brand and creating differentiation resulting in increased preference and usage, higher emotional ties and trust and loyalty towards the brand. Also, marketers should place great emphasis on building a connection between destination personality and tourists/golf players' self-concept.

There is a question still to be answered: is a brand personality scale preferable that reflects the solely holistic recognition of the destination or a brand personality scale that combines multiple levels of analysis, focusing on the different aspects the brand experience that definitely are not limited to the golf course and the golf practice ... the answer to this question can only be obtained by testing this model in other golf destinations.

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CHAPTER 7

CONCLUSIONS

1. Summary of Major Findings

This research aimed to understand the relationship between the concepts of personality, brand image and brand personality and how those concepts are applied to destinations. Therefore, articles one and two explore those topics and concluded that research on brand personality measurement is mostly based on the 'Big-Five' model of personality. The 'Big-Five' comprises personality characteristics which are a synthesis of the traits theories of personality developed by Cattell (1957) (comprehensive list of personality traits) and Eysenck (1947) (concise list of personality traits). Those theories seek to describe a person with as few adjectives as possible. Psychologists claim that factor analysis detects five trait clusters as being strongly internally correlated and not strongly correlated with one another, generating a generally accepted personality structure.

The scale developed for brand personality (Aaker, 1997) merges all the human characteristics applicable for brands under one blanket word – personality, and includes five dimensions: *sincerity, excitement, sophistication, competence* and *ruggedness*. Within those dimensions are 42 brand personality traits. However, it includes dimensions which are conceptually different from the pure concept of personality, for instance: *Sophistication* and *Ruggedness. Competence* refers to know-how i.e. abilities or cognitive capacities (dynamic factors), which is an item excluded from the definition of personality. Aaker (1997) also added some items related to gender (feminine), social class (upper-class) and age (youth) creating confusion between the brand itself (product) and the personality of the receiver or consumer. The brand personality scale also fails to include the traits related to the outcomes of the relationship between the consumer and the product (Azoulay and Kapferer, 2003). Although some of the dimensions, in both scales, have the same connotations and some of the traits are similar, depending on the product (brand) to be assessed, the scale should be adapted to its specific characteristics.

Although Aaker's scale serves brand personality assessment purposes it will always reflect the personality of the respondents/receivers, as consumers seek to find their own identity in products.

At the theoretical level the concept of brand, brand image and brand personality were analysed in this study. However, some definitional inconsistencies and the interchangeable use of the terms are easily found. By analysing the definitions and names given to the concept, it is often difficult to make a clear distinction between the concepts of brand image and brand personality. Brand image is generally conceptualized as a more encapsulating concept; therefore it includes a number of inherent characteristics or dimensions, such as brand personality. Agreement is not achieved because while some authors consider brand personality antecedent to brand image, others suggest that personality and image are seen as antecedents of brand identity. In fact, the brand image and brand personality concepts are related, especially concerning affective components. Elements such as perception and cognitive or psychological were found in the majority of definitions of both concepts, however brand personality relates to a sound presence of human characteristics associated with brands – personification. These statements lead to the conclusion that brand personality is a consequence of brand image when establishing a relationship between the consumer and the brand.

The definition of destination brand personality found in the literature is only an adaptation of the brand personality concept, which reflects the lack of theoretical developments of the concept in the context of destinations. Thus, it is necessary to integrate the existing knowledge of brand/product personality in the consumer goods settings with theories of anthropomorphism to identify dimensions of destination brand personality (Aaker, 1997). As a tourist destination consists of a set of tangible and intangible components, it can potentially be perceived as a brand. Furthermore, the holiday experience has a hedonic nature and given that tourism destinations are rich in terms of symbolic values, it is believed that the concept of brand personality can be applied to tourism destinations. Given the complex nature of destinations and the analysed constructs of the concept of destination branding, it is recommended that a measurement model for destination brand personality should consider not only the human personality traits comprised in the 'Big-Five' model of personality but also descriptors of destinations' brand image elements. Added to this are traits from the tourist's self-concepts (such as self-image), given that brand personality can also be

interpreted in terms of the matching between the tourist's self-image and the destination image. Furthermore, to validate a brand personality scale to golf destinations the research took into consideration the particular attributes of the destination grouped into three categories (functional, symbolic and experiential) brand personality.

In order to reach the objective of conceptualizing a golf destination, the findings of the study revealed that a golf destination must have, according to the Algarve's golf industry experts, 1) *accessibilities* (10.4%), 2) *quality golf courses* (10%) and 3) *climate* (7.2%). As far as golf players are concerned they equally considered specific attributes of a golf destination not only 1) (good) *golf courses* (71.0%), 2) (good) *climate* (45.1%) and 3) good *accommodation* (24.2%), but also (reasonable) price (20.6%) and easy accessibilities (19.6%). Price was only mentioned 3 times (1.5%) during the interviews and it was associated, by the tourism and golf experts, with quality and exclusivity. On the other hand, 20.6 % of the golf players consider *price* as a golf destination attribute. The open-ended questions about what golf destinations 'must have' gathered attributes in the functional category.

Furthermore, former results were confirmed by golf players who consider *golf courses* (91.6%) and *climate* (89.2%) to be the most important attributes of a golf destination. However, those functional attributes were followed by *the way the destination makes tourists/golf players feel* (85.1%), *quality of service and reception* (83.9%) and *security and safety* (82.8%), which belong to the experiential and symbolic categories of attributes, respectively. Also, important to a golf destination are *quality facilities* (80.5%), *quality accommodation* (77.4%), *destination's feel* (74.7%) and 74.4% of the respondents considered the *price* to be somewhat important or very important to a golf destination.

Those findings lead to the conclusion that both sides, supply and demand, have a similar conceptualization of a golf destination, which is based on *quality golf courses*, *favourable climate* to the practice of golf and with *good accommodation* and *accessibilities*. However, golf players also considered *accommodation* and *price* to be relevant issues. Furthermore, when both golf players and experts think about a golf destination they use primarily functional attributes as a mean to describe it (e.g. as

stated by the responses to the first question of the questionnaire – *accessibilities*, *golf courses* and *climate*). Experiential and symbolic attributes only came forward when they are given as a response option (e.g. as stated by the responses to the second question of the questionnaire - *the way the destination makes tourists/golf players feel*, *quality of service and reception* and *security and safety*).

According to the findings of this study we suggest that a ***golf destination is a place to where people travel to, aiming above all to play golf on quality golf courses, enjoying a good climate, staying in good accommodation, paying reasonable prices and easily accessed from home.***

The main purpose of this study was to identify the dimensions to measure golf destinations' brand personality and to validate a scale to measure the same construct with desirable reliability and validity. In order to do that it was necessary to identify the attributes of a golf destination as components of brand personality and generate a pool of items adequate to describe a golf destination and its main attributes. In order to do this several generation sources of items were used (e.g. free elicitation interviews, checklist interviews and promotional texts in golf-related websites). A brand personality taxonomy was developed and personality and non-personality traits able to describe golf destinations' brand personality were identified, as explained in articles three and four.

The final pool of items, after expert validation, comprised seven items from the 'Big-Five' model: *efficient, helpful, innovative, organized, pleasant, warm* and *relaxed* (the latter is also classified as a destination image descriptor and suggested in free elicitation interviews); nine items came from Aaker's (1997) brand personality scale: *charming, cheerful, confident, contemporary, family-oriented, reliable, secure, successful* and *friendly* (the latter was also suggested in free elicitation interviews); six items were destination image descriptors: *appealing, enjoyable, hospitable, sunny, safe* and *relaxed* (*safe* was also suggested in free elicitation interviews). All of the items were selected by Algarve tourism and golf industry experts during checklists interviews. Eight items were suggested in free elicitation: *calm, excellent, good, quality, welcoming, relaxed, friendly* and *safe*. Finally, from promotional texts in golf-related websites across the world, nine items were depicted as being the moist common to describe golf

destinations and golf courses worldwide (*beautiful, the best, challenging, different, famous, great, natural, spectacular* and *unique*).

Most of the adjectives selected turned out to be suitable to describe the various attributes of a golf destination as well as a golf destination as a whole. As stated earlier, to assess golf destination brand personality, a destination-specific measurement scale should be validated taking a wider set of personality traits (including destination-specific traits) into consideration.

The final pool of 36 potential destinations' BPT was collected under the umbrella of the relational brand personality (functional, symbolic and experiential attributes) components and the overall perception of the Algarve. In free elicitation interviews the term *good* was the most mentioned 129 times over the 31 interviews and across categories, followed by *friendly*, mentioned 66 times, mostly to describe brand image, brand personality and symbolic attributes. *Quality* was mentioned 44 times to describe above all both image and personality. The Algarve's golf industry stakeholders hold a very positive and consensual view of the destination, including the price. The term *expensive* was mentioned 24 times to describe not only the price but also the image of the destination, against *affordable* (13 times). The words *cheap* or *fair* only appear three times each. Stakeholders believe that the destination is perceived as an expensive destination, which can be a positive aspect since it can be associated with quality and exclusivity. *Friendly*, r*elaxed* and *safe* are terms also with high frequency scores (66, 25 and 20 respectively) and are common to free elicitation and checklist interviews revealing a high potential to become golf destination personality traits. They are mostly used by experts to describe experiential attributes in free elicitation interviews and to describe destination image in checklist interviews. *Friendly* and *relaxe*d also received a score of 100% from the judges to describe experiential attributes.

The importance of assessing destination brand personality relies on the fact that like any other product, destinations can benefit from a strong brand (as it helps to create differentiation and is a base for establishing relationships with customers) and a favourable image (associated with positive meanings).

The present study succeeded in developing and validating a golf destination brand personality scale based on the perceptions of the tourist/golf player about the destination (model I). When assessing the Algarve as a golf destination from a relational perspective, three dimensions *enjoyableness* (*pleasant, relaxed, natural, calm a*nd *appealing*); *distinctiveness (spectacular, innovative* and *unique*) and f*riendliness* (*friendly* and *welcoming*) were identified (model II). All the dimensions result from a mix of traits emerging from the various sources, which confirms the idea that not all human personality traits are relevant to brands, and that destination-specific attributes and traits must be identified.

This research also succeeded in developing and validating a golf destination brand personality scale based on the perceptions of the tourist/golf player about the destination by evaluating its specific attributes based on a relational approach (model II) to brand personality. Model II reveals four dimensions which tourist/golf players ascribe to golf destinations when evaluating their different attributes. For instance *reliability* is concerned with functional attributes of the destination and *helpful, friendly* and *reliable* are its personality traits. The dimensions *hospitality* and *uniqueness* are both related to symbolic attributes of the destination: *pleasant, cheerful* and *welcoming*, and *spectacular, the best* and *unique* are the appropriate items to describe them. Lastly, the dimension *attractiveness* includes items that best describe the experiential attributes of the destination: *relaxed, pleasant* and *safe*. Once again the dimensions include a mix of different types of traits, which emerged from different sources and which confirm the assumptions that a measurement scale for golf destinations brand personality would have to go beyond Aaker's (1997) brand personality scale.

The study also identified the attributes that should be associated with the brand to differentiate it from other golf destinations. The Algarve's expert's opinion is that *climate* (12.6%) and the *quality of the golf courses* (7.1%) should be the main attributes contributing to differentiation. These results are also confirmed by golf players who equally considered the *quality of the golf courses* (47.3%) and the *climate* (42.9%) as the Algarve's key attributes for differentiation.

Another important conclusion is that the destination that golf players have visited to play golf are mainly Spain (20.9%), the USA (12.1%), the UK (11.4%) and France (8.3%), which confirms Spain as the Algarve's main competitor golf destination but contradicts the assumption that Turkey, Tunisia and Morocco are the Algarve's main competitors.

Although both models combine human personality traits, brand personality traits and destination image descriptors and destination-specific traits under one measurement scale, the relational approach, including functional, symbolic and experiential components of the brand personality plays a fundamental role in the establishment of relationships between the destination brand and visitors while contributing to the differentiation of the brand. On the other hand model I reflects the perception of the brand through a holistic perspective, but as stated earlier this perception is mainly based on the functional (tangible) aspects of the destination.

The research also concludes that the more persistent items, that is items that were validated in both in the holistic and in the relational model are: *friendly* (describing the golf destination as well as the functional attributes of the destination); *pleasant* (describing the golf destination as well as the symbolic and the experiential attributes of the destination); *relaxed* (describing both the golf destination and the experiential attributes); *spectacular, unique* and *welcoming* (describing both the golf destination and the symbolic attributes of the destination). Thus, there is a question still to be answered: is a brand personality scale preferred which reflects a more holistic recognition of the destination or a brand personality scale which combines multiple levels of analysis promoting and encouraging people to assess the different attributes of the brand experience that definitely are not limited to the golf course and the practice of golf ... The answer to this question can only be obtained by testing this model in other golf destinations.

2 Theoretical and Methodological Implications

Important contributions of this study are that both qualitative and quantitative approaches should be used in the measurement of brand personality, which is similar to the findings of Baloglu and Love (2005) and Usakli and Baloglu (2011). In this study the interviews and the website texts provided a greater variety of personality traits, and which are quite different from those in the literature. In addition, they converged in part with quantitative response and thus provided additional support for the validity of the study.

Former studies aiming to assess a DBP have mainly applied Aaker's (1997) brand personality scale to destinations. This research shows that the traits included in Aaker's scale do not correspond to the ones used to describe golf destinations. This is one of the first pieces of research to validate a specific brand personality scale to golf destinations. The results of this study make important theoretical contributions to the understanding of brand personality in the context of tourism destinations in general and golf destinations in particular.

Also the definition of a golf destination based on its specific attributes and personality traits resulting from the study are a step towards the conceptualization of this particular type of destination.

3 Empirical and Managerial Recommendations

A reliable and valid tool to assess golf destination brand personality is a valuable marketing management resource. Destination managers will be able to plan marketing actions that will help to change general destination attitudes and product-destination attitudes; establishing the destination brand and creating differentiation resulting in increased preference and usage, deeper emotional ties, trust and loyalty towards the brand. Also, marketers should place great emphasis on building a connection between destination personality and tourists/golf players' self-concept.

The study explored how golf players describe the Algarve as a golf destination. The destination is perceived as a *good/very good* destination (44%), *excellent* (27.7%) and *expensive* (14.5%). Therefore, the demand holds a very positive general perception of the destination, despite considering it to be expensive. Once again the *price* assumes a relevant position on the demand side.

Furthermore, the study revealed that although great emphasis is still given to the functional attributes of the destination in promotional messages, golf players also recognize symbolic and experiential attributes as important or very important to the assessment of the destination brand personality. A main recommendation of this study will be to consider those attributes as relevant to the overall brand experience and as they are highly dynamic, the relationships between consumers and the components of the relational brand personality of the destination should be a priority when designing communication strategies for the Algarve as a golf destination.

