

UNIVERSITY OF CALGARY

Destination Branding in Destination Marketing Organizations

by

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ABSTRACT

Destination Branding is a relatively new concept. Although 'branding' has been, and continues to be, used by retail and service organizations, the concept has only recently been applied to destination marketing. Because destination branding is a new concept, little research has been done to date. As well, the concept is ambiguous to many practitioners and there is not an agreed upon destination branding process. The primary purpose of this thesis is to better understand the extent to which Destination Marketing Organizations are applying the concept of destination branding, and how they are applying it. The research determined that although most destination marketing organizations believe they practice destination branding, they are only implementing parts of the branding process.

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CHAPTER ONE - INTRODUCTION

Destination Branding is a relatively new concept applied to destinations and consists of marketing activities to create a logo, promise, and image that are accurately perceived by consumers. Although branding itself has been popular in the retail industry for many years, its application to destinations is a recent development. Proctor and Gamble, Coca-Cola, Nike, and McDonalds are only a few examples of retail organizations applying branding techniques to better market a product. The concept has also been applied to the service sector, including the tourism industry. For example, Four Seasons + Regent¹, Disneyland, Canadian Pacific Hotels, and the Hyatt are all tourism companies that apply the concept of branding to intangible products that are service-based. This research looks specifically at destination branding and its application in destination marketing organizations.

Background

A major part of the tourism industry involves organizations that market an entire area. The area may be a country, a province, a region, or a specific city. Many of these organizations are in the form of Convention and Visitor Bureaus (CVBs). Other forms include government tourism departments, private organizations, and local Chambers of Commerce. All of these can be grouped together and designated as Destination Marketing Organizations (DMOs). One purpose of these organizations is marketing their area to potential visitors with a mandate of increasing the number of visitors to that region. DMOs may also be responsible

for marketing the region to potential residents and businesses. The members of the destination marketing organizations are usually tourism operators, government bodies, local businesses, and any company that supports tourism. For example, hotels, attractions, gas stations, retail outlets, restaurants, city officials, transportation companies, tour companies, incentive planners, airlines, and local operators are all potential DMO members. The DMO uses its pooled resources to market the designated area to identified target markets, on behalf of its stakeholders. The leverage and expertise of the DMO make it an excellent marketing tool for many members.

Not all DMOs or CVBs are member based. Many are government funded and operated. Although the organization may represent local businesses and residents, these stakeholders may not always have a direct influence on the organization. Mandates for government funded bureaus and member based bureaus are similar in nature despite the different funding sources.

Even though DMOs may differ in size, expertise, and available funds, all of them are tourism marketing organizations to a certain extent. Many of these DMOs have developed logos for their specific region. As well, several have literature and videos to support that logo. Although these activities are part of the destination branding process, they do not constitute the entire process. The overall purpose of this research is to determine if destination marketing

organizations understand the broader concept of branding and carry out activities considered to be a part of the destination branding process.

CHAPTER TWO – RESEARCH BACKGROUND

This section will describe, in general terms, the research approach used in this study. The research questions are explained to highlight the reasoning behind this research. The objectives this study was intended to achieve are also described. The general research methodology is explained to provide an understanding of the research direction. As well, there is a brief description of the intended contribution of this study to the field of tourism research.

Overall Research Purpose

To what extent do DMOs believe they are branding and what activities do these organizations associate with branding?

This question originates from a DMOs' need to attract visitors. Every tourism destination seeks to attract tourists. Key to enticing visitors is differentiating the destination and marketing the destination's image to potential consumers. Many non-tourism industries and companies have utilized the concept of branding to sell their product to consumers. One purpose of this research was to investigate whether or not the branding concept is being applied to tourism destinations. As well, this research investigated the marketing activities bureaus utilize to reinforce its brand. This study recognizes that product branding is useful to the tourism industry in general, and demonstrates that perhaps with a few adjustments, it could also work very well for tourism destinations. Because branding has not been widely used by tourism destinations, little is known about

how it works in this sector of tourism. Therefore, before any other research can be done, it must be established if destination marketing organizations are currently branding and how they are doing it. Once this has been established, more questions can be asked and researched.

The Research Objectives

The purpose of this study was to determine the extent to which DMOs believe they are branding and to identify the activities they associate with branding. By discovering how a sample of DMOs brand, it may be possible to identify branding techniques that can be applied to other similar organizations.

To accomplish the purpose of this research, the six following questions were investigated:

1. Do destination marketing organization have destination logos?
2. What were the reasons the destination marketing organizations developed a logo?
3. What activities were involved in designing the logo?
4. How is the logo used?
5. To what extent does the organization believe it is applying the destination branding concept, as defined in the survey?
6. What are the components of the logo and the overall image of the destination?

