



# DESTINATION IMAGE

## Perspectives of Tourists versus Residents

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**ABSTRACT:** This study aims to measure the image of Lagos in the Algarve region, the most important Portuguese destination, in a cognitive, affective and behavioral approach. Given the lack of studies which compare the perspectives of tourists and residents, the empirical investigation includes a mixed methodology enabling a holistic approach followed by a quantitative methodology with the use of questionnaires. The attributes that are more consensually associated with Lagos are the good weather and good beaches, although these variables do not have significant discriminatory power for “recommendation of the destination to friends and family” as the dependent variable, in a CHAID analysis. **Keywords:** destination image, cognitive-affective approach, tourists, residents, CHAID.

**RESUMEN:** Este estudio tiene como objetivo medir la imagen de Lagos en la región de Algarve, el destino más importante de Portugal, en un enfoque cognitivo, afectivo y comportamental. Considerando la falta de estudios que comparen las perspectivas de los turistas y residentes, la investigación empírica incluye una metodología mixta que permite un enfoque holístico adoptado por una metodología cuantitativa con el uso de cuestionarios. Los atributos que son más consensualmente asociados a Lagos son el buen clima y las buenas playas, aunque estas variables no tienen un poder discriminatorio significativo por “recomendación del destino a los amigos y familia” como la variable dependiente, en un análisis CHAID. **Palabras clave:** imagen de destino, enfoque cognitivo-afectivo, turistas, residentes, CHAID.

### INTRODUCTION

Taking into account the continuing expansion of the tourism industry and the opportunities arising from the current international crisis, it becomes important to develop strategies to make destinations more competitive. In fact, the destinations compete among themselves, in an environment where the supply is becoming increasingly similar and communication strategies are increasing towards the same market segments. Therefore, if the tourism marketing strategies are aimed at attracting people to particular places, the big challenge lies in the dif-

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ferentiation based on attributes, tangible or intangible, allowing the development of a solid branding strategy around destinations (Kotler, Asplund, Rein & Haider, 1999; Phelps, 1986; Pike & Ryan, 2004).

In turn, it should be noted that tourism involves a set of interactions between tourists and residents, which implies that the strategies for developing the industry should take into account both stakeholders. In addition to the perceptions of tourists, the image that the local community has about their place of residence and as a destination becomes necessary, this public acts passively and actively in shaping the image of destinations from the perspective of tourists (Gallarza, Saura & García, 2002; Simpson & Siguaaw, 2008). Therefore, it is one of the greatest challenges of destination management organizations to understand that they serve not only tourists and stakeholders directly related to tourism, but also to the local community (Howie, 2003).

Indeed, the image plays an important role in the behavior of tourists during the different moments which involve their experience: in the decision process of choosing a destination (*a priori* image); in the process of comparison of expectations with experience, preceding the state of satisfaction and perceived quality (image in loco); in the process of revisiting and recommending the destination to friends and family (*a posteriori* image) (Bosque, Martín, Collado & Salmones, 2009; Galí & Donaire, 2005; Hunt, 1975; Selby & Morgan, 1996). Despite the growing importance of the subject, there is still a low scientific production relatively to the measurement of the image of cities, rather than countries, as well as the virtual absence of comparative studies between the images formed by tourists and residents of tourism destinations (Gallarza et al., 2002; Pike, 2002). Thus, the overall objective of the study is to analyze the present image of Lagos as a destination, from the tourist and resident point of view, identifying the main aspects of agreement and disagreement. As suggested by the literature, it is intended to apply a cognitive, affective, and behavioral approach in a holistic perspective.

## DESTINATION IMAGE

The organizations responsible for the process of destinations management (in the literature identified as DMOs) compete for the attention in a setting where substitutability is gaining grounds. The supply increases as well as the informational materials of destinations are becoming more varied and more numerous, making the choice by the tourists more complex (Pike & Ryan, 2004). Hunt (1975) is one of the first researchers to demonstrate the importance of analyzing the destinations image. Nowadays, there is widespread consensus on the importance of the role of image in the decision process of choosing

a destination (Beerli & Martín, 2004). Several studies (Bosque & Martín, 2008; Bosque et al., 2009; Gali & Donaire, 2005; Selby & Morgan, 1996; Tasci & Gartner, 2007) indicate destination image as a factor that influences the consumer behavior during the pre-visit (decision-making process of destination choice), during the visit (antecedent of satisfaction), and post-visit (recommendation and intention to revisit). Thus, the process of image formation starts before the decision, but it can be changed during the visit, as well as after the return.

The complexity of the construct is also related to the fact that destinations are an amalgam of specific tourism products and services (accommodation, catering, transportation, entertainment), from private and public initiative, presented as a global and composite product. In addition of being a limited geographical area, which may correspond to a city, region, country, or group of countries, it is recognized that the destination is also a subjective product, which is defined on the basis of past experiences and/or the image of the destination (Buhalis, 2000). Stern and Krakover (1993) emphasize that because a place is a composite product, its image include multiple dimensions.