4 Limitations of the Research

The main limitation of this research is that brand personality for golf destinations depends on more diverse factors than the brand personality of conventional products. Assessment of place brand personality involves an analysis of many different attributes that lead to different perceptions among people. Therefore, the difficulty in generalizing such different attributes is revealed as a drawback for the study. Also, the fact that the analysis is based on personality perceptions of only one golf destination is another limitation. However, the number of golf destinations with similar characteristics is not comparable to that of commercial brands, in order to accurately identify personality dimensions.

Another limitation of this study was the fact that people (both interviewees and respondents) had great difficulty in expressing themselves when asked which words they would use to describe the destination and its attributes. Most of the words were repeated and limited (mostly said good and very good).

The fact that the research was conducted in two languages might have also been a constrain since translation and retroversion of the items may lead to some loss in meaning or sense, that is, the same word might not have exact the same meaning in different languages.

Establishing a strong destination brand personality and knowing how it can be modified or enhanced to match the destination dominant personality will enable managers to achieve the sense of affinity with their target markets while maintaining identifiable characteristics. However, the experiential component of the relational brand personality might have been further explored to relate golf destination brand personality to the tourist experience.

5 Future Research

Future research should include the validation of the findings of this study in other golf destinations. An extension of this study should be to test and compare brand personalities of particular golf destinations with regard to the same sort of attributes.

Also, different attributes such as the ones suggested by the respondents (entertainment, sea, location, language, beaches, other activities and reputation), and if people would equally assign personality traits to those attributes, should be investigated and the results compared with the ones of this study.

Furthermore, future research could be base on different approaches to generate items, e.g. focus groups, glossary of adjectives etc.

Under the tenets of brand personality's body of knowledge, it is possible to create a brand identification of the utmost importance to differentiate golf destinations, but it is not possible to adopt entirely human personality traits to describe them, as they appear combined with other sets of traits. Further research should investigate more thoroughly into experiential attributes to reinforce this scale since that this research concluded that a golf destination must have more than just good golf courses.

APPENDIX 1

TRAITS & ATTRIBUTES

Table 1.1 List A – Destination Image Descriptors (DID)

1	Affordable	31	Green	61	Restful
2	Appealing	32	Happy	62	Rural
3	Arousing	33	High	63	Safe
4	Bored	34	Historic	64	Satisfied
5	Broke	35	Hospitable	65	Scenic
6	Busy	36	Humid	66	Similar
7	Colourful	37	Innocent	67	Sinful
8	Commercial	38	Intriguing	68	Sleepy
9	Convenient	39	Isolated	69	Special
10	Cultural	40	Lively	70	Spoiled
11	Developed	41	Lucky	71	Standard
12	Dirty	42	Luxurious	72	Stressed
13	Distressing	43	Magical	73	Stressful
14	Diverse	44	Magnificent	74	Stunning
15	Dynamic	45	Majestic	75	Suitable
16	Eastern	46	Memorable	76	Sunburned
17	Easy going	47	Militaristic	77	Sunny
18	Educational	48	Mystic	78	Touristy
19	Enjoyable	49	Natural	79	Traditional
20	European	50	Noisy	80	Tranquil
21	Exhilarated	51	Numerous	81	Tropical
22	Familiar	52	Organized	82	Tuned
23	Families-oriented	53	Outdoor	83	Unique
24	Famous	54	Overcrowded	84	Unpolluted
25	Fashionable	55	Picturesque	85	Unreliable
26	Flat	56	Primitive	86	Vast
27	Free	57	Real	87	Warm
28	Friendly	58	Refreshed	88	Wide
29	Fun	59	Rejuvenated	89	Windy
30	Gloomy	60	Relaxed		

Source: Adapted from Baloglu and Love (2004); Baloglu and Mangaloglu (2001); Beerli and Martín (2004b); Bigné, Sánchez ans Sanz (2008); Choi, Chan and Wu (1999); Echtner and Ritchie (2003); Hosany, Ekinci and Uysal (2006); Hsu, Wolfe and Kang (2004); Jenkins (1999); Kneesel, Baloglu and Millar (2009); Konecnick (2003); Murphy, Moscado and Benckendorff (2007); Son (2005) Tapachai and Waryszak (2000).

Table 1.2 List B - Human Personality Traits (HPT)

1	Active	24	Introspective
2	Agreeable	25	Kind
3	Artistic	26	Neat
4	Assertive	27	Organized
5	Bold	38	Philosophical
6	Bright	29	Pleasant
7	Careful	30	Practical
8	Complex	31	Prompt
9	Considerate	32	Relaxed
10	Conscientious	33	Steady
11	Cooperative	34	Sympathetic
12	Creative	35	Systematic
13	Daring	36	Talkative
14	Deep	37	Thorough
15	Efficient	38	Trustful
16	Energetic	39	Undemanding
17	Extroverted	40	Unemotional
18	Generous	41	Unenvious
19	Helpful	42	Unexcitable
20	Imperturbable	43	Unrestrained
21	Imaginative	44	Verbal
22	Innovative	45	Vigorous
23	Intellectual	46	Warm

Source: Adapted from Goldberg (1992); Soucier (1994)

Table 1.3 List C - Brand Personality Traits (BPT)

1	Charming	22	Original
2	Cheerful	23	Outdoorsy
3	Confident	24	Real
4	Contemporary	25	Reliable
5	Cool	26	Rugged
6	Corporate	27	Secure
7	Daring	28	Sentimental
8	Down to earth	29	Sincere
9	Exciting	30	Small-town
10	Family-oriented	31	Smooth
11	Feminine	32	Spirited
12	Friendly	33	Successful
13	Glamorous	34	Technical
14	Good-looking	35	Tough
15	Hard-working	36	Trendy
16	Honest	37	Unique
17	Imaginative	38	Upper class
18	Independent	39	Up-to-date
19	Intelligent	40	Western
20	Leader	41	Wholesome
21	Masculine	42	Young

Source: Adapted from Aaker (1997)

Table 1.4 Attributes that Would Influence Tourist Choice When Choosing a Golf Destination

Specific golf destinations attributes	*Petrick (1999: 209-223)*	*National Golf Foundation (2003: 15)*	*Mendes (2004: 64)*	*Martins & Correia (2004: 25)*	*Ribeiro (2006: 113)*	*Turismo de Portugal (2006: 19)*	*KPMG (2008: 8)*	*Hudson & Hudson (2010: 5)*
Accessibility(es)		x	x	x	x	x	x	
Quality accommodation		x	x	x	x		x	x
Bars and restaurants		x	x	x	x			
Beaches			x	x				
Climate			x	x	x	x	x	
Golf courses	x	x	x	x	x	x	x	x
Entertainment				x			x	x
Equipment and clothing								x
Family activities		x						
Family/friends recommendation		x						
Gastronomy							x	x
Golf cruises								x
Golf events			x	x		x		x
Golf information	x							
Golf media								x
Golf packages		x						
Golf schools		x				x		x
Golf tour operators and intermediaries								x

Appendix 1 – Traits & Attributes

Specific golf destinations attributes	Petrick (1999: 209-223)	National Golf Foundation (2003: 15)	Mendes (2004: 64)	Martins & Correia (2004: 25)	Ribeiro (2006: 113)	Turismo de Portugal (2006: 19)	KPMG (2008: 8)	Hudson & Hudson (2010: 5)
Golf tradition							x	
Hosting			x					
Information about the resort	x							
International image and positioning						x		
Landscape/Scenery		x	x	x	x			
Maintenance			x	x	x			
Management know-how						x		
Merchandising						x		
Nightlife						x	x	
Other attractions		x	x					
Overall price		x	x	x	x		x	
Past experience		x						
Proximity	x	x	x	x	x			
Qualified staff						x		
Quality infrastructures & Equipments (facilities)			x	x		x	x	
Real state			x	x				x
Relaxing surroundings							x	
Resort facilities	x							
Resort service	x							
Resort/hotel reputation		x						

Appendix 1 – Traits & Attributes

Specific golf destinations attributes	Petrick (1999: 209-223)	National Golf Foundation (2003: 15)	Mendes (2004: 64)	Martins & Correia (2004: 25)	Ribeiro (2006: 113)	Turismo de Portugal (2006: 19)	KPMG (2008: 8)	Hudson & Hudson (2010: 5)
Security			x	x				
Shopping facilities		x				x		
Sightseeing opportunities							x	
SPA		x						
Spiked-up greens			x	x	x			
Tee times			x	x	x			
Transportation								x

Source: Adapted from Barros, Butler and Correia (2010); Correia, Barros and Silvestre (2007); Hudson and Hudson (2010); KPMG (2008); Martins and Correia (2004); Mendes (2004); National Golf Foundation (2003); Petrick (1999); Ribeiro (2006); Turismo de Portugal (2008).

APPENDIX 2
ONLINE TEXT ANALYSIS

Table 2.1 Official Tourism and Golf Authorities' Websites

Entity	*Website*
ATA - Agência Regional para a Promoção Turística do Algarve	http://www.atalgarve.pt/produtos
Algarve Convention Bureau	http://www.algarveconvention.com
Associação Algarve Golfe	http://algarvegolfe.com
Turismo do Algarve	http://www.visitalgarve.pt
Turismo de Portugal	http://www.visitportugal.com

Table 2.2 Algarve Golf Courses' Websites

Golf course	*Website*
Alto Golf (Pestana)	http://www.pestanagolf.com
Alto Golf Golf and Country Club	http://www.altoclub.com
Balaia Golf Village	http://www.balaiagolfvillage.com/
Benamor Golf	http://www.benamorgolf.com
Boavista Golf	http://boavistagolf.com
Castro Marim Golf & Country Club	http://www.castromarimgolfe.com
Colina Verde Golf Course	http://www.golfcolinaverde.com
CS Golfe do Morgado	http://www.cs-hoteis.com/
CS Golfe dos Álamos	http://www.cs-hoteis.com/
CS Salgados	http://www.herdadedossalgadosgolf.com/
Gramacho Golf Course	http://www.pestanagolf.com/
Monte Rei Golf & Country Clube	htp://www.monte-rei.com
Ocean Golf Course	http://www.valedolobo.com/home/
Oceanico Academy Golf Course	http://www.oceanicogolf.com
Oceanico Faldo	http://www.oceanicogolf.com
Oceanico Laguna	http://www.oceanicogolf.com/
Oceanico Millenium	http://www.oceanicogolf.com/
Oceanico O' Connor Course	http://www.oceanicogolf.com/
Oceanico Old Course	http://www.oceanicogolf.com/
Oceanico Pinhal	http://www.oceanicogolf.com/
Oceanico Vitória	http://www.oceanicogolf.com/
Palmares Golf	http://www.palmaresgolf.com
Parque da Floresta	http://www.vigiassa.com/
Penina Academy Golf Course	http://www.lemeridien.com/peninagolf
Penina Resort Golf Course	http://www.lemeridien.com/peninagolf
Pine Cliffs & Country Club	http://www.luxurycollection.com/golfalgarve
Pinheiros Altos Golf Course	http://www.pinheirosaltos.pt
Quinta da Ria	http://www.quintadaria.com
Quinta de Cima	http://www.quintadaria.com
Quinta do Lago Laranjal	http://www.quintadolagogolf.com
Quinta do Lago Norte	http://www.quintadolagogolf.com
Quinta do Lago Sul	http://www.quintadolagogolf.com
Quinta do Vale	http://www.quintadovale.com
Royal Golf Course	http://www.valedolobo.com/home/

Golf course	Website
San Lourenzo Golf Course	http://www.jjwhotels.com
Silves Golf Course (Pestana)	http://www.pestanagolf.com/
Sir Henry Cotton Penina Championship Golf Course	http://www.lemeridien.com/peninagolf
Vale da Pinta Golf Course (Pestana)	http://www.pestanagolf.com/
Vale do Milho Golf	http://www.valedemilhogolf.com
Vila Sol Spa & Golf Resort	http://www.vilasol.pt/

Table 2.3 Algarve' Main Competitive Destinations Websites

Region	Website
Morocco – Marrakesh	http://www.visitmorocco.com/index.php/eng/I-am-going-to/Marrakech/Unmissable
Spain – Andalucía	http://www.andalucia.org/en/golf/
Spain - Canary Islands	http://www.turismodecanarias.com/canary-islands-spain/holiday-travel/golf/
Tunisia – Hammamet	http://www.tourismtunisia.com/togo/hammamet/hammamet.html
Turkey - Antalya	http://www.antalya.fm/belek.html

Table 2.4 Golf Courses in Algarve's Main Competitive Destinations

Golf course	Website
Golf Assoufid	http://www.assoufid.com/golf/
Marrakesh Country Club	http://www.marrakeshcountryclub.com/html
Palmeraie Golf Club	http://www.pgpmarrakech.com/
Samanah Golf Club	http://www.samanah.com/
Alcaidesa Links Golf	http://english.golfalcaidesa.es/
Alhaurin Golf Hotel Resort	http://www.alhauringolf.com/
Almenara Golf	http://www.hotelalmenara.com/
Anoreta Golf	http://www.anoretagolf.es/
Bellavista Golf	http://www.bellavistagc.com/
Dehesa Montenmedio Golf & Country Club	http://www.montenmedio.es/
La Cala Golf Resort	http://www.lacala.com/en/golf/index
La Canada Golf	http://www.lacanadagolf.es/
La Duquesa Golf & Country Club	http://www.golfladuquesa.com/index.php
La Quinta Golf & Country Club	http://www.laquintagolf.com/golf_course.html
Lauro Golf	http://www.laurogolf.com/en/lauro-golf/golf-course.html
Los Arqueros Golf & Country Club	http://www.losarquerosgolf.com/golf-club/history
Los Flamingos Golf	http://www.flamingosgolf.com/campos.
Mijas Golf International	http://www.mijasgolf.org/paginasing/presenta

Golf course	Website
	cion.html
Montecastillo Golf Resort	http://www.montecastilloresortjerez.com/
Monte Mayor Golf & country Club	http://www.montemayorgolf.com/home.php
Real Club de Golf de Sevilla	http://www.sevillagolf.com/Default.aspx
San Roque Club & Country Club	http://www.sanroqueclub.com/public/index.php
Santa Clara Golf	http://www.santaclaragolfmarbella.com
Valderrama Golf Club	http://www.valderrama.com/golf_course/course.html
Valle del Este Golf Resort	http://www.valledeleste.es/almeriahotel/
Amarilla Golf - Tenerife	http://www.canarycompanies.com/amarillagolf
Anfi Tauro Golf – Gran Canaria	http://www.anfi.com/golf/18_hole_course.htm
Buenavista Golf - Tenerife	http://www.buenavistagolf.
Lopesan Meloneras Golf – Gran Canaria	http://www.lopesanhotels.com/golf.php
Golf Las Américas - Tenerife	http://en.golflasamericas.com/
Golf La Rosaleda Pitch & Putt - Tenerife	http://www.clubdegolflarosaleda.com/index_archivos/Page2028.htm
Salobre golf & Resort – Gran Canaria	http://www.salobregolfresort.com/
Golf Citrus – Les Oliviers	http://www.golfcitrus.com/eng/oliviers.htm
Golf Citrus - La Foret	http://www.golfcitrus.com/eng/foret.htm
Yasmine Golf	http://www.golfyasmine.com/en/presentation.php
Carya Golf Course	http://www.caryagolf.com/
Gloria New Course	http://www.gloria.com.tr/GolfClub.aspx
Kaya Eagles	http://www.kayatourism.com.tr/en/oteller/kaya_golf_club/default.aspx
National Golf Club	http://www.nationalturkey.com/home.htm
Sueno Pines	http://www.sueno.com.tr/suenogolf.asp?islem=sayfa&id=158