Based on the answers to these questions, the research determined if the respondents actually are implementing destination branding techniques.

As the literature review illustrates (see chapter three), there is not a universal definition for destination branding. Therefore, the research also tested a definition of destination branding. As well, a description of the destination branding techniques currently being applied by CVBs was explained.

Research Approach

This research was exploratory and descriptive in nature, which was necessary at this stage. As the literature review illustrates, there is limited research on destination branding in DMOs. Causal research may be more practical now that this initial research is complete.

A fax-back survey was designed for this research in order to capture both qualitative data and quantitative information. As well, fax-back surveys were ideal because they are quick and relatively inexpensive. The analysis of the data was mostly qualitative in nature. The open-ended questions were analyzed and broken into common themes while crosstabs, frequencies, and means were used to analyze most of the quantitative data. The detailed research methodology will be described in chapter four.

Contribution to the Field

Branding in tourism is an important issue because of its potential contribution to the success of an organization. Branding has been around for many years, but as mentioned previously, its application to destination marketing is relatively new. The unique nature of tourism organizations (the intangible product, the experienced-based product, the inconsistent delivery of the product, human error, and the perishable nature of the product) implies the branding process is not likely to be identical to that of other industries.

CHAPTER THREE – LITERATURE REVIEW

The initial step in the literature review was defining destination branding. This requires that the difference between brands, logos, and branding be defined. Because branding involves more than just developing a logo, the literature review focused on finding a definition for destination branding that encompassed a broader process. In order for organizations to successfully implement a concept, whether that be branding, marketing, advertising, or team building, a definition of the concept that encompasses the whole process is necessary. Therefore, the destination branding definition for this research sought to capture three things; one, the essence of the process; two, the reason for doing branding in the first place; and three, the importance of marketing activities to support the brand and the image it is trying to convey.

Defining Destination Branding

The first step in defining destination branding was to define branding in general. From this well-known concept a definition for 'destination branding' could then be developed. Like many constructs, both 'brand' and 'branding' have numerous definitions. The authority in branding, Aaker in *Managing Brand Equity*, defines brand as:

"the distinguishing name/or symbol (such as logo, trademark, or package design) intended to identify the goods or services of either one seller or a group of sellers, and to differentiate those goods or services from those of competitors." ²

The above is a common view of 'brand' and captures how most people in marketing define it. Aaker's definition of brand highlights the difference between 'brand' and 'logo'. The logo design is the visual representation of the brand, which encompasses image, identity, perceptions, and changes in behaviour. Constructing a logo is one key component of branding but involves more than just a logo.

Bernd Schmitt and Alex Simonson in Marketing Aesthetics³ disregard the concept of branding by referring to it as 'a thing of the past'. Because of advances in communications, technology, and media, they recognize the importance of developing marketing strategies that appeal to all senses. This reasoning assumes destination branding does not appeal to all of the senses and based on the current definitions, this would appear to be true.

The marketing process of appealing to all the senses is what Schmitt and Simonson define as marketing aesthetics - "marketing of sensory experiences in corporate or brand output that contributes to the organization or brand's identity".

Brand aesthetics is further defined as "attractive visual and other sensory markers and symbols that represent the organization and its brands appropriately and dazzle customers through sensory experiences." Their discussion definitely illustrates one purpose underlying branding, but perhaps they have only re-labeled branding as 'marketing aesthetics'. This definition emphasizes the importance of identity and image, and how the brand itself supports these concepts. This integral part of branding is often overlooked. Schmitt and Simonson's ideas also accentuate the importance of experiences. Since tourism products are essentially experiences, this concept applies to DMOs and tourism in general.

A more rounded definition that specifically identifies the unique nature of tourism marketing has been suggested by Ritchie and Ritchie in *The Branding of Tourism Destinations*⁴, a report for the Annual Congress of the International Association of Scientific Experts in Tourism. They defined a 'destination brand' as

"... a name, symbol, logo, word mark or other graphic that both identifies and differentiates the destination; furthermore, it conveys the promise of a memorable travel experience that is uniquely associated with the destination; it also serves to consolidate and reinforce the recollection of pleasurable memories of the destination experience."

This definition addresses the same points as Aaker's conventional definition (identification and differentiation) but also includes the experience aspect of tourism products. Ritchie and Ritchie's definition specifically addresses 'destination brand' in describing what a destination brand is and what it does. It does not explain the process of using or implementing the brand.