*Image versus Destination Image.* Determining a specific definition for destination image is problematic (Jenkins, 1999). The term is used in several contexts, with precision missing (Beerli & Martín, 2004; Echnner & Ritchie, 1991; Fakeye & Crompton, 1991; Pike & Ryan, 2004). According to Jenkins (1999), the dilemma is precisely the definition of the concept of image, which has largely been approached by various disciplines. Reynolds (1965) presents a wide designation for the concept of image, focusing on the complex and selective mental processes carried out by individuals. Font adds that “product’s image is the set of beliefs, ideas, and impressions that the public holds of the named product, and to some extent it is part of the product” (1997:124). Specifically, the definition of the destination image that has been the most cited in the literature belongs to Crompton (1979), who presents the construct as the sum of beliefs, ideas, and impressions that an individual has of a destination.

In an attempt to define the destination image dimensions, some studies have emphasized its cognitive or perceptual features (Crompton, 1979; Kotler et al., 1999). Another approach considers the image as a notion formed by a rational and emotional interpretation as a result of two components: perceptual/cognitive assessment and appraisal of individual feelings (Baloglu & Brinberg, 1997; Baloglu & McCleary, 1999; Gartner, 1993). Dobni and Zinkhan (1990) explain that the image is a perceptual phenomenon, formed through interpretations of rational and emotional components, including cognitive (beliefs) and affective (feelings). Thus, the destinations image is formed through interpretations of rational and emotional context, which comprise

two interrelated components: cognitive or perceptual (attributes) and affective or evaluative (feelings). Stern and Krakover (1993), in their formation model of the urban image, address the concept from two perspectives: “designative” perceptions which correspond to the perceptual/cognitive approach, and “appraisive” perceptions, which refer to affective perspective. Apart from the two previous perspectives, several studies have linked also a behavioral component, which relates to the actions of individuals, in this case, the probability of visit/revisit the destination and to recommend it (Bigné et al., 2009; Konecnik & Gartner, 2007; Pike & Ryan, 2004; Stepchenkova & Mills, 2010). In fact, Gartner (1993) argues that the destination image is hierarchically formed by cognitive, affective, and behavioral components.

*Stakeholders in Destination Image Studies.* From the different stakeholders’ point of view, the results of image studies are crucial for an effective marketing strategy, particularly in determining the strengths and weaknesses, which are essential in defining the precise positioning of destinations and building a strong brand (Kotler et al., 1999; Selby & Morgan, 1996). Therefore, it is essential to bet in the destinations’ differentiation, helping consumers to choose their holiday destination, bearing in mind that destinations are becoming increasingly changeable, alongside with an information’s increase, that turn the process of choice more complex (Echtner & Ritchie, 1993; Pike & Ryan, 2004; Tasci & Gartner, 2007).

In addition to the tourists’ perceptions, it is also important to identify the image that the residents of destinations may have of their own place of residence, in the sense that the residents act actively and passively in the forming process of destination image by tourists (Gallarza et al., 2002; Simpson & Siguaw, 2008). In the first case, residents of destinations may have images of their own place of residence that influences the word-of-mouth, which can be investigated in comparison with those of tourists (Witter, 1985). In the second case, the residents are often seen as part of the destination image, being that their attitudes towards this industry, favorable or otherwise, can affect the perceived image by the tourists (Echtner & Ritchie, 1991). Residents are indeed part of the tourist visit experience, and consequently should be taken into account in the process of destination branding (Howie, 2003).

*Measuring Destination Image.* Although most studies agree that the image is a multidimensional global impression, there is no consensus on the dimensions that make up this same holistic impression (Bigné, Sánchez & Sanz, 2009). The analysis of the destination image’s nature has been addressed in a cognitive perspective and, more recently, from the late 1990s, in a cognitive-affective approach (Baloglu & McCleary, 1999; Dann, 1996). In fact, the analysis conducted by Pike (2002) on 142 articles about destination image in the period from 1973 to 2000,

only six address the emotional images explicitly. Several studies have also linked a behavioral component (Bigné et al., 2009; Konecnik & Gartner, 2007; Pike & Ryan, 2004; Stepchenkova & Mills, 2010). However, there are very few studies that measure it considering, concomitantly, these three factors (Hosany, Ekinci & Uysal, 2007).

The literature review points to the use of two methods to measure the destination image: unstructured and structured (Baloglu & McCleary, 1999; Echtner & Ritchie, 1991, 1993; Gallarza et al., 2002; Jenkins, 1999). Taking this into account, Echtner and Ritchie (1993), in their model for measuring the destination image, propose the use of a two-phase methodology: a qualitative analysis, identifying the list of attributes that characterize the destination, and a quantitative analysis based on questionnaires in which respondents evaluate a number of attributes, selected from those identified in the first moment. Therefore, the authors propose a first phase which is comprised of open-ended questions that help to build a matrix and to identify the attributes to be included in the second phase, of quantitative nature. They argue that the characteristics of the image can be perceived as individual attributes or holistic impressions. Thus, on the side of the attributes, different perceptions of the individual characteristics of the destination are presented, from the most functional to the more psychological. In the holistic context, the functional perception is a general image of the physical characteristics of the destination, while the psychological impressions can be described as the atmosphere of the destination (Echtner & Ritchie, 1991).