Table 2.5 Best 40 Golf Courses in the World 2009

Name	Website
Augusta National	http://www.augusta.com/masters/coursetour/
Ballybunion Golf Club (The Old Course)	http://www.ballybuniongolfclub.ie/oldcourse.html
Bethpage State Park (Black)	http://www.nysparks.com/golf-courses/11/course-information.aspx
Cape Kidnappers	http://www.capekidnappers.com/Cape-idnappers/Course_IDL=28_IDT=3577_ID=20800_.html
Carnoustie Golf Links (Championship)	http://www.carnoustiecountry.com/Courses/CarnoustieChampions/Carnoustie-Championship-

Name	*Website*
Chicago	Detail.aspx http://www.golf.com/golf/courses_travel/coursefinder/course/0,28290,1419344,00.html#ixzz0x8i0QznK
Crystal Downs Country club	http://www.golf.com/golf/courses_travel/coursefinder/course/0,28290,1268254,00.html
Cypress Point	http://www.golf.com/golf/courses_travel/coursefinder/course/0,28290,1451557,00.html#ixzz0x2yftWI0
Fishers Island Club	http://www.golf.com/golf/courses_travel/coursefinder/course/0,28290,1429653,00.html#ixzz0x8nJGL5Q
Friar's Head	http://www.golf.com/golf/courses_travel/coursefinder/course/0,28290,1647279,00.html#ixzz0x8nwvB5W
Hirono golf Club	http://www.japan-golf-tours.com/japan-golf-tour-courses.html
Kingston Heath	http://www.kingstonheath.com.au/welcome/index.mhtml
Merion (East)	http://www.meriongolfclub.com/
Muirfield	http://www.muirfield.org.uk/page/Home.aspx
National Golf Links of America	http://www.golfable.com/golfcourses/courses/Southampton_NY_National_Golf_Links_of_America
New South Wales	http://www.nswgolfclub.com.au/guests/index.mhtml
Oakland Hills (South)	http://www.oaklandhillscc.com/
Oakmont	http://www.oakmont-countryclub.org/
Pacific Dunes	http://www.bandondunesgolf.com/pages/pacific_dunes/50.php
Pebble Beach	http://www.pebblebeach.com/golf/pebble-beach-golf-links
Pine Valley Golf Club	http://golfclubatlas.com/courses-by-country/usa/pine-valley-golf-club
Pinehurst (No. 2)	http://www.pinehurst.com/nc-golf-courses.php
Prairie Dunes	http://www.prairiedunes.com/pdhome.php
Riviera Country Club	http://www.therivieracountryclub.com/html/index.cfm
Royal Birkadale golf Club	http://www.royalbirkdale.com/
Royal County Down	http://www.royalcountydown.org/championship-links.aspx
Royal Dornoch	http://www.royaldornoch.com/
Royal Melborne (West)	http://www.royalmelbourne.com.au/welcome/index.mhtml
Royal Portrush Golf Club (Dunluce)	http://www.royalportrushgolfclub.com/
Royal St. George's	http://www.royalstgeorges.com/index.lasso?pg=3ebae8c7f8903e82
San Francisco Golf Club	http://www.golf.com/golf/courses_travel/coursefinder/course/0,28290,1453532,00.html#ixzz0x8jXLttV
Sand Hills	http://www.sandhillsgolfshop.com/index.html
Seminole Golf Club	http://www.golf.com/golf/courses_travel/coursefinder/course/0,28290,1246166,00.html
Shinnecock Hills	http://www.golf.com/golf/courses_travel/coursefinder/course/0,28290,1443177,00.html#ixzz0x8USBWZn
St. Andrews (Old Course)	http://www.standrews.org.uk/The-Courses/The-Old-Course.aspx
Sunningdale golf Club	http://www.sunningdale-

Name	Website
(Old)	golfclub.co.uk/site/courses/courses.php
The Country Club (Clyde/Squirrel)	http://www.golf.com/golf/courses_travel/coursefinder/course/0,28290,1233861,00.html#ixzz0x8rWhGqY
Turnberry (Ailsa)	http://www.turnberry.co.uk/golf/ailsa-course/
Whistling Straits	http://www.golf.com/golf/courses_travel/coursefinder/course/0,28290,1517529,00.html#ixzz0x8uRX0VW

Source: Golf Magazine (2010)

Table 2.6 Locations of the Best 40 Golf Courses in the World 2009

Region	Website
Antrim, Northen Ireland	http://www.ebookireland.com/antrim.htm
Ayrshire and Arran, Scotland	http://guide.visitscotland.com/
California, USA	http://www.visitcalifornia.com/Things-To-Do/
County Kerry, Ireland	http://www.countykerry.com/
East of Scotland, Scotland	http://www.eastofscotlandgolf.com/default.php
England's Northwest, England	http://www.enjoyengland.ie/ideas/rural-escapes/outdoor-activities/golfing-breaks.aspx
Hawke's Bay, New Zealand	http://www.hawkesbaynz.com/Visit/abouthawkesbay/
Hyogo, Japan	http://www.hyogo-tourism.jp/english/about/index.html
New South Wales, Australia	http://www.visitnsw.com/zone/sydney_surrounds.aspx
New York State, USA.	http://www.nywelcomesyou.com/thingsToDo
South East England and London, England	http://www.enjoyengland.ie/ideas/rural-escapes/outdoor-activities/golfing-breaks.aspx
South West England, England	http://www.enjoyengland.ie/ideas/rural-escapes/outdoor-activities/golfing-breaks.aspx
The Highlands, Scotland	http://guide.visitscotland.com/l
Victoria, Australia	http://www.visitnsw.com/zone/sydney_surrounds.aspx

APPENDIX 3
INTERVIEWS

Form 3.1 Free Elicitation Interview Form in English

This form is part of stage I of a PhD study on Golf Destinations' Brand Personality, carried out at the Faculty of Economics at the University of the Algarve. The objective of the study is to create a measurement scale to assess golf destinations' brand personality, and the particular case of the Algarve. Therefore, by answering the following questions you will be helping to find the 1st set of personality attributes to be included in the scale. The data is confidential. Thank you for your participation.

Question I

We are interested in finding out which personality traits or human characteristics come to mind when you think about the Algarve as a golf destination. We would like you to think of the golf destination Algarve as if it was a person. This may sound unusual, but think and say the set of human characteristics associated with the brand "Algarve".

Question II

How would you describe the Algarve's image as a golf destination? Please say the first words that come to your mind.

Question III

Bearing in mind the Algarve as golf destination, please indicate the first things that came to your mind when you think about:

a) The profile of the Algarve's typical tourist/golfer

b) The character of local people.

c) The quality of the services provided by service contact personnel

Question IV

Do the same thing concerning:

a) The character of the built environment

b) Security and safety

c) The atmosphere of the destination (the destination's feel)

d) Feelings or emotions that the Algarve evoke to tourists/golfers (How the destination make visitors feel)?

Question V

Please indicate the first things that came to your mind when you think of the following aspects of the destination:

a) Accessibilities

b) Bars and restaurants

c) Landscape /scenery

d) Climate

e) Price

245

f) Quality of accommodation

g) Golf courses

h) Facilities (trolleys, buggies, etc)

i) Golf events

j) Proximity

Question VI

Which characteristics do you think a destination must have in order to be considered a golf destination?

Question VII

Which specific destination characteristics would you associate to the Algarve brand, as a golf destination, in order to distinguish it from its main competitors?

Form 3.2 Free Elicitation Interview Form in Portuguese

Este questionário faz parte da 1ª fase de uma investigação, a ser apresentada para defesa de uma tese de doutoramento em turismo, a realizar na Faculdade de Economia da Universidade do Algarve. O estudo é sobre a personalidade das marcas dos destinos turísticos de golfe, nomeadamente o caso do Algarve e tem como objetivo criar uma escala de avaliação para a personalidade dos destinos turísticos de golfe. Assim, respondendo às seguintes questões estará a ajudar a reunir o conjunto de atributos a incluir na referida escala. As respostas são anónimas e confidenciais pelo que se agradece a máxima sinceridade. Antecipadamente grata pela sua colaboração.

Questão I

A perceção de um destino turístico está fortemente vinculada a um referencial onde traços de natureza humana configuram uma determinada imagem. Estamos interessados em identificar quais os traços de personalidade humana que se associam à marca "Algarve". Ainda que possa parecer estranho, gostaríamos que imaginasse o Algarve, enquanto destino de golfe, com as características de uma pessoa. Escreva o conjunto de características humanas que lhe possam ocorrer quando pensa no Algarve como destino de golfe.

Questão II

Como descreveria a imagem da marca Algarve como destino de golfe? Por favor escreva as primeiras palavras que espontaneamente lhe ocorrerem.

Questão III

Ainda pensando no Algarve como destino de golfe, escreva as primeiras palavras que lhe vierem à mente sobre o seguinte:

d) O perfil do golfista típico que visita o Algarve

e) O carácter da população local.

f) A qualidade dos serviços fornecidos pelo pessoal de contacto

Questão IV

Faça o mesmo exercício relativamente ao seguinte:

e) O carácter do ambiente construído

f) A segurança

g) A atmosfera do destino (que sensações desperta)

h) Como é que o destino faz com que os seus visitantes/golfistas se sintam? (Que tipo de sentimentos e emoções o destino provoca no turista/golfista)

Questão V

Por favor indique, como descreve seguintes aspetos do destino de golfe Algarve:

a) Acessibilidade

b) Bares e restaurantes

c) Paisagem /beleza natural

d) Clima

e) Preço

f) Qualidade do alojamento

g) Campos de golfe

h) Equipamentos (trolleys, buggies, etc.)

i) Eventos de golfe

e) Preço

j) Proximidade

Questão VI

Quais são as características que um destino turístico deve ter para ser considerado um destino de golfe?

Questão VII

Que características específicas do destino turístico associaria à marca Algarve para que esta se diferencie das outras marcas de destinos de golfe?

Table 3.1 Questions Used in Free Elicitation Interviews

Questions	Objectives	Authors
1) Which personality traits or human characteristics come to mind when you think about the Algarve as a golf destination?	Identify potential brand personality traits for a golf destination.	
2) How would you describe the Algarve's image as a golf destination?	Identify potential brand personality traits for a golf destination.	
3) Please indicate the first words that cam to your mind when you think about: a)The profile of the Algarve's typical tourist/golfer b)The character of local people. c)The quality of the services provided by service contact personnel d) The profile of the typical	Identify potential brand personality traits to describe the **symbolic attributes** of a golf destination.	(Hankinson, 2004).
4) Please indicate the first things that came to your mind when you think about: a)The character of the built environment b)Security and safety c)The atmosphere of the destination (the destination's feel) d)Feelings or emotions that the Algarve evoke to tourists/golfers (How the destination make visitors feel)	Identify potential brand personality traits to describe the **experiential attributes** of a golf destination.	(Hankinson, 2004).
5) Please indicate the first things that came to your mind when you think about: a)Accessibility b)Bars and restaurants c)Landscape /scenery d)Climate e)Price f)Quality of accommodation g)Golf courses h)Facilities (trolleys, buggies, etc.)	Identify potential brand personality traits to describe the **functional attributes** of a golf destination.	(Hankinson, 2004).

Questions	Objectives	Authors
i)Golf events j)Proximity		
6) Which characteristics do you think a destination must have in order to be considered a golf destination?	Contribute to a definition of golf destination. Identify attributes that the stakeholders (supply) consider to be essential for a destination to become a golf destination.	
7) Which specific destination characteristics would you associate to the Algarve brand, as a golf destination, in order to distinguish it from its main competitors?	Identify which specific characteristics of the destination could be associated to the brand in order to enhance its uniqueness as a golf destination.	

Source: Own Elaboration

Form 3.3 Checklist Interviews Form in English

> This form is part of phase I of a PhD study on Golf Destinations' Brand Personality, carried out at the Faculty of Economics at the University of the Algarve. The objective of the study is to create a measurement scale to assess golf destinations' brand personality, and the particular case of the Algarve. Therefore, by answering the following questions you will be helping to find the 1st set of personality attributes to be included in the scale. The data is confidential. Thank you for your participation.

Question I

We are interested in finding out which personality traits or human characteristics come to mind when you think about the Algarve as a golf destination. We would like you to think of the golf destination Algarve as if it was a person. This may sound unusual, but think and indicate the items from **list B** that you would use to describe the Algarve as a golf destination?

Question II

Please chose from **list A** and then from **list B** the adjectives that can best describe Algarve's image as a golf destination.

List A	List B

Question III

Bearing in mind the Algarve as golf destination, please choose from list B and list C the items that you think are suitable to describe the following aspects of the destination:

g) The profile of the Algarve's typical visitor/golfer

List B	List C

h) The character of local people.

List B	List C

i) The quality of the services provided by service contact personnel

List B	List C

Question IV

Do the same thing concerning:

i)   The character of the built environment

List B	List C

j)   Security and safety

List B	List C

k)   The atmosphere of the destination (the destination's feel)

List B	List C

l)   Feelings or emotions that the Algarve evoke to tourists/golfers (How the destination make visitors feel)

List B	List C

Question V

Please indicate the first things that came to your mind when you think of the following aspects of the destination:

k) Accessibilities

List B	List C

l) Bars and restaurants

List B	List C

m) Landscape /scenery

List B	List C

n) Climate

List B	List C

o) Price

List B	List C

p) Quality of accommodation

List B	List C

q) Golf courses

List B	List C

r) Facilities (trolleys, buggies, etc)

List B	List C

s) Golf events

List B	List C

t) Proximity

List B	List C

Question VI

Which characteristics do you think a destination must have in order to be considered a golf destination?

Question VII

Which specific destination characteristics would you associate to the Algarve brand in order to distinguish it from its main competitors?

Form 3.4 Checklist Interviews Form in Portuguese

Este questionário faz parte da 1ª fase de uma investigação, a ser apresentada para defesa de uma tese de doutoramento em turismo, a realizar na Faculdade de Economia da Universidade do Algarve. O estudo é sobre a personalidade das marcas dos destinos turísticos de golfe, nomeadamente o caso do Algarve e tem como objectivo criar uma escala de avaliação para a personalidade dos destinos turísticos de golfe. Assim, respondendo às seguintes questões estará a ajudar a reunir o conjunto de atributos a incluir na referida escala. As respostas são anónimas e confidenciais pelo que se agradece a máxima sinceridade. Antecipadamente grata pela sua colaboração.

Questão I

A perceção de um destino turístico está fortemente vinculada a um referencial onde traços de natureza humana configuram uma determinada imagem. Estamos interessados em identificar quais os traços de personalidade humana que se associam à marca "Algarve". Ainda que possa parecer estranho, gostaríamos que imaginasse o Algarve, enquanto destino de golfe, com as características de uma pessoa. Que itens da **lista B** usaria para descrever o Algarve?

Questão II

Por favor, escolha da **Lista A** e da **Lista B** os adjetivos que acha que melhor descrevem a imagem de marca do Algarve como destino de golfe.

Lista A	Lista B

Questão III

Ainda pensando no Algarve como destino de golfe, escolhas das listas B e C os adjetivos que lhe parecem mais apropriados relativamente ao seguinte (pode indicar apenas o numero:

j) O perfil do golfista típico que visita o Algarve

Lista B	Lista C

k) O carácter da população local.

Lista B	Lista C

l) A qualidade dos serviços fornecidos pelo pessoal de contacto

Lista B	Lista C

Questão IV

Faça o mesmo exercício relativamente ao seguinte:

m) O carácter do ambiente construído

Lista B	Lista C

n) A segurança

Lista B	Lista C

o) A atmosfera do destino (que sensações desperta)

Lista B	Lista C

p) Como é que o destino faz com que os seus visitantes/golfistas se sintam? (Que tipo de sentimentos e emoções o destino provoca no turista/golfista)

Lista B	Lista C

Questão V

Por favor, indique das listas B e C quais os adjetivos com que descreveria os seguintes aspetos do destino de golfe Algarve:

k) Acessibilidades

Lista B	List C

l) Bares e restaurantes

Lista B	List C

m) Paisagem /beleza natural

Lista B	Lista C

n) Clima

Lista B	List C

o) Preço

Lista B	Lista C

p) Qualidade do alojamento

Lista B	Lista C

q) Campos de golfe

Lista B	Lista C

r) Equipamentos (trolleys, buggies, etc.)

Lista B	Lista C

s) Eventos de golfe

Lista B	Lista C

t) Proximidade

Lista B	Lista C

Questão VI

Quais as características que um destino turístico deve ter para ser considerado um destino de golfe?

Questão VII

Que características específicas do destino turístico associaria à marca Algarve para que esta se diferencie das outras marcas de destinos de golfe?

Table 3.2 Questions Used in Checklist Interviews

Questions	Response Options	Objectives
1) Indicate the items from list B that you would use to describe the Algarve as a golf destination?	List B	Identify which HPT are appropriate to describe a golf destination.
2) Please chose from list A and then from list B the adjectives that can best describe Algarve's image as a golf destination.	List A and list B	Identify which DID and HPT are appropriate to describe a golf destination image.
3) Bearing in mind the Algarve as golf destination, please choose from list B and list C the items that you think are suitable to describe the following aspects of the destination: a)The profile of the Algarve's typical tourist/golfer b)The character of local people. c)The quality of the services provided by service contact personnel e) The profile of the typical	List B and List C	Identify which HPT and BPT are appropriate to describe **symbolic attributes** of a golf destination
4) Do the same thing concerning: a)The character of the built environment b)Security and safety c)The atmosphere of the destination (the destination's feel) d)Feelings or emotions that the Algarve evoke to tourists/golfers (How the destination make visitors feel)	List B and List C	Identify which HPT and BPT are appropriate to describe **experiential attributes** of a golf destination
5) Please indicate the first things that came to your mind when you think of the following aspects of the destination: a)Accessibility b)Bars and restaurants c)Landscape	List B and List C	Identify which HPT and BPT are appropriate to describe **functional attributes** of a golf destination

Questions	Response Options	Objectives
d)Climate		
e)Price		
f)Quality of accommodation		
g)Golf courses		
h)Facilities (trolleys, buggies, etc)		
i)Golf events		
j)Proximity		
6) Which characteristics do you think a destination must have in order to be considered a golf destination?	Open-ended	Contribute to a definition of golf destination. Identify attributes that the stakeholders (supply) consider to be essential for a destination to become a golf destination.
7) Which specific destination characteristics would you associate to the Algarve brand in order to distinguish it from its main competitors?	Open-ended	Identify which specific characteristics of the destination could be associated to the brand in order to enhance its uniqueness as a golf destination.

Table 3.3 Free Elicitation Interviews Respondents

Date	Name	Organization	Position
09-06-2010	Helena Mak	Algarve Tourism Board	Vice President
09-06-2010	Alexandra Ramos	Algarve Tourism Board	Golf Manager
21-06-2010	Sabino Soares	University of the Algarve	Sports Coordinator & Golf Tournaments Organizer
16-07-2010	Helena Reis	University of the Algarve	Assistant Professor, ex-Coordinator of the MA in Golf courses Management
18-07-2010	Paulo Neves	University of the Algarve	Assistant Professor, Director of the MA in Golf Courses Management
15-09-2010	João Paulo Sousa	Benamor Golf	General Manager
16-09-2010	Maria José Pinto	Balaia Golf Vilage	Golf Manager
17-09-2010	Helder Fontinha	CS Salgados	Green keeper
17-09-2010	Rita Santos	Oceânico Golf	Marketing Manager
21-09-2010	Emanuel Amador	Pestana Golf Resorts (Gramacho, Vale da Pinta, Silves and Alto Golf)	Golf Director Assistant
21-09-2010	Rui Gago	Pestana Golf Resorts (Gramacho, Vale da Pinta, Silves e Alto Golf)	Golf Sub-Director
22-09-2010	Jorge Papa	Morgado do Reguengo Golf and Álamos Golf	Golf Director
22-09-2010	Romeu Gonçalves	Oceânico Vitória	Golf Director
24-09-2010	José Sabino	GolfeJardim	Manager
28-09-2010	José Lisboa	Quinta da Ria and Quinta de Cima	Golf Director
01-10-2010	António Cavaco	Castro Marim Golf & Country Club	Golf Director
02-11-2010	Miguel Grosso	Pestana Golf Resorts (Gramacho, Vale da Pinta, Silves and Alto Golf)	Green keeper
08-11-2010	Joaquim Sequeira	Oceânico Old Course	Professional
11-11-2010	Ian MacInally	Montre Rei Golf & Country Club	Director of Golf
17-11-2010	Rodrigo Ulrich	Boavista Golf	Marketing Director
29-11-2010	Leonel Rio	Penina (Sir Henry Cotton Championship, Academy and Resort Golf Courses)	Golf Director
15-12-2010	Mark Stilwell	Vale do Milho	Golf Director

Date	Name	Organization	Position
16-12-2010	Sean Côrte Real	Vila Sol	Golf Director
17-12-2010	Francisco Pita	*Ana – Airports of Portugal*	Marketing Director
22-12-2010	Lídia Monteiro	Portugal tourism Board	Director of Promotion and Contents Department
05-01-2011	Júlio Mendes	Portuguese Golf Federation	Vice President
07-01-2011	António Santos	San Lourenzo	Golf Director
14-01-2011	Brian Evans	Pinheiros Altos	Golf Director
25-01-2011	Manuel Agrellos	Portuguese Golf Federation	President
27-01-2011	António Almeida Pires	Algarve Tourism Board	Vice President
14-04-2011	Maria Manuel Silva	Algarve Tourism Association	Golf Manager

Table 3.4 Check List Interviews Respondents

Date	Name	Organization	Position
09-06-2010	Alexandra Ramos	Algarve Tourism Board	Golf Manager
26-07-2010	Helena Reis	University of the Algarve	Assistant Professor, ex-Coordinator of the Post-graduation Course in Golf Courses Management
24-08-2010	Mark Grantham	Dunas Douradas	Manager and golf player
17-09-2010	Helder Fontinha	CS Salgados	Green keeper
12-10-2010	Francisco Pontes	Oceânico Pinhal	Golf Professional
03-11-2010	Tiago Francisco	Oceânico Golf (Faldo, O'Conner Jr. and Academy)	Golf Course Manager
17-11-2010	Eduardo de Sousa	Oceânico Laguna and Oceânico Millenium	Golf Director
30-11-2010	Teresa Gomes	Parque da Floresta	Golf Sales Director
30-11-2010	Nuno Gonçalves	Onyria Palmares	Golf Director
15-12-2010	Silvino Caldo	Vila Galé Hotels	Marketing and Golf Sales Manager
06-01-2011	Joao Jesus	Tivoli Hotels	Sales Director - Leisure
28-07-2010	Paulo Neves	University of the Algarve	Assistant Professor, Director of the Master in Golf Courses Management and Maintenance
31-03-2011	Rita Santos	Oceânico Golf	Marketing Manager
01-04-2011	David Silva	Quinta do Vale	Golf Director
01-04-2011	Carlos Machado	San Lourenzo	Golf Director Assitant

APPENDIX 4

EXPERT JUDGES' PANEL

Table 4.1 Expert Judges' Panel

David Maclaren
2018 Ryder Cup Bid Director
Director of Property and Venue Development at PGA European Tour
http://uk.linkedin.com/pub/david-maclaren/9/bb8/689

Greda Priestley
PhD in Geography, Professor at University Atónoma of Barcelona UAB
Research areas of interest: Tourist planning of coastal areas, rural areas and protected spaces; sport tourist (especially golf); urban tourism; urban population and leisure spaces.
http://tudistar.uab.cat/web/index.php?option=com_contact&view=contact&id=9%3Apriestley&catid=3%3Amiembros&Itemid=3

Jim Petrick
Associate Professor at Texas University
Research areas of interest: Tourism marketing, tourist behavior, pricing, value, repurchase determinants, cruising and golf
http://rpts.tamu.edu/

Jo Maes
Managing Director Europe at Golf Switch International
Managing Editor at Golf Buzz
Chairman of the European Golf & Travel Media Association
http://pt.linkedin.com/in/jomaes

Nickolas Oakley
Senior Advisor at the KPMG Golf Advisory Services
http://conference.egcoa.eu/speakers2011/

Peter Adams
Event Planner at European Tour
http://www.europeantour.com

Richard Heath
European Golf Association General Secretary
http://www.gilliankirkwood.com/ercn86/archive/Jan06.htm

Simon Hudson
Chair for the SC Center of Economic Excellence in Tourism and Economic Development of the University of South Carolina.
Author of the book Golf Tourism (2010).
http://www.hrsm.sc.edu/CoEETourismandED/director.shtml

APPENDIX 5

LIST RANDOMIZER

List 5.1 Items to Describe Functional Attributes

RANDOM.ORG - List Randomizer   Página 1 de 1

Home   Games   Numbers   Lists & More   Drawings   Web Tools   Statistics   Testimonials   Learn More   Login

Search RANDOM.ORG
[   ] [Search]

True Random Number Service

List Randomizer

There were 25 items in your list. Here they are in random order:

1. Different
2. Efficient
3. Helpful
4. Secure
5. Varied
6. Unique
7. Great
8. Down-to-earth
9. Beautiful
10. Fine
11. Best (the)
12. Challenging
13. Famous
14. Good-looking
15. Natural
16. Practical
17. Excellent
18. Friendly
19. Reliable
20. Spectacular
21. Organized
22. Successful
23. Pleasant
24. Charming
25. Good

Timestamp: 2012-02-06 15:27:45 UTC

[Again!] [Go Back]

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List 5.2 Items to Describe Symbolic Attributes

RANDOM.ORG - List Randomizer   Página 1 de 1

Home   Games   Numbers   Lists & More   Drawings   Web Tools   Statistics   Testimonials   Learn More   Login

Search RANDOM.ORG

[   ]   Search

True Random Number Service

List Randomizer

There were 21 items in your list. Here they are in random order:

1. Good
2. Challenging
3. Different
4. Great
5. Famous
6. Sympathetic
7. Best (the)
8. Spectacular
9. Friendly
10. Kind
11. Honest
12. Outdoorsy
13. Pleasant
14. Cheerful
15. WELCOMING
16. Unique
17. Natural
18. Beautiful
19. Relaxed
20. Charming
21. Fine/ Finest

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List 5.3 Items to Describe Experiential Attributes

RANDOM.ORG - List Randomizer

Home   Games   Numbers   Lists & More   Drawings   Web Tools   Statistics   Testimonials   Learn More   Login

Search RANDOM.ORG

Search

True Random Number Service

List Randomizer

There were 23 items in your list. Here they are in random order:

1. Beautiful
2. Natural
3. Friendly
4. Best (the)
5. Famous
6. family-oriented
7. Fine/ Finest
8. Cheerful
9. Spectacular
10. Contemporary
11. Good
12. Secure
13. Different
14. Challenging
15. Pleasant
16. Relaxed
17. Confident
18. Active
19. Reliable
20. Unique
21. SAFE
22. Warm
23. Great

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06-02-2012

List 5.4 Items to Describe a Golf Destination

Home   Games   Numbers   Lists & More   Drawings   Web Tools   Statistics   Testimonials   Learn More   Login

Search RANDOM.ORG

[Search]

True Random Number Service

List Randomizer

There were 38 items in your list. Here they are in random order:

1. Relaxed
2. Natural
3. Appealing
4. Quality
5. Pleasant
6. Warm
7. Challenging
8. Green
9. Fine
10. Sunny
11. Calm
12. Cooperative
13. Touristy
14. Beautiful
15. Active
16. Famous
17. Agreeable
18. Organized
19. Efficient
20. Hospitable
21. Expensive
22. Different
23. Best (the)
24. Spectacular
25. Safe
26. Considerate
27. Innovative
28. Sympathetic
29. Friendly
30. Welcoming
31. Enjoyable
32. Practical
33. Kind
34. Thorough
35. Unique
36. Good
37. Great
38. Steady

Timestamp: 2012-02-06 15:31:03 UTC

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APPENDIX 6

SURVEY QUESTIONNAIRE

Form 6.1 English Version of the Questionnaire

UAlg
UNIVERSIDADE DO ALGARVE

Questionnaire

Golf course name: _____ Location: _____

Date: 2012/ _____ / _____ Inquirer name: _____

This questionnaire is part of a PhD research being carried out at the University of the Algarve. The objective of this study is to create a measurement scale to assess golf destinations' brand personality, namely the Algarve brand personality. All the information collected will only be used for the purpose of this study and your anonymity is guaranteed. Your contribution is very important therefore, we appreciate your sincerity when answering the following questions. **Please answer this questionnaire only if you have played golf in the Algarve, at least once.** Thank you very much for your participation.