Related to the affective dimension, Russel Ward and Pratt (1981) identified 105 adjectives that can be used to describe the emotional reactions of individuals to different environments. Two independent bipolar dimensions separated by 90° angles (pleasant/unpleasant and arousing/sleepy), still allows to measure of two secondary bipolar dimensions, separated from the main dimensions by 45°. The horizontal axis represents the association of the environment to a level of pleasantness, while the vertical axis represents the association of the environment to a level of dynamism. Consequently, “exciting” is a combination of “arousing” and “pleasant” while “distressing” derives from “arousing” and “unpleasant”. The same reasoning is applied to the concepts “gloomy” and “relaxing”. By using four semantic differential scales, Baloglu and Brinberg (1997) apply the model of Russell and colleagues (1981) to destinations. This methodology has been applied subsequently in several studies (Baloglu & Mangalolu, 2001; Baloglu & McCleary, 1999).

According to Belk (1975), the behavior can be studied through the analysis of intentions, since action, purpose, context, and time are identified similarly to what is expected to be their effective behavior.

Therefore, the intention is associated with actual behavior; when for example, context and time of occurrence are associated by asking individuals about future action. Opperman (2000) references the study of Gitelson and Crompton (1984), which warns that there are several reasons for the repeated visits to a destination, such as risk reduction for the supply of a particular destination, reducing the risk of finding a particular profile of people, the emotional connection to the destination, the need to explore more deeply the destination, and the need to show the destination to other people. But besides revisiting, the behavioral component of destination image should be measured by recommendation or intention to recommend (Bigné et al., 2009; Bosque & Martín, 2008; Chi & Qu, 2008; Pike & Ryan, 2004), or even by the positive reference (Baker & Crompton, 2000) — that is, besides recommendation, if individuals have the intention to say positive things about the destination. It is important to notice that on the recommendation of a particular holiday destination to friends and family, it is notorious the encouragement to visit a certain place, which differs from the reference to positive aspects of the destination (e.g. the destination has beautiful beaches and a nice weather), that doesn't have the same level of commitment involving the direct recommendation to visit a place (Baker & Crompton, 2000; Zeithaml, Berry & Parasuraman, 1996).

### *Research Parameters*

According to the stated objective, five research questions were formulated: 1) What are the main differences and similarities of the image of Lagos, in a holistic perspective, through tourists and residents' point of view?; 2) What attributes should be used for measuring this image in the tourists and residents' perspectives?; 3) What are the main differences and similarities of the cognitive, affective, and behavioral components of the image in the tourists and residents' perspectives?; 4) How is its global image as a destination related to the behavioral component of the image in the tourists and residents' perspectives?; 5) What is the contribution of the cognitive component of the image to recommend the destination to friends and family in the tourists and residents' perspectives?

In reference to the study, the city of Lagos is one of the 16 municipalities of the Algarve region, which, because of its coastal location, offers sun-beach tourism. In fact, the Bay of Lagos over four kilometres long is one of the largest bays in Europe. In order to cope with the dependence on the sun/beach product and the resulting image, the "Strategic Plan of the Municipality of Lagos" defines the county's historical connection to the "discoveries" and the sea as a "strategic opportunity" to differentiate the destination.

In the first phase of the study, in order to capture the main attributes for measuring the image of Lagos, in mid-July 2009, 50 tourists and 50 residents were surveyed (using an open-ended questionnaire) in its downtown area. Its first two questions were adapted from Echnner and Ritchie's study (1993): what images or characteristics come to mind when you think of Lagos as a vacation destination? (functional and holistic component); and how would you describe the atmosphere or mood that you would expect to experience while visiting Lagos? (psychological and holistic component). To construct the functional-psychological continuum, the answers were selected considering the agreement for over more than 25% of respondents from each stakeholder under study.

In the second phase, the questionnaires were based on the information provided in its exploratory phase as well as the literature review. It was decided to start with the collection made by Gallarza et al. (2002), to measure the cognitive component of the image through the attributes which were used in more than 12 studies about destinations' characteristics, as well as expressions that met consensus by more than 25% of respondents from each one of the surveyed stakeholders.

Table 1 presents a summary of the questionnaires applied to tourists and residents, with reference to the objectives of each question, used scales, and reference sources. As already noted, two target populations were considered for the study: local residents and tourists in the municipality of Lagos who were 18 years old or more. In both situations, cluster sampling method was used. This is a random procedure in which all individuals are considered in a particular area or location as forming a cluster. It is particularly useful when the populations in question have a strong geographical dispersion (Hill & Hill, 2008). For the resident sample, the application of the method excluded places frequented by the host population. For the tourist sample, the focus was on the main attraction points in Lagos. The questions included in the questionnaire were submitted to a pre-test. Once collected, given the heterogeneity of the public included in both samples, minor adjustments were made to the vocabulary.

### *Survey Information Data Treatment*

The tourist sample included 182 males (8.8% between 18 and 24 years old, 79.1% 25 and 64, and 12.1% 65 or more) and 197 females (10.7% between 18 and 24, 75.1% 25 and 64, and 14.2% 65 or more), together 379 respondents. By nationality, 67.0% were foreign and 33.0% Portuguese tourists. In this sample, 51% had university, 40% secondary education, and 7% primary. The residents sample included 185 males (13.5% between 18 and 24, 66.0% 25 and 64, and 20.5% 65

or more) and 193 females (13.0% between 18 and 24, 62.2% 25 and 64, and 24.9% 65 years or more), together 378. Of these, 87.8% had Portuguese nationality and 12.2% foreign. More frequent levels of education were primary (38%), secondary (37%), and university (20%).

**Table 1. Questionnaire design**

No.	Question	Scale	Source
I – 1	How many times have you visited Lagos? (tourists) How long have you been living in Lagos? (residents)	Tourists: ordinal scale Residents: metric scale	Hill and Hill 2008; Opperman 2000; Phelps 1986
I – 2	To what extend do you agree that the following items are associated to Lagos as a tourist destination?	5 point Likert scale	Baloglu and Mangaloglu 2001; Baloglu and McCleary 1999; Bigné et al 2009; Kim and Richardson 2003; Phelps 1986
I – 3	How would you describe the global image that you have of Lagos as a touristic destination?	5 point Likert scale	Baloglu and McCleary 1999; Bigné 2009
II – 1	Select the square closest to the perception that you have of Lagos as a tourist destination, according with the pairs of words presented.	7 point Semantic Differentia 1 scale	Baloglu and Brinberg 1997; Baloglu and McCleary 1999; Beerli and Martín 2004; Pike and Ryan 2004; Russel et al 1981
III – 1	Would you return to Lagos, in the next 12 months, as a tourist?	5 point Likert scale	Baker and Crompton 2000; Belk 1975; Bigné et al 2009; Martin and Bosque 2008b; Opperman 2000; Pike and Ryan 2004
III – 2	Would you recommend Lagos as a touristic destination to your family and friends?	5 point Likert scale	Baker and Crompton 2000; Belk 1975; Bigné et al. 2008; Martin and Bosque 2008b; Pike and Ryan 2004
III – 3	Would you say positive things about Lagos as a tourist destination to other people?	5 point Likert scale	Baker and Crompton 2000; Belk 1975; Bigné et al 2009; Martin and Bosque 2008b; Pike and Ryan 2004; Simpson and Sigauw 2008
IV – 1,2,3, 4 and 5	Sociodemographic information: 1 Age; 2 Gender; 3 Marital Status; 4 Education; 5 Country of origin	1 Metric; 2 Nominal; 3 Nominal; 4 Ordinal; 5 Nominal	Baloglu and McCleary 1999; Beerli and Martín 2004; Hill and Hill 2008

In order to test the existence of significant dependence relations between variables, the chi-square test for independence was used, considering the appropriate Bonferroni adjustment in the significance level.



The Cronbach’s alpha coefficient was used to verify the internal consistency of the items included in the applied questionnaire. The multivariate technique chi-square automatic interaction detector (CHAID) was applied to understand the contribution of the cognitive component of the image of Lagos to recommend the destination to friends and family. This algorithm developed by Kass (1980) tends to find a classification of population groups which could describe the dependent variable as best as possible. Thus, this is a process of subjects’ classification into groups or segments, which share homogeneity within it and heterogeneity between them.

*Study Findings*

Figure 1 corresponds to the results of the exploratory study applied to tourists and residents. Related to research question 1, in a holistic perspective of the tourists, Lagos as a destination has great and beautiful beaches, white sand, bright sun, and good promenade in the historic and maritime scenarios. Further, it is a hospitable, friendly, quiet, and safe destination. For the residents, Lagos has good, long, and beautiful beaches, with calm sea, sun throughout the year, and a historical and cultural scenario characterized by being a calm, relaxing, and safe destination.

Tourists		Residents	
<b>Functional characteristics</b>		<b>Functional characteristics</b>	
- Beaches (78%)	- Great and beautiful beaches, with white sand	- Beaches (84%)	- Good, long and beautiful beaches, with calm sea
- Climate (34%)	- Sunshine	- Sea (54%)	- Sunshine all year
- Historical center (32%)	- Good promenade in historical and maritime scenario	- Climate (40%)	- Historical and cultural scenario
- Cultural heritage (30%)		- Cultural heritage (36%)	
- Marina (26%)			
<b>Psychological characteristics</b>		<b>Psychological characteristics</b>	
Friendly and receptive residents (58%)	- Welcoming and hospitable destination	- Tranquility and safety (44%)	- Calm, relaxing and safe destination
- Tranquility and safety (42%)			

**Figure 1. Continuum functional-psychological: Tourists versus residents**

From the literature review and exploratory study, 20 attributes were identified to be applied in the questionnaire, responding to research question 2: attractive historical center, pleasant marina, interesting cultural heritage, good beaches, interesting cultural events, attractive natural landscape, calm sea, good nightlife, good shopping opportunities, good sport facilities, good bus system, good accommodation, good restau-

rants, good value for money, pleasant weather, good access ways, safe city, good gastronomy, friendly and receptive residents, and quiet city. Internal consistency between the items was estimated using Cronbach's coefficient alpha, which is in both questionnaires superior to 0.7, indicating that the measure is reliable (tourists, 0.837; residents, 0.793).