SECTION A – GOLF DESTINATION ATTRIBUTES

1. In your opinion, which characteristics must a destination have in order to be considered a golf destination?

2. Please consider the following attributes of a destination. Please rate (x) how relevant they are to a golf destination. Rating 1 means "not important" at all and 5 means "very important". You can also use the column "not applicable".

Attributes	1	2	3	4	5	Not applicable
Accessibilities	☐	☐	☐	☐	☐	☐
Bars & restaurants	☐	☐	☐	☐	☐	☐
Climate	☐	☐	☐	☐	☐	☐
Golf courses	☐	☐	☐	☐	☐	☐
Golf events	☐	☐	☐	☐	☐	☐
Landscape	☐	☐	☐	☐	☐	☐
Price	☐	☐	☐	☐	☐	☐
Proximity	☐	☐	☐	☐	☐	☐
Quality accommodation	☐	☐	☐	☐	☐	☐
Quality facilities	☐	☐	☐	☐	☐	☐

Attributes	1	2	3	4	5	Not applicable
Character of the local population	☐	☐	☐	☐	☐	☐
Profile of other tourists/golfers	☐	☐	☐	☐	☐	☐
Quality service and reception	☐	☐	☐	☐	☐	☐

Attributes	1	2	3	4	5	Not applicable
Character of the built environment	☐	☐	☐	☐	☐	☐
Destination's feel	☐	☐	☐	☐	☐	☐
Security and safety	☐	☐	☐	☐	☐	☐
The way the destination makes tourists/golf players feel	☐	☐	☐	☐	☐	☐

3. Do you think the Algarve is a golf destination? yes ☐ no ☐

4. In your opinion, which characteristics of the Algarve distinguish it from other golf destinations?

5. How would you describe the Algarve as a golf destination?

SECTION B – GOLF DESTINATION BRAND PERSONALITY SCALE VALIDATION

6. The following is a list of characteristics, which can potentially describe golf destinations. Please rate (x) how descriptive each characteristic is when you think of the Algarve as a golf destination. Rating 1 means the characteristic is "not descriptive at all" and 5 means "very descriptive". You can also use the column "not applicable".

Characteristics	1	2	3	4	5
Relaxed	☐	☐	☐	☐	☐
Natural	☐	☐	☐	☐	☐
Appealing	☐	☐	☐	☐	☐
Quality	☐	☐	☐	☐	☐
Pleasant	☐	☐	☐	☐	☐
Challenging	☐	☐	☐	☐	☐

Characteristics	1	2	3	4	5
Sunny	☐	☐	☐	☐	☐
Calm	☐	☐	☐	☐	☐
Beautiful	☐	☐	☐	☐	☐
Efficient	☐	☐	☐	☐	☐
Hospitable	☐	☐	☐	☐	☐
Different	☐	☐	☐	☐	☐

continues

Characteristics	1	2	3	4	5	Characteristics	1	2	3	4	5
Best (the)	☐	☐	☐	☐	☐	Enjoyable	☐	☐	☐	☐	☐
Spectacular	☐	☐	☐	☐	☐	Unique	☐	☐	☐	☐	☐
Innovative	☐	☐	☐	☐	☐	Good	☐	☐	☐	☐	☐
Friendly	☐	☐	☐	☐	☐	Great	☐	☐	☐	☐	☐
Welcoming	☐	☐	☐	☐	☐						

7. The following list of characteristics can potentially describe some golf destinations attributes. Please rate (x) how descriptive each characteristic is for the group of attributes presented below. Rating 1 means the characteristic is "not descriptive at all" and 5 means "very descriptive". You can also use the column "not applicable".

Accessibility, bars & restaurants, climate, quality facilities, golf courses, golf events, landscape, price, proximity and quality accommodation											
Characteristics	1	2	3	4	5	Characteristics	1	2	3	4	5
Efficient	☐	☐	☐	☐	☐	Excellent	☐	☐	☐	☐	☐
Helpful	☐	☐	☐	☐	☐	Friendly	☐	☐	☐	☐	☐
Unique	☐	☐	☐	☐	☐	Reliable	☐	☐	☐	☐	☐
Great	☐	☐	☐	☐	☐	Spectacular	☐	☐	☐	☐	☐
Beautiful	☐	☐	☐	☐	☐	Organized	☐	☐	☐	☐	☐
Best (the)	☐	☐	☐	☐	☐	Successful	☐	☐	☐	☐	☐
Challenging	☐	☐	☐	☐	☐	Pleasant	☐	☐	☐	☐	☐
Famous	☐	☐	☐	☐	☐	Charming	☐	☐	☐	☐	☐
Natural	☐	☐	☐	☐	☐	Good	☐	☐	☐	☐	☐

8. The following list of characteristics can potentially describe some golf destinations attributes. Please rate (x) how descriptive each characteristic is for the attributes presented below. Rating 1 means the characteristic is "not descriptive at all" and 5 means "very descriptive". You can also use the column "not applicable".

Character of the local population, profile of other tourists/golfers, quality service and reception											
Characteristics	1	2	3	4	5	Characteristics	1	2	3	4	5
Good	☐	☐	☐	☐	☐	Pleasant	☐	☐	☐	☐	☐
Great	☐	☐	☐	☐	☐	Cheerful	☐	☐	☐	☐	☐
Famous	☐	☐	☐	☐	☐	Welcoming	☐	☐	☐	☐	☐
Best (the)	☐	☐	☐	☐	☐	Unique	☐	☐	☐	☐	☐
Spectacular	☐	☐	☐	☐	☐	Relaxed	☐	☐	☐	☐	☐
Friendly	☐	☐	☐	☐	☐	Charming	☐	☐	☐	☐	☐

9. The following list of characteristics can potentially describe some golf destinations attributes. Please rate (x) how descriptive each characteristic is for the set of attributes presented below. Rating 1 means the characteristic is "not descriptive at all" and 5 means "very descriptive". You can also use the column "not applicable".

Character of the built environment, destinations' feel, security and safety and the way the destination make tourists/golf players feel											
Characteristics	1	2	3	4	5	Characteristics	1	2	3	4	5
Beautiful	☐	☐	☐	☐	☐	Challenging	☐	☐	☐	☐	☐
Natural	☐	☐	☐	☐	☐	Pleasant	☐	☐	☐	☐	☐
Friendly	☐	☐	☐	☐	☐	Relaxed	☐	☐	☐	☐	☐
Family-oriented	☐	☐	☐	☐	☐	Confident	☐	☐	☐	☐	☐
Cheerful	☐	☐	☐	☐	☐	Reliable	☐	☐	☐	☐	☐
Spectacular	☐	☐	☐	☐	☐	Unique	☐	☐	☐	☐	☐
Contemporary	☐	☐	☐	☐	☐	Safe	☐	☐	☐	☐	☐
Good	☐	☐	☐	☐	☐	Warm	☐	☐	☐	☐	☐
Secure	☐	☐	☐	☐	☐	Great	☐	☐	☐	☐	☐

SECTION C – GENERAL CHARACTERIZATION OF GOLF PLAYERS AND THE VISIT

10. Using the following scale, tell us to what extent do you think the characteristics of the Algarve (as a golf destination) are consistent with your own personal characteristics. Rating 1 means "not consistent at all" and 5 means "very consistent".

1 ☐   2 ☐   3 ☐   4 ☐   5 ☐

11. Please indicate (x) which of the following characteristics you think you personally have in common with the Algarve.

Efficient ☐   Helpful ☐   Innovative ☐   Organized ☐   Pleasant ☐   Warm ☐   Relaxed ☐

12. To what extent are you satisfied with the destination Algarve as a golf destination? Please rate (x) between 1 "not satisfied at all" and 5 "totally satisfied"

1 ☐   2 ☐   3 ☐   4 ☐   5 ☐

13. Do you intend to return to the Algarve to play golf? Please choose (x) between 1 "not at all" and 5 "most certainly"

1 ☐   2 ☐   3 ☐   4 ☐   5 ☐   I live in the Algarve ☐

14. Do you intend to recommend this destination to play golf? Please choose (x) between 1 "not at all" and 5 "most certainly"

1 ☐   2 ☐   3 ☐   4 ☐   5 ☐

15. When did you start to play golf? (year) .... 16. What is your handicap? ....

17. How many rounds do you play, on average, every year? .... rounds 18. When was the first time you played golf in the Algarve? (year) ....

19. Do you live in the Algarve?

        yes ☐ 19.1 Where? (municipality) .... 19.2 For how long? .... years (please go to question 24)
        no ☐

20. How many times have you visited the Algarve to play golf? .... times

        20.1 How long do you stay, on average, in the Algarve to play golf? .... nights

21. How many rounds do you play in average, during your visit(s)? .... rounds

22. Where are you staying?

Hotel ☐   Aparthotel ☐   Rented villa or apartment ☐   In your own house ☐   Friends/family house ☐   Guesthouse ☐

Other ☐   22.1 If other, please specify where ....

23. With whom did you travel to the Algarve? Friends ☐   Family ☐   Partner ☐   On your own ☐

24. How did you book/buy your golf rounds in the Algarve?

At the golf course ☐   Tour operator/travel agency ☐   Phone or e-mail ☐   Golf course website ☐

Other ☐   24.1 If other, please specify how ....

25. In which golf courses have you already played in the Algarve? (Please indicate it with a x in the box)

1. Alto Golf	☐	11. Gramacho	☐	21. Oceânico Vitória	☐	31. Quinta do Lago Norte	☐
2. Balaia Golf Village	☐	12. Monte Rei	☐	22. Onyria Palmares	☐	32. Quinta do Lago Sul	☐
3. Benamor	☐	13. Ocean Golf Course	☐	23. Parque da Floresta	☐	33. Quinta do Vale	☐
4. Boavista	☐	14. Oceânico Academy	☐	24. Penina Academy	☐	34. Royal Golf Course	☐
5. Castro Marim	☐	15. Oceânico Faldo	☐	25. Penina Resort	☐	35. San Lourenzo	☐
6. Colina Verde	☐	16. Oceânico Laguna	☐	26. Pine Cliffs	☐	36. Silves Golf	☐
7. CS Álamos	☐	17. Oceânico Millenium	☐	27. Pinheiros Altos	☐	37. Sir Henry Cotton Championship	☐
8. CS Morgado	☐	18. Oceânico O'Connor Jr.	☐	28. Quinta da Ria	☐	38. Vale da Pinta	☐
9. CS Salgados	☐	19. Oceânico Old Course	☐	29. Quinta de Cima	☐	39. Vale do Milho	☐
10. Espiche Golf	☐	20. Oceânico Pinhal	☐	30. Quinta do Lago Laranjal	☐	40. Vila Sol	☐

26. Which other destinations have you visited to play golf? ....

SECTION D – RESPONDENTS CHARACTERIZATION

27. Gender: M ☐ F ☐ 28. Age: .... 29. Nationality: .... 30. Country of residence ....

31. Education: Secondary school ☐   University/polytechnic degree ☐   Technical /professional college ☐   Postgraduate degree ☐

32. Professional status: Employed full-time ☐ Employed-part time ☐ Self-employed ☐ Unemployed ☐ Student ☐ Retired ☐ 32.1 If other, please specify

33. What is, on average, your annual pre-tax income?   Other ☐ ....

(-) de 20 000 ☐ 20 000–29 999 ☐ 30 000–39 999 ☐ 40 000–49 999 ☐ 50 000–59 999 ☐ 60 000–69 999 ☐ 70 000–79 000 ☐ (+) de 80 000 ☐

Thank you for your cooperation!

Form 6.2 Portuguese Version of the Questionnaire

UAlg
UNIVERSIDADE DO ALGARVE

Questionário

Nome do campo de golfe:.. Localização:..

Data: 2012/.............../................ Nome do inquiridor: ....

Este questionário faz parte integrante de uma investigação de doutoramento em Turismo a realizar na Universidade do Algarve. O estudo tem como objetivo criar uma escala para avaliar a personalidade da marca dos destinos turísticos de golfe, nomeadamente a personalidade da marca Algarve. A sua participação é totalmente anónima, confidencial e é crucial para o presente estudo, pelo que solicito a maior sinceridade nas respostas às seguintes questões. **Por favor responda a este questionário se jogou golfe no Algarve, pelo menos uma vez.** Agradeço desde já a sua colaboração.

SECÇÃO A – ATRIBUTOS DE UM DESTINO DE GOLFE

1. Na sua opinião, que atributos um destino turístico deve ter para ser considerado um destino de golfe?

....
....
....
....

2. Considere os seguintes atributos de um destino turístico. Por favor, assinale (x) na escala apresentada em que 1 significa "nada importante" e 5 significa "muito importante", a relevância de cada atributo na definição de destino de golfe. Caso se justifique use coluna "Não aplicável".

Atributos de um destino	1	2	3	4	5	não aplicável
Acessibilidades	☐	☐	☐	☐	☐	☐
Bares e restaurantes	☐	☐	☐	☐	☐	☐
Clima	☐	☐	☐	☐	☐	☐
Campos de golfe	☐	☐	☐	☐	☐	☐
Eventos de golfe	☐	☐	☐	☐	☐	☐
Paisagem	☐	☐	☐	☐	☐	☐
Preço	☐	☐	☐	☐	☐	☐
Proximidade	☐	☐	☐	☐	☐	☐
Alojamento de qualidade	☐	☐	☐	☐	☐	☐
Infraestruturas e equipamentos de qualidade	☐	☐	☐	☐	☐	☐

Atributos de um destino	1	2	3	4	5	não aplicável
Carácter da população local	☐	☐	☐	☐	☐	☐
Perfil dos outros turistas/golfistas	☐	☐	☐	☐	☐	☐
Atendimento e serviços de qualidade	☐	☐	☐	☐	☐	☐

Atributos de um destino	1	2	3	4	5	não aplicável
Envolvente urbanística	☐	☐	☐	☐	☐	☐
Atmosfera do destino	☐	☐	☐	☐	☐	☐
Segurança	☐	☐	☐	☐	☐	☐
Forma como os turistas/golfistas se sentem no destino.	☐	☐	☐	☐	☐	☐

3. Considera o Algarve um destino de golfe?   sim ☐   não ☐

4. Na sua opinião, que características do Algarve o diferenciam de outros destinos de golfe?

....
....
....

5. Como descreve o Algarve enquanto destino de golfe?

....
....
....

SECÇÃO B – VALIDAÇÃO DA ESCALA DE PERSONALIDADE DA MARCA DE DESTINOS DE GOLFE

6. Seguidamente apresentam-se características que potencialmente descrevem um destino de golfe. Por favor, assinale (x) aquelas que considera mais adequadas para descrever o Algarve como destino de golfe. Por favor utilize a escala em que 1 significa "nada descritivo" e 5 significa "muito descritivo". Caso se justifique use coluna "Não aplicável".