*Cognitive, Affective and Behavioral Components of Image.* The comparison of the two samples (Figure 2) answers research question 3, regarding the cognitive component of the image of Lagos. In this sense, it should be noted that both publics confer a higher level of agreement to the attributes "good beaches" (tourists, 92.8%; residents, 95.8%) and "pleasant weather" (tourists, 93.9%; residents, 95.2%). The attribute "interesting cultural events" is what gets the lowest percentage of agreement, consensually by tourists (53.6%) and residents (60.6%). The biggest difference is the attribute "good sports facilities" where the level of agreement of the tourists is 36.9% and residents is 68.8%. The two groups also differ in the level of agreement on the attributes "good value for money" (tourists, 70%; residents, 43.1%), "good bus system" (tourist, 58%; residents, 83.6%), "good nightlife" (tourists, 55.5%; residents, 36%) and "good shopping opportunities" (tourists, 52%; residents, 34%). These differences are statistically significant (t tests for equality between two population proportions: p-value = 0.000).

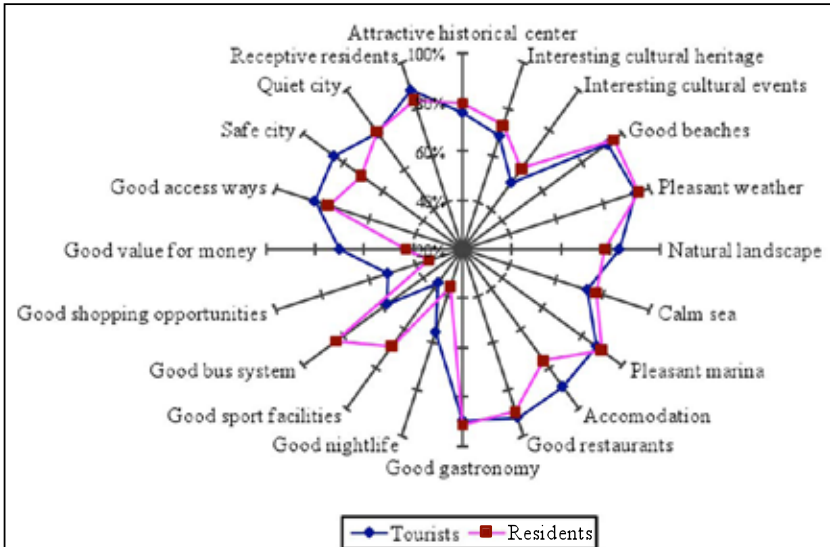


Figure 2. Image's cognitive component: Tourists versus residents

In terms of the affective component, tourists consider the destination more dynamic than the residents, with a consensus in both stakeholders regarding to the association of the term "pleasant" to the

destination. In fact, for tourists, the points 6 and 7 have 49.3% of the answers, while only 30.1% of residents select those points. The difference between the percentages is statistically significant (t tests for equality between two population proportions:  $p\text{-value} = 0.000$ ). It should be noted that the medians' values for both stakeholders in the study have the same values in the two semantic differentials: 5 for "sleepy/arousing" and 6 for "unpleasant/pleasant". As part of the research question 3, thus it follows that in the level of the affective component of the image, there are no significant differences between the two stakeholders, and the affective component of the image of Lagos, as a destination, lies in the quadrant "arousing/exciting/pleasant".

Still under the research question 3, regarding the behavioral component of the image, the intention to revisit the destination for more than half of the tourists was noted. Equally important, the fact that both samples present a more favorable expression for the positive reference of the destination towards the recommendation of the same. It is important to also note that, from the total number of tourists interviewed (379), 54% visited the destination for the first time and 14% for the second time, while 32% had visited the destination at least three times.

*Global vs. Behavioral Image.* For the global image of Lagos as a destination, it is important to note that the frequencies are higher in the response categories "strongly positive" and "positive" in both samples under study. Tourists have a more positive overall image of Lagos as a destination, compared to the interviewed residents, whereas 95% of the former claimed to have a global "strongly positive" image (27.7%) or "positive" (67.3%) of the destination, while 87% of residents have an overall "strongly positive" image (13.5%) or "positive" (73.5%). In order to understand the relationship of the global image of Lagos as a destination with the behavioral component, several ordinal variables were crossed applying the chi-square test for independence. To follow the assumptions necessary to perform this test, it was necessary to group some response categories of the 5-point Likert scales applied in the questionnaires, since they were attending a low frequency in some of the response categories.