Características	1	2	3	4	5	Características	1	2	3	4	5
Descontraído(a)	☐	☐	☐	☐	☐	Ensolarado(a)	☐	☐	☐	☐	☐
Natural	☐	☐	☐	☐	☐	Calmo(a)	☐	☐	☐	☐	☐
Apelativo(a)	☐	☐	☐	☐	☐	Lindo(a)	☐	☐	☐	☐	☐
De/com qualidade	☐	☐	☐	☐	☐	Eficiente	☐	☐	☐	☐	☐
Agradável	☐	☐	☐	☐	☐	Hospitaleiro(a)	☐	☐	☐	☐	☐
Desafiante	☐	☐	☐	☐	☐	Diferente	☐	☐	☐	☐	☐

Características	1	2	3	4	5	Características	1	2	3	4	5
O(a) melhor	☐	☐	☐	☐	☐	Aprazível	☐	☐	☐	☐	☐
Espetacular	☐	☐	☐	☐	☐	Único(a)	☐	☐	☐	☐	☐
Inovador(a)	☐	☐	☐	☐	☐	Bom(boa)	☐	☐	☐	☐	☐
Amigável	☐	☐	☐	☐	☐	Ótimo(a)	☐	☐	☐	☐	☐
Acolhedor	☐	☐	☐	☐	☐						

7. A seguinte lista contém características que potencialmente descrevem vários atributos de um destino de golfe. Das seguintes características, assinale (x) aquelas que considera mais adequadas para descrever os atributos abaixo indicados. Por favor utilize a escala em que 1 significa "nada descritivo" e 5 significa "muito descritivo". Caso se justifique use coluna "Não aplicável".

Acessibilidades, bares e restaurantes, clima, infraestruturas de qualidade, campos de golfe, eventos de golfe, paisagem, preço, proximidade e alojamento de qualidade.											
Características	1	2	3	4	5	Características	1	2	3	4	5
Eficiente	☐	☐	☐	☐	☐	Excelente	☐	☐	☐	☐	☐
Útil	☐	☐	☐	☐	☐	Amigável	☐	☐	☐	☐	☐
Único(a)	☐	☐	☐	☐	☐	Confiável	☐	☐	☐	☐	☐
Ótimo(a)	☐	☐	☐	☐	☐	Espetacular	☐	☐	☐	☐	☐
Lindo(a)	☐	☐	☐	☐	☐	Organizado(a)	☐	☐	☐	☐	☐
O(a) melhor	☐	☐	☐	☐	☐	Bem-sucedido(a)	☐	☐	☐	☐	☐
Desafiante	☐	☐	☐	☐	☐	Agradável	☐	☐	☐	☐	☐
Famoso(a)	☐	☐	☐	☐	☐	Charmoso(a)	☐	☐	☐	☐	☐
Natural	☐	☐	☐	☐	☐	Bom(boa)	☐	☐	☐	☐	☐

8. A seguir apresentam-se características que potencialmente descrevem vários atributos de um destino de golfe. Das seguintes características, assinale (x) aquelas que considera mais adequadas para descrever os atributos abaixo indicados. Por favor utilize a escala em que 1 significa "nada descritivo" e 5 significa "muito descritivo". Caso se justifique use coluna "Não aplicável".

Carácter da população local, perfil dos outros turistas/ golfistas, atendimento e serviços de qualidade											
Características	1	2	3	4	5	Características	1	2	3	4	5
Bom(boa)	☐	☐	☐	☐	☐	Agradável	☐	☐	☐	☐	☐
Ótimo(a)	☐	☐	☐	☐	☐	Alegre	☐	☐	☐	☐	☐
Famoso(a)	☐	☐	☐	☐	☐	Caloroso(a)	☐	☐	☐	☐	☐
O(a) melhor	☐	☐	☐	☐	☐	Único(a)	☐	☐	☐	☐	☐
Espetacular	☐	☐	☐	☐	☐	Descontraído(a)	☐	☐	☐	☐	☐
Amigável	☐	☐	☐	☐	☐	Charmoso(a)	☐	☐	☐	☐	☐

9. Seguidamente apresentam-se características que potencialmente descrevem vários atributos de um destino de golfe. Das seguintes características, assinale (x) aquelas que considera mais adequadas para descrever os atributos abaixo indicados. Por favor utilize a escala em que 1 significa "nada descritivo" e 5 significa "muito descritivo". Caso se justifique use coluna "Não aplicável".

Envolvente urbanística, atmosfera do destino, segurança, forma como os turistas/golfistas se sentem no destino											
Características	1	2	3	4	5	Características	1	2	3	4	5
Lindo(a)	☐	☐	☐	☐	☐	Desafiante	☐	☐	☐	☐	☐
Natural	☐	☐	☐	☐	☐	Agradável	☐	☐	☐	☐	☐
Amigável	☐	☐	☐	☐	☐	Descontraído	☐	☐	☐	☐	☐
Orientado(a) para a família	☐	☐	☐	☐	☐	Confiante	☐	☐	☐	☐	☐
Alegre	☐	☐	☐	☐	☐	Confiável	☐	☐	☐	☐	☐
Espetacular	☐	☐	☐	☐	☐	Único(a)	☐	☐	☐	☐	☐
Contemporâneo	☐	☐	☐	☐	☐	Protegido(a)	☐	☐	☐	☐	☐
Bom(boa)	☐	☐	☐	☐	☐	Caloroso(a)	☐	☐	☐	☐	☐
Seguro(a)	☐	☐	☐	☐	☐	Ótimo(a)	☐	☐	☐	☐	☐

SECÇÃO C – CARACTERIZAÇÃO GERAL DO GOLFISTA E DA VISITA

10. Até que ponto é que se identifica com as características que encontra no destino de golfe Algarve. Por favor, considere que 1 significa "Não me identifico nada" e 5 "Identifico-me totalmente".

1 ☐   2 ☐   3 ☐   4 ☐   5 ☐

11. Das seguintes características, por favor indique (x) aquelas que considera ter em comum com o destino Algarve.

Eficiente ☐   Útil ☐   Inovador(a) ☐   Organizado(a) ☐   Agradável ☐   Caloroso(a) ☐   Descontraído(a) ☐

12. Está satisfeito com o destino de golfe Algarve? Por favor, considere que 1 significa "Totalmente insatisfeito" e 5 "Totalmente satisfeito"

1 ☐   2 ☐   3 ☐   4 ☐   5 ☐

13. Tenciona voltar ao Algarve para jogar golfe? Por favor, considere que 1 significa "Certamente que não" e 5 "Certamente que sim"

1 ☐   2 ☐   3 ☐   4 ☐   5 ☐   Resido no Algarve ☐

14. Tenciona recomendar este destino para jogar golfe? Por favor, considere que 1 significa "Certamente que não" e 5 "Certamente que sim"

1 ☐   2 ☐   3 ☐   4 ☐   5 ☐

15. Quando começou a jogar golfe? (Indique o ano)................................   16. Qual o seu handicap?......................................

17. Quantas voltas de golfe joga, em média, por ano?.........................voltas   18. Quando foi a primeira vez que jogou golfe no Algarve? (ano).........................

19. Reside no Algarve?

sim ☐   19.1 Onde? (localidade) ....   19.2 Há quantos anos?................ anos   (passe para a questão 24)

não ☐

20. Quantas vezes já visitou o Algarve para jogar golfe?.....................vezes

20.1 Qual a duração média das suas estadas?.................... noites

21. Quantas voltas de golfe joga, em média, durante a(s) sua(s) visita(s) ao Algarve?....................voltas

22. Onde está alojado?

Hotel ☐   Aparthotel ☐   Casa ou apartamento arrendado ☐   Casa ou apartamento próprio ☐   Casa de familiares/amigos ☐

Pensão/ residência ☐   Outro ☐   22.1 Se outro, onde?...

23. Com quem viajou para jogar golfe?   Amigos ☐   Família ☐   Cônjuge ☐   Sozinho ☐

24. Como reserva/compra as suas voltas de golfe?

No local ☐   Operador turístico/agência de viagens ☐   Telefone ou correio eletrónico ☐   *Website* do campo de golfe ☐

Outro ☐   24.1 Se outro, como? ....

25. Em que campos de golfe do Algarve já jogou? (coloque um x no(s) campo(s) em que já jogou)

1.Alto Golf	☐	11.Gramacho	☐	21.Oceânico Vitória	☐	31.Quinta do Lago Norte	☐
2.Balaia Golf Village	☐	12.Monte Rei	☐	22.Onyria Palmares	☐	32.Quinta do Lago Sul	☐
3.Benamor	☐	13.Ocean Golf Course	☐	23.Parque da Floresta	☐	33.Quinta do Vale	☐
4.Boavista	☐	14.Oceânico Academy	☐	24.Penina Academy	☐	34.Royal Golf Course	☐
5.Castro Marim	☐	15.Oceânico Faldo	☐	25.Penina Resort	☐	35.San Lourenzo	☐
6.Colina Verde	☐	16.Oceânico Laguna	☐	26.Pine Cliffs	☐	36.Silves Golf	☐
7.CS Álamos	☐	17.Oceânico Millenium	☐	27.Pinheiros Altos	☐	37.Sir Henry Cotton Championship	☐
8.CS Morgado	☐	18.Oceânico O'Connor Jr.	☐	28.Quinta da Ria	☐	38.Vale da Pinta	☐
9.CS Salgados	☐	19.Oceânico Old Course	☐	29.Quinta de Cima	☐	39.Vale do Milho	☐
10.Espiche Golf	☐	20.Oceânico Pinhal	☐	30.Quinta do Lago Laranjal	☐	40.Vila Sol	☐

26. Em que outros destinos já jogou golfe?...

SECÇÃO D – CARACTERIZAÇÃO DO INQUIRIDO

27. Género: M ☐ F ☐   28. Idade:............ 29. Nacionalidade........................   30. País de residência........................

31.Habilitações académicas: Ensino Básico ☐   Ensino Secundário ☐   Ensino Superior ☐   Ensino Técnico-profissional ☐   Ensino Pós-graduado ☐

32. Situação profissional atual: Trab. por conta de outrem ☐   Trab. por conta própria ☐   Desempregado ☐   Estudante ☐   Reformado ☐   Outra ☐   32.1 se outra, qual?

33.Qual o seu rendimento médio anual bruto?

(-) de 20 000 ☐   20 000–29 999 ☐   30 000–39 999 ☐   40 000–49 999 ☐   50 000–59 999 ☐   60 000–69 999 ☐   70 000–79 000 ☐   (+) de 80 000 ☐

Obrigada pela colaboração!

Form 6.3 German Version of the Questionnaire

UAlg
UNIVERSIDADE DO ALGARVE

Fragebogen

Name des Golfplatz:.. Ort:..

Datum: 2012/............./............. name:...

Dieser Fragebogen ist Teil einer Studie für eine Doktorarbeit, die an der Universität der Algarve stattfindet. Das Ziel dieser Arbeit ist einen Maßstab aufzustellen, um Reiseziele für Golfer auswerten zu können, in diesem Fall die Algarve. Alle erhaltenden Informationen werden nur für den Zweck dieser Arbeit verwendet und anonym gehalten. Ihr Beitrag ist sehr wichtig und deshalb bitten wir Sie um Ihre ehrliche und wahrheitsgemässe Meinung, wenn Sie die folgenden Fragen beantworten. **Bitte beantworten Sie diesen Fragebogen nur wenn Sie mindenstens schon einmal an der Algarve Golf gespielt haben**. Vielen Dank für Ihre Teilnahme.

TEIL A –KENNZEICHEN DES GOLF REISEZIELS

1. Ihrer Meinung nach, welche sind die Eigenschaften die ein Golf Reiseziel ausmachen?
....
....
....

2. Bitte bedenken Sie die folgenden Merkmale eines Reiseziels. Bitte kreuzen sie mit (X) an , wie wichtig diese Merkmale für ein Golf Reiseziel sind. Bewertung 1 "gar nicht wichtig" und 5 bedeutet "sehr wichtig". Sie können auch die Spalte "nicht zutreffend" benutzen.

Merkmale	1	2	3	4	5	Nicht zutreffend
Erreichbarkeit	☐	☐	☐	☐	☐	☐
Bars & Restaurants	☐	☐	☐	☐	☐	☐
Klima	☐	☐	☐	☐	☐	☐
Golfplatz	☐	☐	☐	☐	☐	☐
Golfevents	☐	☐	☐	☐	☐	☐
Landschaft	☐	☐	☐	☐	☐	☐
Preis	☐	☐	☐	☐	☐	☐
Nähe	☐	☐	☐	☐	☐	☐
Qualitative Unterkunft	☐	☐	☐	☐	☐	☐
Qualität Dienstleitungen	☐	☐	☐	☐	☐	☐

Merkmale	1	2	3	4	5	Nicht zutreffend
Charakter der lokalen Einwohner	☐	☐	☐	☐	☐	☐
Profile anderer Golfer/ Turisten	☐	☐	☐	☐	☐	☐
Qualitive Dienstleitungen und Rezeption	☐	☐	☐	☐	☐	☐

Merkmale	1	2	3	4	5	Nicht zutreffend
Charakter des bebauten Umfelds	☐	☐	☐	☐	☐	☐
Reiseziel Gefühle	☐	☐	☐	☐	☐	☐
Sicherheit und Gefahrlosigkeit	☐	☐	☐	☐	☐	☐
Die Art wie das Reiseziel auf die Turisten/ Golfer wirkt	☐	☐	☐	☐	☐	☐

3. Glauben Sie das die Algarve ein Reiseziel für Golfer ist? Ja ☐ Nein ☐

4. Ihrer Meinung nach, welche sind die Eigenschaften die die Algarve von anderen Golf Reisezielen unterscheidet?
....
....
....

5. Wie würden Sie die Algarve als Golf Reiseziel beschreiben?
....
....
....

TEIL B – Golf Reiseziel MAßSTAB ZUR VALIDIERUNG DER MARKE

6. Die folgende Liste ist eine Aufstellung der Merkmale, die ein potentielles Golf Reiseziel beschreiben kann. Bitte bewerten Sie mit (X) wie sehr die Eigenschaften Ihrer Meinung nach auf die Algarve zutreffen. Bewertung 1 bedeutet das die Eigenachaft "gar nicht beschreibt" und 5 das "sehr beschreibt". Sie können auch die Spalte "nicht zutreffend" benutzen.

Eigenschaften	1	2	3	4	5
Entspannend	☐	☐	☐	☐	☐
Natürlich	☐	☐	☐	☐	☐
Ansprechend	☐	☐	☐	☐	☐
Qualität	☐	☐	☐	☐	☐
Angenehm	☐	☐	☐	☐	☐
Herausvordernd	☐	☐	☐	☐	☐

Eigenschaften	1	2	3	4	5
Sonnig	☐	☐	☐	☐	☐
Ruhig	☐	☐	☐	☐	☐
Schön	☐	☐	☐	☐	☐
Leistungsfähig	☐	☐	☐	☐	☐
Gastfreundlich	☐	☐	☐	☐	☐
Anders	☐	☐	☐	☐	☐

weiter

Eigenschaften	1	2	3	4	5	Eigenschaften	1	2	3	4	5
Das Beste	☐	☐	☐	☐	☐	Geniessbar	☐	☐	☐	☐	☐
Spektakulär	☐	☐	☐	☐	☐	Einzigartig	☐	☐	☐	☐	☐
Innovativ	☐	☐	☐	☐	☐	Gut	☐	☐	☐	☐	☐
Freundlich	☐	☐	☐	☐	☐	Sehr Gut	☐	☐	☐	☐	☐
Einladend	☐	☐	☐	☐	☐						

7. Die folgende Liste ist eine Aufstellung der Charakteristiken, die ein potentielles Golf Reiseziel beschreiben können. Bitte bewerten Sie mit (X) die Eigenschaften. Bewertung 1 bedeutet das die Eigenschaft "gar nicht beschreibt" und 5 das "sehr beschreibt". Sie können auch die Spalte "nicht zutreffend" benutzen.

Erreichbarkeit, Bars & Restaurants, Klima, Qualitative Dienstleistungen, Golfplätze, Golf Events, Landschaft, Preis, Nähe und Qualtitative Unterkunft											
Eigenschaften	1	2	3	4	5	Eigenschaften	1	2	3	4	5
Effizient	☐	☐	☐	☐	☐	Hervorragend	☐	☐	☐	☐	☐
Hilfreich	☐	☐	☐	☐	☐	Freundlich	☐	☐	☐	☐	☐
Einzigartig	☐	☐	☐	☐	☐	Zuverlässig	☐	☐	☐	☐	☐
Sehr Gut	☐	☐	☐	☐	☐	Spectakulär	☐	☐	☐	☐	☐
Schön	☐	☐	☐	☐	☐	Organisiert	☐	☐	☐	☐	☐
Beste	☐	☐	☐	☐	☐	Erfolgreich	☐	☐	☐	☐	☐
Herausfordernd	☐	☐	☐	☐	☐	Angenehm	☐	☐	☐	☐	☐
Bekannt	☐	☐	☐	☐	☐	Charmant	☐	☐	☐	☐	☐
Natürlich	☐	☐	☐	☐	☐	Gut	☐	☐	☐	☐	☐

8. Die folgende Liste ist eine Aufstellung von Merkmalen, die ein potentialles Golf Reiseziel beschreiben kann. Bitte bewerten Sie mit (X) wie sehr die Eigenschaften Ihrer Meinung nach zutreffen. Bewertung 1 bedeutet das die Eigenschaft "gar nicht beschreibt" und 5 das "sehr beschreibt". Sie können auch die Spalte "nicht zutreffend" benutzen.

Charakter von den Einwohnern, Profil der anderen Touristen/ Golfspieler/, Qualität des Service und Rezeption											
Eigenschaften	1	2	3	4	5	Eigenschaften	1	2	3	4	5
Gut	☐	☐	☐	☐	☐	Angenehm	☐	☐	☐	☐	☐
Sehr gut	☐	☐	☐	☐	☐	Fröhlich	☐	☐	☐	☐	☐
Bekannt	☐	☐	☐	☐	☐	Willkommend	☐	☐	☐	☐	☐
Das Beste	☐	☐	☐	☐	☐	Einzigartig	☐	☐	☐	☐	☐
Spetakulär	☐	☐	☐	☐	☐	Entspannend	☐	☐	☐	☐	☐
Freundlich	☐	☐	☐	☐	☐	Charmant	☐	☐	☐	☐	☐

9. Die folgende Liste ist eine Aufstellung der Merkmale, die ein potentialles Golf Reiseziel beschreiben können. Bitte bewerten Sie mit (X) wie sehr die Eigenschaften Ihrer Meinung nach zutreffen. Bewertung 1 bedeutet das die Eigenschaft "gar nicht beschreibt" und 5 das "sehr beschreibt". Sie können auch die Spalte "nicht zutreffend" benutzen.

Charakter des bebauten Umfelds, Sicherheit und Gefahrlossigkeit des Reiseziels, und die Art wie das Reiseziel auf die Touristen/ Golfer wirkt.											
Eigenschaften	1	2	3	4	5	Eigenschaften	1	2	3	4	5
Schön	☐	☐	☐	☐	☐	Herausfordernd	☐	☐	☐	☐	☐
Naturbelassen	☐	☐	☐	☐	☐	Angenehm	☐	☐	☐	☐	☐
Freundlich	☐	☐	☐	☐	☐	Entspannt	☐	☐	☐	☐	☐
Familien freundlich	☐	☐	☐	☐	☐	Zuversichtlich	☐	☐	☐	☐	☐
Fröhlich	☐	☐	☐	☐	☐	Zuverlässig	☐	☐	☐	☐	☐
Spectakulär	☐	☐	☐	☐	☐	Einzigartig	☐	☐	☐	☐	☐
Zeitgemäß	☐	☐	☐	☐	☐	Gefahrlos	☐	☐	☐	☐	☐
Gut	☐	☐	☐	☐	☐	Warm	☐	☐	☐	☐	☐
Sicher	☐	☐	☐	☐	☐	Großartig	☐	☐	☐	☐	☐

TEIL C – ALLGEMEINE MERKMALE VON GOLFSPIELERN UND DEREN BESUCH

10. Der folgende Maßstab, beschreibt, inwieweit die Merkmale der Algarve als Golf Reiseziel mit Ihren eigenen Eigenschaften übereinstimmt . Einstufung 1 bedeutet nicht "übereinstimmend" und 5 bedeutet "Sehr übereinstimmend"

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

weiter

11. Bitte wählen Sie (x) welche der folgenden Merkmale Ihrer Meinung nach mit dem Reiseziel Algarve übereinstimmen.

Effizient ☐   Hilfreich ☐   Innovativ ☐   Organisiert ☐   Angenehm ☐   Warm ☐   Entspannt ☐

12. Inwieweit sind Sie mit dem Reiseziel Algarve zufrieden? Bitte bewerten Sie (X) zwischen "überhaupt nicht zufrieden" und 5 " sehr zufrieden"

1 ☐   2 ☐   3 ☐   4 ☐   5 ☐

13. Beabsichtigen Sie, an die Algarve zurückzukehren, um Golf zu spielen? Bitte wählen Sie (X) zwischen 1 "überhaupt nicht" und 5 "sicherlich"

1 ☐   2 ☐   3 ☐   4 ☐   5 ☐   Ich wohne in der Algarve ☐

14. Beabsichtigen Sie, dieses Reiseziel zum Golf spielen zu empfehlen? Bitte wählen Sie (X) zwischen 1 "überhaupt nicht" und 5 "sicherlich"

1 ☐   2 ☐   3 ☐   4 ☐   5 ☐

15. Wann haben Sie mit dem Golf spielen angefangen? (Jahr) ....   16. Ihr Handicap ?...............................

17. Wieviele Runden spielen Sie im Durchschnitt pro Jahr? .... Runden   18.Wann haben Sie das erste mal Golf an der Algarve gespielt?
(Bitte geben Sie an, wenn möglich, Monat und Jahr).......................

19. Leben Sie an der Algarve?

Ja ☐ 19.1 Wo? (Stadt)..................................   19.2 Seit wann?.............. Jahren (bitte gehen Sie zur Frage 24)

Nein ☐

20. Wie viele Male haben Sie die Algarve schon besucht, um Golf zu spielen?......................... Male

20.1 Wieviele Nächte, im Durchschnitt bleiben Sie, um Golf zu spielen?.................... Nächte

21. Wie viele Runden spielen Sie im Durschnitt während Ihres Aufenthaltes?..................... Runden

22. Wo ist Ihre Unterkunft?

Hotel ☐   Apart hotel ☐   gemietete Villa oder Wohnung ☐   Freunde/Familie ☐   Eigenheim ☐   Pension ☐

andere ☐   22.1 Bitte beschreiben Sie wo...

23. Mit wem reisen Sie?   Freunde ☐   Familie ☐   Partner ☐   Alleine ☐

24. Wie haben Sie Ihren Golfurlaub gebucht/ gekauft in der Algarve?

Am Golfplatz ☐   Reiseveranstalter/Reisebüro ☐   Telefon oder e-mail ☐   Golfplatz Website ☐

Andere ☐   24.1 näher spezifizieren...

25. An welchen Golfplätzen an der Algarve haben Sie schon gespielt? (Bitte kreuzen Sie mit X im Kasten an)

1.Alto Golf	☐	11.Gramacho	☐	21.Oceânico Vitória	☐	31.Quinta do Lago Norte	☐
2.Balaia Golf Village	☐	12.Monte Rei	☐	22.Onyria Palmares	☐	32.Quinta do Lago Sul	☐
3.Benamor	☐	13.Ocean Golf Course	☐	23.Parque da Floresta	☐	33.Quinta do Vale	☐
4.Boavista	☐	14.Oceânico Academy	☐	24.Penina Academy	☐	34.Royal Golf Course	☐
5.Castro Marim	☐	15.Oceânico Faldo	☐	25.Penina Resort	☐	35.San Lourenzo	☐
6.Colina Verde	☐	16.Oceânico Laguna	☐	26.Pine Cliffs	☐	36.Silves Golf	☐
7.CS Álamos	☐	17.Oceânico Millenium	☐	27.Pinheiros Altos	☐	37.Sir Henry Cotton Championship	☐
8.CS Morgado	☐	18.Oceânico O'Connor Jr.	☐	28.Quinta da Ria	☐	38.Vale da Pinta	☐
9.CS Salgados	☐	19.Oceânico Old Course	☐	29.Quinta de Cima	☐	39.Vale do Milho	☐
10.Espiche Golf	☐	20.Oceânico Pinhal	☐	30.Quinta do Lago Laranjal	☐	40.Vila Sol	☐

26. Welche anderen Reiseziele haben Sie besucht, um Golf zu spielen?..

TEIL D – CHARAKTERISIERUNG DER BEFRAGTEN

27. Geschlecht: M ☐   W ☐   28. Alter:...............   29. Nationalität:...............................   30. Herkunftsland?...........................

31. Schulbildung: Gymnasium ☐   Universität /Fachschule ☐   Technische Hochschule ☐   Erweiterte Hochschulbildung ☐

32. Berufstätigkeit: Ganztagbeschätigt ☐   Teilzeitbeschäftigt ☐   Selbstständig ☐   Arbeitslos ☐   Student ☐   Pensioniert ☐   32.1 näher spezifizieren

Andere ☐   ....

32. Was ist im Durchschnitt Ihr jährliches Bruto Einkommen ?

(-) de 20 000 ☐   20 000–29 999 ☐   30 000–39 999 ☐   40 000–49 999 ☐   50 000–59 999 ☐   60 000–69 999 ☐   70 000–79 000 ☐   (+) de 80 000 ☐

Vielen Dank für Ihre Kooperation

Table 6.1 Questionnaire Development

Question	Response sets	Objectives	Source	RO/RQ
		Section A–GOLF DESTINATIONS ATTRIBUTES		
1. In your opinion, which characteristics a destination must have in order to be considered a golf destination?	Open-ended question	• Identifying the attributes that golfers consider essential on a golf destination • Contributing to a definition of golf destination and compare it with golf destination definitions in the literature. • Comparing demand and supply results on the same question.	Created by the researcher	RO4; RQ4
2. Please consider the following attributes of a destination. Please rate (x) how relevant they are to a golf destination.	1 to 5 Likert scale 1="not at all important" and 5="very important". Given the option "not applied".	• Identify the level of importance of each of the attributes of a golf destination. • Identifying, from the set of **functional attributes** of a golf destination suggested by the literature, the ones that golfers consider to be the most essential for a golf destination. • Selecting the set of **functional attributes** that should be considered when assessing golf destination brand personality. • Identifying, from the set of **symbolic attributes** of a golf destination suggested in the literature, the ones that golfers consider to be the most essential for a golf destination. • Selecting the set of **symbolic attributes** that should be considered when assessing golf destination brand personality • Identifying, from the set of **experiential attributes** of a golf destination the ones that golfers consider to be the most essential for a golf destination. • Selecting the set of **experiential attributes** that should be considered when assessing golf destination brand	Hakinson (2004); Hudson and Hudson (2010);KPMG (2008); Martins and Correia (2004); Mendes (2004); National Golf Foundation (2003); Petrick (1999); Turismo de Portugal (2006)	RO4; RQ4

Question	*Response sets*	*Objectives*	*Source*	*RO/RQ*
		personality.		
3. Do you think the Algarve is a golf destination?	"Yes" or "No"	• Confirming if respondents consider the Algarve a golf destination.	Created by the researcher	RO4; RQ4
4. In your opinion, which characteristics of the Algarve distinguish it from other golf destinations?	Open-ended question	• Identifying the attributes that differentiate the Algarve from other golf destinations. • Identifying Algarve's strengths against other destinations. • Comparing demand and supply results on the same question.	Created by the researcher	RO6; RQ6
5. How would you describe the Algarve as a golf destination?	Open-ended question	• Identifying other adjectives which golfers would use to describe the destination and eventually use them in further research.	Murphy at al. (2006)	RO5 RQ5
SECTION B – GOLF DESTINATION BRAND PERSONALITY SCALE VALIDATION				
6. The following is a list of characteristics, which can potentially describe golf destinations. Please rate (X) how descriptive each characteristic is when you think of the Algarve as a golf destination.	1 to 5 Likert scale -1="not descriptive at all" and 5="very descriptive" to each one of the items in the scale.	• Assessing, the overall perception of the destination personality. • Identifying human personality traits, brand personality traits and non-personality traits used to describe the personality of the destination	Aaker (1997); Baloglu and Mangaloglu (2001); Baloglu and Love (2004); Beerli, and Martín (2004); Bigné, Sánchez and Sanz (2008) D'Astous and Boujbel (2007); Douglas and Mills (2006); Echtner and Ritchie (2003); Ekinci and Hosany (2006); Hendersen (2000); Hosany, Ekinci and Uysal (2006); Murphy et al. (2006,2007abc); Son (2005)	RO1; RQ1
7. The list of characteristics, which can potentially describe some golf destinations attributes Please rate (X) how descriptive each characteristic is for the group of attributes	1 to 5 Likert scale -1="not descriptive at all" and 5="very descriptive" to each one of the items in the scale.	• Assessing, in the case of the Algarve, the **functional attributes** using the set of adjectives, selected over stage 1 of the research. • Identifying human personality traits, brand personality traits and non-personality traits used to describe **functional attributes** of the destination.	Hankinson (2004) Hudson and Hudson (2010); KPMG (2008); Martins and Correia (2004); Mendes (2004); National Golf Foundation	RO2; RQ2; RO5;RQ5