In the tourists' perspective, at the intersection variables "recommendation of the destination to friends and family" with the "global image", the chi-square test shows a significant relationship between the variables ( $\text{chi-square} = 18.080$ ;  $p\text{-value} = 0.000$ ). At the intersection variables "positive word-of-mouth" and "global image", the chi-square test also allows the rejection of the null hypothesis, suggesting a significant dependency relationship between the variables ( $\text{chi-square} = 18.753$ ;  $p\text{-value} = 0.000$ ). Regarding the variables "revisit" and "global image of the destination", the chi-square test shows a no significant relationship between the variables ( $\text{chi-square} = 2.193$ ;  $p\text{-value} =$

0.139). From the residents' perspective, the intersection of the variables "destination recommendation" and "global image", the chi-square test allows one to reject the null hypothesis, considering that there is a significant dependency relationship between the variables (chi-square = 29.652; p-value = 0.000). At the intersection variables "positive word-of-mouth" and "global image", the chi-square test also allows the rejection of the null hypothesis, suggesting a significant dependency relationship between the variables (chi-square = 51.227; p-value = 0.000).

Under the research question 4, it can be concluded that the "global destination image" is related to the behavioral component of the image of Lagos, from the tourists and residents' perspectives, except regarding to the intention to revisit the destination.

*Cognitive vs. Behavioral Component.* There are several factors that contribute to the decision process of revisiting the destination, even when a positive image about the same is held (Opperman, 2000; Stepchenkova & Mills, 2010). Regardless of the revisit, the tourist can, however, recommend the destination to friends and family, remembering that this is the most credible informative agent in the process of choosing the holiday destination (Chi & Qu, 2008; Gartner, 1993; Konecnik & Gartner, 2007; Vassiliadis, 2008). Thus, CHAID multivariate technique was used to understand the contribution of the cognitive component of the image of Lagos in the dependent variable "recommendation of Lagos to friends and family" (Vassiliadis, 2008), applicable to both stakeholders in analysis.

Since the intent is to understand the contribution of the cognitive component to the recommendation of the destination, the 20 attributes applied in the survey constitute possible explanatory variables in CHAID analysis, using a 5-points Likert scale (strongly disagree to strongly agree). Once the categories strongly disagree, and disagree have little expression and accumulate the answers in the Likert categories, it was decided to join the five original response categories into two categories: "no agreement" (groups strongly disagree, disagree, and do not agree nor disagree) and "agreement" (groups agree and strongly agree). The same criterion was applied to all attributes in order to allow comparison of results.

From the tourists' perspective, relatively to the dependent variable, "the intention of recommend the destination to family and friends", it was decided to group the first three categories of the ordinal scale (definitely not, probably not, and maybe yes, maybe not), in the category "no/undecided". The frequencies have a higher expression in the "probably yes" and "definitely yes" categories, so they have been kept in the analysis in its original designation. Firstly, it should be noted that from the 379 cases considered valid in the CHAID analysis, 7.1% have no intention or are undecided about the recommendation of Lagos to

friends and family, 32.2% say “probably”, and 60.7% are sure to recommend the destination (Figure 3). The tree presents seven terminal nodes (node 4 and nodes 7-12), suggesting seven segments of tourists. Five predictors significantly explain the dependent variable, being responsible for the partition of the tree into three levels: “interesting cultural heritage” (Chi-square = 43.450; p-value = 0.000), “interesting cultural events” (chi-square = 9.329; p-value = 0.002), “good value for money” (chi-square = 11.321; p-value = 0.001; chi-square = 8.060; p-value = 0.005), “calm sea” (chi-square = 8.217; p-value = 0.004) and “good sport facilities” (chi-square = 6.139; p-value = 0.013), being that the variable “good value for money” is responsible for two partitions.