Question	*Response sets*	*Objectives*	*Source*	*RO/RQ*
presented below (accessibility, bars & restaurants, climate, quality facilities, golf courses, golf events, landscape, price, proximity and quality accommodation).			(2003); Petrick (1999); Ribeiro (2006); Turismo de Portugal (2006)	
8. The list of characteristics, which can potentially describe some golf destinations attributes Please rate (X) how descriptive each characteristic is for the group of attributes presented below (character of the local population, profile of other tourists/golfers, quality service and reception).	1 to 5 Likert scale -1="not descriptive at all" and 5="very descriptive" to each one of the items in the scale.	• Assessing, in the case of the Algarve, the **symbolic attributes** using the set of adjectives, selected over stage 1 of the research. • Identifying human personality traits, brand personality traits and non-personality traits used to describe **symbolic attributes** of the destination.	Hankinson (2004)	RO2; RQ2; RO5;RQ5
9. The list of characteristics, which can potentially describe some golf destinations attributes Please rate (X) how descriptive each characteristic is for the group of attributes presented below (character of the built environment, destinations' feel, security and safety and the way the destination makes tourists/golf players feel).	1 to 5 Likert scale -1="not descriptive at all" and 5="very descriptive" to each one of the items in the scale.	• Assessing, in the case of the Algarve, the **experiential attributes** using the set of adjectives, selected over stage 1, that best describe **experiential attributes** of a golf destination. • Identifying human personality traits, brand personality traits and non-personality traits used to describe the **experiential attributes** of the destination.	Hankinson (2004)	RO2; RQ2; RO5;RQ5
Section C – General Golfers and visit characterization				
10. Do you thing the characteristics of the Algarve are consistent with	1 to 5 Likert scale: 1="not consistent at all" and 5= "very consistent".	• Explore the link between destination brand and self-image /identity.	Sirgy and Su (2000) and Murphy et al. (2007a)	

Question	*Response sets*	*Objectives*	*Source*	*RO/RQ*
your own characteristics?				
11. Please indicate Which of the following characteristics do you think you have in common with the Algarve?	Checklist "Efficient" "Helpful" "Innovative" "Organized" "Pleasant" "Warm" "Relaxed"	• Identify common (human) personality traits between the Algarve and tourists/golf players. • Understand how tourists/golf players see themselves.	Created by the researcher	
12. To what extent are you satisfied with the destination Algarve?	1 to 5 Likert scale: 1="not satisfied at all" and 5="very satisfied"	• This questions aims at assessing the level of satisfaction with the destination.	Petrick (1999); Noe (1999)	
13. Do you intend to return to the Algarve to play golf?	1 to 5 Likert scale: 1="not at all" and 5="most certainly"	• This questions aims at assessing the level of loyalty to the destination.	Martins and Correia (2004); Mendes (2004); Ribeiro (2006)	
14. Do you intend to recommend this destination to play golf?	1 to 5 Likert scale: 1="not at all" and 5="most certainly"	• This questions aims at assessing the level of loyalty to the destination.	Martins and Correia (2004); Mendes (2004); Ribeiro (2006)	
15. When did you start to play golf?	Open-ended question (year)	• Determining how long does the respondents play golf.	Petrick (1999)	
16. What is your handicap?	Open-ended question	• Assessing the level of expertise of the tourists/golf players.	Petrick (1999)	
17. How many rounds do you play a year?	Open-ended question	• Determining the experience of the tourists/golf players.	Petrick (1999)	
18. When was the first time you played golf in the Algarve?	Open-ended question (year)	• Determining how long have the tourists/golf players been playing in the Algarve. • Distinguishing first-time tourists/golf players from repeated tourists/golf players.	Created by the researcher	
19. Do you live in the Algarve?	"Yes" or "No"	• Distinguishing resident golf players from tourists golf players.	Created by the researcher	

Question	*Response sets*	*Objectives*	*Source*	*RO/RQ*
19.1 Where?	Open-ended question (municipality)	• Identify favourite places to live.	Created by the researcher	
19.2 For how long?	Open-ended question (years)	• Determine the time of living at the destination.	Created by the researcher	
20. How many times have you visited the Algarve to play golf?	Open-ended question	• Determining how many times repeated tourists/golf players have visited the Algarve.	Martins and Correia (2004)	
20.1 How long do you stay, in average, during your visits?	Open-ended question (number of nights)	• Determining the length of stay of tourists/golf players.	Martins and Correia (2004); Mendes (2004)	
21. How many rounds do you play, in average, during your visit(s)?	Open-ended question (number of rounds)	• Defining an average of golf rounds played per golf player/per visit.	Ribeiro (2006); Mendes (2004)	
22. Where are you staying?	Checklist: "Hotel", "Apart hotel", "Rented villa or apartment", " In your own house", "Friends/family house", "Guesthouse" "other"	• Identifying habits and preferences concerning accommodation. • Identifying other types of accommodation for tourists/golf players.	Martins and Correia (2004); Mendes (2004) Ribeiro (2006)	
22.1 If other, "please specify where"	Open-ended question	• Identifying habits and preferences concerning accommodation. • Identifying other types of accommodation for tourists/golf players.	Created by the researcher	
23. With whom did you travel to the Algarve?	Checklist: "Friends", "Family", "Partner", "On your own"	• Determining the type of holiday and travelling habits/preferences of tourists/golf players.	Created by the researcher	
24. How did you book/buy your golf rounds in the Algarve?	Checklist: "At the golf course" "Tour operator/travel agency", "Phone or e-mail", "Internet/website",	• This question aims at identifying habits/preferences concerning booking procedures and access to tourist information about the destination.	Martins and Correia (2004); Mendes (2004)	

Question	*Response sets*	*Objectives*	*Source*	*RO/RQ*
	"Other"	• Identifying other types of booking procedures of golf holidays.		
24.1 If other "please specify how?	Open-ended question	• This question aims at identifying habits/preferences concerning booking procedures and access to tourist information about the destination. • Identifying other types of booking procedures of golf holidays.	Created by the researcher	
25. In which golf courses have you already played in the Algarve? (Please indicate with a X in the box).	Checklist: "Penina Academy", "Alto Golf", "Balaia Golf Village", "Benamor Golf", "Boavista Golf", "Castro Marim Golf", "Colina Verde", "CS Álamos Golf", "CS Morgado Golf", "CS Salgados Golf", "Gramacho Golf", "Monte Rei", "Oceânico Academy", "Oceânico Faldo", "Oceânico Laguna", "Oceânico Millenium", "Oceânico O'Connor Jr.", "Oceânico Pinhal", "Oceânica Vitória", "Oceânico Old Course", "Onyria Palmares", "Parque da Floresta", "Pine Cliffs", "Pinheiros Altos", "Quinta de Cima", "Laranjal", "Quinta do Lago Norte", "Quinta do Lago Sul", "Quinta da Ria", "Quinta do Vale Golf", "Penina Resort", "San Lourenzo", "Silves Golf",	• Verifying preferences of the players concerning Algarve golf courses. • Determining which golf courses and sub-regions of the destination are more visited.	Created by the researcher	

Question	*Response sets*	*Objectives*	*Source*	*RO/RQ*
	"Sir Henry Cotton, "Championship Golf Course", "Ocean Golf Course", "Royal Golf Course", "Vale do Milho Golf", "Vale da Pinta Golf' "Vila Sol Golf'			
26. Which other destinations have you visited to play golf?	Open-ended Question	• Identify preferences of tourists/golf players concerning other golf destinations. • Identifying potential Algarve competitors.	Petrick (1999)	
		SECCION D – RESPONDENT CARACTERIZATION		
27. Gender?	Checklist: "Male" "Female"	• Determining the number of male and female tourists/golf players in the Algarve.	Lee and Back (2010);Martins and Correia (2004); Mendes (2004); Murphy et al. (2007a,b,c); Petrick (1999); Ribeiro (2006)	
28. Age?	Open-ended question	• Determining the age groups and the age average of tourists/golf players in the Algarve.	Martins and Correia (2004); Mendes (2004); Murphy et al. (2007a,b,c); Ribeiro (2006); Lee and Back (2010)	
29. Nationality?	Open-ended question	•Identifying the nationality of the tourists/golf players.		
30. Country of residence?	Open-ended question	• Identifying the countries where tourists/golf players in the Algarve live.	Martins and Correia (2004); Ribeiro (2006)	
31. Education?	Checklist: "Secondary school", "University/polytechnic degree", "Technical /professional college" "Postgraduate degree"	• Identifying the level of education of the tourists/golf players in the Algarve.	Martins and Correia (2004); Mendes (2004); Petrick (1999); Ribeiro (2006)	
32. Professional status?	Checklist:	• Identify the current professional situation of the		

Question	Response sets	Objectives	Source	RO/RQ
	"Employed full-time", "Employed-part time", "Self-employed", "Unemployed", "Student", "Retired" "Other"	tourists/golf players in the Algarve.		
32.1If other please specify	Open-ended question	• Identifying other current professional situation of the tourists/golf players in the Algarve	Created by the researcher	
33. What is, on average, your annual pre-tax income?	Cheklist: "Less than 20 000" "20 000 – 29 999" "30 000 – 39 999" "40 000 – 49 999" "50 000 – 59 999" "60 000 – 69 999" "70 000 – 79 000" "Over 80 0000"	• Determining the level of income of the tourists/golf players in the Algarve.	Petrick (1999) Lee and Back (2010)	

Note: RO – Research objective; RQ – Research question

Table 6.2 Questionnaire Application Schedule

Golf Courses	Date	Inquirers	Date	Inquirers
Alto Golf	30-Mar	Christian Soares	13-Abr	Betina Ferro
Balaia Golf Village	11-Abr	Rosária Pereira		
Benamor	21-Abr	Rosária Pereira		
Castro Marim Golf	18-Abr	Betina Ferro		
CS Álamos	06-Abr	Rosária Pereira	20-Abr	Rosaria Pereira
CS Morgado Reguengo				
Oceânico Academy	29-Mar	Silvia Quintas	12-Abr	Silvia Quintas
Oceânico Faldo				
Oceânico O´Connor Jr.				
Oceânico Laguna	31-Mar	Silvia Quintas +Joel Vilaça	14-Abr	Betina Ferro+ Joel Vilaça
Oceânico Millenium				
Oceânico Pinhal	31-Mar	Rosária Pereira+ Carla Cavaco	14-Abr	Rosária Pereira+ Carla Cavaco
Oceânico Old course	31-Mar	Betina Ferro + Andreia Dias		
Oceânico Vitória	31-Mar	Marta Pereira	14-Abr	Silvia Quintas
Onyria Palmares	19-Abr	Rosária Pereira	28-Abr	Rosária Pereira
Penina Academy	30-Mar	Rosária Pereira+ Rita Baleiro	13-Abr	Rosária Pereira + Beatriz Araújo
Penina Resort				
Penina Sir Henry Cotton				
Pestana Gramacho	29-Mar	Rosária Pereira+ Helder Filipe		
Pestana Silves	06-Abr	Helder Filipe	20-Abr	Betina Ferro
Pestana Vale de Pinta	12-Abr	Rosária Pereira		
Pinheiros Altos	28-Mar	Helder Filipe	17-Abr	Helder Filipe
Quinta da Ria	07-Abr	Rosária Pereira+ Carla Cavaco	21-Abr	Carla Cavaco
Quinta de Cima				
Quinta do Vale	18-Abr	Rosária Pereira		
San Lourenzo	28-Mar	Rosária Pereira +Silvia Quintas	17-Abr	Rosária Pereira+ Silvia Quintas
Vila Sol	02-Abr	Rosária Pereira + Silvia Quintas	10-Abr	Helder Filipe + Silvia Quintas

Table 6.3 Factor's Loadings and Reliability Derived from EFA – Model I

	Factor		
	F1	F2	F3
Relaxed	0.696		
Pleasant	0.694		
Natural	0.670		
Calm	0.649		
Appealing	0.639		
Beautiful	0.621		
Spectacular		0.748	
Innovative		0.742	
Unique		0.633	
Friendly			0.955
Welcoming			0.735
Variance explained	26.157%	16.779%	15.802%
Reliability (Cronbach's Alpha)	0.858	0.781	0.889

Extraction method: Generalized List Squares
Rotation method: Varimax with Kaiser normalization

Table 6.4 Factor's Loadings and Reliability Derived from EFA – Model II

	Factor	
	F1	F2
Friendly	0.804	
Reliable	0.677	
Helpful	0.667	
Pleasant	0.627	
Unique		0.847
Best (the)		0.630
Spectacular		0.606
Variance explained	29.430%	23.635%
Reliability (Cronbach's Alpha)	0.809	0.755
Pleasant	0.843	
Welcoming	0.796	
Cheerful	0.772	
Relaxed	0.707	
Friendly	0.637	
Spectacular		0.826
Best (the)		0.754
Unique		0.728
Famous		0.693
Variance explained	33.409%	27.270%
Reliability (Cronbach's Alpha)	0.881	0.855
Relaxed	0.796	
Pleasant	0.771	
Safe	0.597	
Reliable	0.589	
Beautiful		0.743
Spectacular		0.683
Unique		0.650
Natural		0.599
Variance explained	28.673%	24.922%
Reliability (Cronbach's Alpha)	0.812	0.798

Extraction method: Generalized List Squares
Rotation method: Varimax with Kaiser normalization

APPENDIX 7

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7.1 Goodfellow Publishers Copyright Permission

De: Sally North [mailto:sally.north@goodfellowpublishers.com]
Enviada: terça-feira, 30 de Julho de 2013 10:41
Para: Rosária Pereira
Assunto: Re: Permission to use publication for PhD purpose

Dear Rosaria,

Many thanks for this message. Of course it will be fine for you to use this chapter in your doctoral thesis, as long as it is fully referenced to the book. (As you have below is fine.)

Wishing you all the best with the PhD!
Kind regards

Sally North
Editorial Director

**

On 29/07/2013 15:01, Rosária Pereira wrote:

Reference: Pereira, R., Correia, A. and Schutz, R. (2009) Towards a Tourism Brand Personality Taxonomy: A Survey of Practices, in Fyall, A., Kozak, M., Andreu, L., Gnoth, J. & Lebe, S. S. *Marketing Innovations for Sustainable Destinations*, Oxford, Goodfellow Publishers, 254-267.

Dear Sally

Since the book chapter 21 - "Towards a tourism brand personality taxonomy: a survey of practices" referenced above is part of my PhD research, I come to ask you permission to use it for the purpose of structuring my doctoral thesis and integrate it in the body of my thesis. The chapter will be fully referenced as published in the book you have published. The thesis will be available at the University of the Algarve repository - Sapienza.

I would also like to thank you for having given me the opportunity to publish with you.

Best regards

Rosaria Pereira
Eq. Prof. Adjunta
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