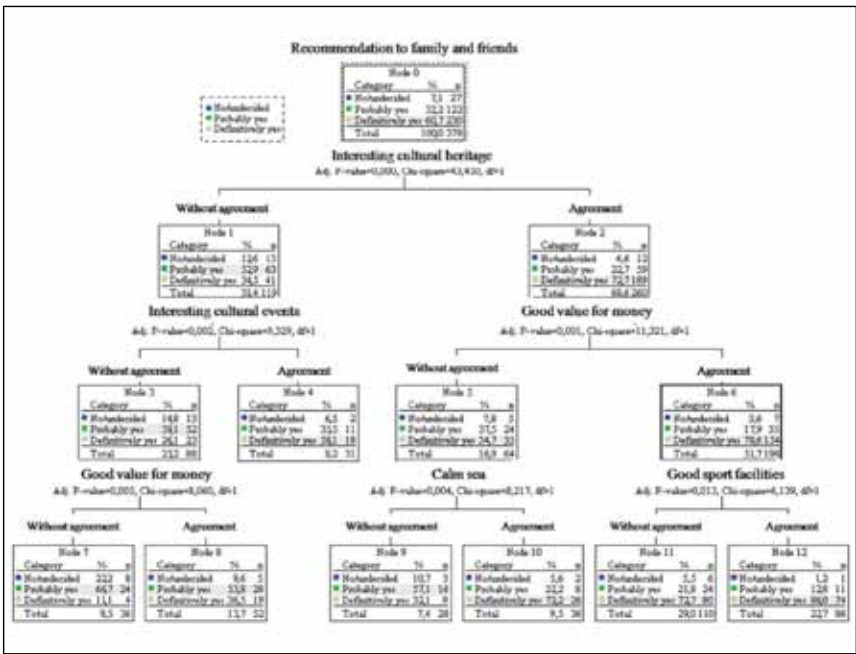


Figure 3. CHAID Analysis: Tourists

Analyzing figure 3, the main inference is based on the comparison of segment II (node 7) and VII (node 12), responding to research question 5. The segment II includes the tourists with a less favorable image of the destination, considering the attributes “interesting cultural heritage”, “interesting cultural events” and “good value for money”. It is in this segment which identified a smaller percentage of tourists who are certain about the future recommendation of the destination (11.1%). In turn, there is the opposite trend in the segment VII (node 12). This is the group where the destination’s image is more favorable, regarding to the attributes “interesting cultural heritage”, “good value

for money”, and “good sports facilities”, and it is also in this group where is registered the highest percentage of individuals sure to recommend the destination (86%).

As CHAID was applied to tourists, it was decided to group the five categories in the analysis of residents (never to always) of the dependent variable, “recommendation of the destination to friends and family” into three categories (never/rarely, often, and always). As previously stated, these contiguous categories meet the lower frequencies of response, highlighting the fact that the “never” category registers only 0.3% of responses. The frequencies have higher expression in the “often” and “always” categories having been kept in the analysis in its original form. Of the 378 cases considered valid in the CHAID analysis, 24.1% never recommend or little recommend the destination to friends and family, 34% state do it frequently, and 41.8% state always recommend it (Figure 4). The tree has five terminal nodes (nodes 3, 4, 6, 7, and 8), suggesting five segments of residents. Four predictors explain the dependent variable, being responsible for the partition of the tree into three levels: significant “good value for money” (chi-square = 30.002; p-value = 0.000), “friendly and receptive residents” (chi-square = 7.608; p-value = 0.006), “good shopping opportunities” (chi-square = 14.170; p-value = 0.000), and “good nightlife” (chi-square = 4.1666; p-value = 0.041).

In the residents’ perspective, there is the existence of two opposite trends in two segments, I and III, corresponding to nodes 3 and 6, respectively, allowing to answer to the second part of the research question 5 (Figure 4). Segment I includes tourists with a less favorable image of the destination, considering the attributes “good value for money” and “receptive and friendly residents”. It is in this segment where there is a smaller percentage of tourists who are certain about the future recommendation of the destination (22.2%). In turn, there is the opposite trend in the segment III (node 6). This is the group in which the destination’s image, regarding to the attributes “good value for money” and “good shopping opportunities” is more favorable. It is also in this group where we can find the highest percentage of individuals who are sure of recommending Lagos as a destination (67.9%).

Comparatively, it is noted that in the CHAID analysis, the attribute “good value for money” is common to both tourist and resident stakeholders, regarding the contribution of themselves to recommend Lagos as a destination to friends and family (Figures 3 and 4). Nevertheless, the agreement in the association of the attribute to the destination is greater on the tourists than on the residents, 70% and 43.1%, respectively, in the isolated analysis of the cognitive component (Figure 2). In this preliminary analysis, “good beaches” and “pleasant weather” are the attributes that register the highest rates of agreement, both from

the perspective of tourists (92.8% and 93.9%) and residents (95.8% and 95.2%), respectively. However, based on the CHAID analysis, these do not significantly discriminate the variable “recommendation of Lagos as a destination to friends and family”.

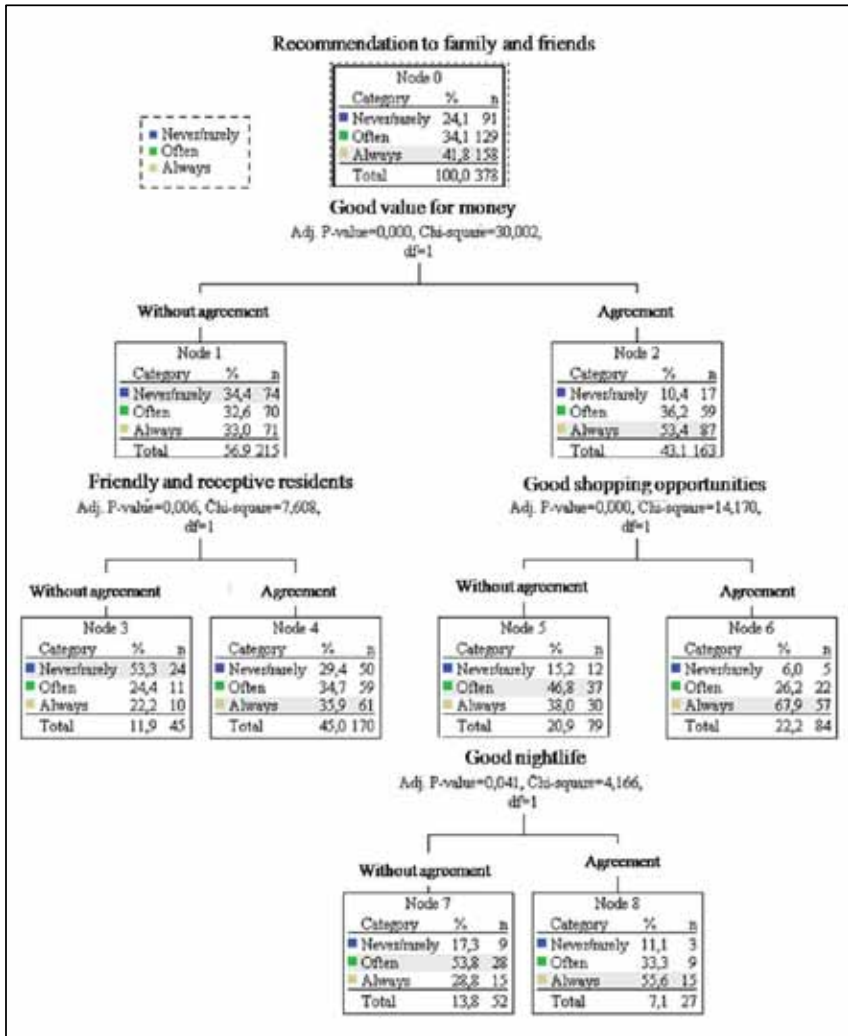


Figure 4. CHAID analysis: Residents

CONCLUSION

The central purpose of the study, covering tourists and residents of Lagos, was to measure its destination image, identifying the major aspects of agreement and disagreement in the perspectives of these two stakeholders. The first conclusion to be noted is that chi-square

test shows that, for tourists, the variable “global destination image” is not significantly related to the intention to revisit the destination. This conclusion is supported by the literature, since there are factors such as the motivations which influence the destination choice, despite the presence of a positive destination image (Opperman, 2000; Stepanchenkova & Mills, 2010). In the tourists and residents’ perspectives, it is clear a significant relationship of the “global destination image” with the recommendation of Lagos to friends and family. Thus, and being the recommendation of friends and family the most credible information agent in the process of destination choice by the tourist (Gartner 1993; Vassiliadis, 2008), the application of the multivariate technique CHAID allowed to understand the contribution of the cognitive component of the image of Lagos as a destination in the dependent variable “recommendation from Lagos to friends and family”.

Second, from the tourists’ perspective, the attributes that explain the recommendation of Lagos to friends and family are, in descending order on the significance level: “interesting cultural heritage”, “good value for money”, “interesting cultural events”, “calm sea” and “good sports facilities”. For the residents, the attributes that significantly discriminate the dependent variable are “good value for money”, “good shopping opportunities”, “receptive and friendly residents”, and “good nightlife”. It should be noted that though there are higher values regarding the level of agreement in the association to the destination of the attributes “good beaches” and “pleasant weather”, in the CHAID analysis these attributes do not discriminate the variable “recommendation of Lagos as a tourism destination to friends and family”.

As for the affective component level of the image, there are not significant differences between the two stakeholders and the perceived image in the affective component is located in the quadrant arousing/exciting/pleasant. The last conclusion regarding to the empirical study results is that both tourists and residents present an intention or an effective behavior, respectively, of positive recommendation in favor of Lagos as a destination. The highest expression of the positive reference to the destination in comparison with its recommendation is evident in both stakeholders, which meets the results of previous studies (Barros, 2008).

It is also important to emphasize that the study contributes to the theory and practice. In the literature review, it is clear a lack at the level of comparative studies in the measurement of the destinations’ image, focusing simultaneously on the perspectives of both tourists and residents, which allow one to conclude about the similarities and differences. The critical reflection of the results also allows highlighting some recommendations for the action under the strategy of destinations branding by decision-makers. The results will meet the growing need



to diversify the destination supply, depending on the product sun and sand (Aguiló, Alegre & Sard, 2007; Ritchie & Crouch, 2000). Therefore, it verifies that the present study also confirms the strategic guideline suggested by the “Strategic Plan of Lagos”, based on the cultural importance of the “discoveries” and the connection of Lagos to the sea.

The model of analysis of this study was the involvement of two tourist and resident stakeholders needed to develop a solid branding strategy for destinations. In relation to this concern, there are some limitations associated with this study. First, the analysis was limited only to the referred stakeholders and does not cover other stakeholders involved in the study of destination image, such as investors, traders, hotels, restaurants, business people, and tourists (Jafari, 1987), local powers and tourists in general. The application of the questionnaires during the month of August, considered high season of tourism in the Algarve, it is also a limitation, showing mainly a seasonal perspective (Baloglu & McCleary, 1999). Recognizing the need of a more comprehensive and participatory implementation with the cooperation of host community, public and private sectors, it becomes important to extend the study to the destination’s identity and its image conveyed by the media. The methodological value of this study is based mainly on its potential as a reference tool to improve the process of strategic decision-making for destination development.

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