As previously stated, one purpose of the literature review was to define 'branding'. Although a definition of 'branding' was difficult to find, many definitions of 'brand' and of different aspects of branding were found. For example, Keller's definitions of brand awareness and brand image.⁵ He defines brand awareness as "brand recall and recognition performance" by the consumer and brand image as the "set of associations linked to the brand that are held in the customer's memory." These definitions of different aspects of branding demonstrate that branding is understood. A definition of the branding process though, was not established.

As mentioned, the articles reviewed indicate that although branding has usually focused on logo creation and recognition, it has not been defined as a process that encompasses several marketing activities. Perhaps it is just semantics, but the definition of branding as a process should include the strategic process an organization must follow. Practitioners are the ones who implement the branding process, not academia. Due to research in the field, academics and many in the marketing field have an understanding of the branding process. Those new to

the branding concept though, may not be aware of the background activities necessary to support the brand. Therefore, a definition of branding that encompasses the entire process may be helpful to practitioners. The brand definitions described previously imply a process, but a separate and specific definition of branding – the implementation of the brand – was not found.

Because tourism is a service, destination branding has to focus even more on the entire branding process. The creation of an experience is the product being sold and an experience is difficult to sell. Branding can package the experience into something that can be marketed more easily. Therefore, a definition of branding for this research had to focus on the whole process.

The logo and the differentiating features of the product are part of the branding process. It is also about the public's perceptions of the logo. Branding involves all the marketing activities that support the logo. In particular, it includes the process of developing the logo, the efforts to influence perceptions of the logo, the images the logo creates in people's minds, the experiences they associate with the brand, and ultimately, the change in behaviour that brands invoke. In essence, anyone who successfully markets a brand has incorporated everything mentioned into one smooth process. Therefore, for the purposes of this research, destination branding was defined as:

The marketing activities that (1) support the creation of a name, symbol, logo, word mark or other graphic that both identifies and differentiates the destination; (2) convey the promise of a memorable travel experience that is uniquely associated with the destination; and (3) serve to consolidate and reinforce the recollection of pleasurable memories of the destination experience; all with the intent purpose of creating an image that influences consumers decision to visit the destination in question, as opposed to an alternative.

The concept of aesthetics marketing suggested by Schmitt and Simonson and the simplicity of Aaker's brand discussed earlier are implicit in this definition. In order for any of these activities to successfully work together, you are going to have to "... dazzle customers through sensory experiences".⁶

Branding and Image

Many people would agree image is important to the branding process. Differences between brand image, product/destination image, and the branding process, are often confusing. For the purposes of this research these concepts were amalgamated into the destination branding definition. The concepts were consolidated because branding is a process that incorporates creating and supporting the image of the company and the brand itself. Explicitly including these constructs in one definition demonstrates their importance. As well, it

becomes obvious to the practitioner that branding does not stop at the logo design stage; it involves several more steps.

Branding

The ever changing marketing concept is constantly being improved upon and re-named. Marketing has evolved from attributes and benefits marketing to branding and now perhaps to aesthetics/image marketing.⁷ Perhaps this is not truly an evolution but just an improvement of the process. Maybe we have only realized steps missed in previous marketing definitions. For example, Schmitt and Simonson describe aesthetics marketing as "a strategy that has combined corporate and marketing strategies in order to express the company's mission, objectives, and culture in an overall corporate identity/image."⁸ Experts on marketing plans might say this concept being sold as 'new' is really what all 'good' marketing plans should incorporate; usually most do not. Because the marketing process commonly does not involve all these aspects, researchers investigate the topic and develop a 'new' marketing tool. In reality though, if the marketing process was properly implemented these 'new' tools would already be amalgamated into one process. Perhaps it is not the processes that are incomplete, but that the definitions do not include all of the associated steps.

It is important to note that this research, and specifically the definition of destination branding, did not introduce a new marketing concept but consolidated many marketing concepts into one definition.

The Importance of Branding

The reasons for branding, whether for a retail product or a destination, had to be captured before the concept of destination branding could be fully understood. Should destination marketing organizations even be concerned with branding? Does it benefit their organization? This research was conducted under the assumption that branding benefits destinations. It was assumed that if destination branding is properly applied it can help create and maintain the desired image of the destination; it can attract visitors based on perceptions of the brand and resulting changes in behaviour; and through measuring of brand perceptions, destination branding can help DMOs measure success. The assumption that branding can benefit destinations was based on the literature review. There was a repetitive message from experts and researchers in the field that branding can be applied to destinations and will benefit destinations. There are successful examples of destination branding, which are discussed later on, but there is a lack of empirical evidence. Despite the lack of empirical evidence it is the conclusion of experts such as the Canadian Tourism Research Institute of the Conference Board of Canada,⁹ Alford,¹⁰ Henry,¹¹ Hamilton,¹² Connell,¹³ and Morgan and Pritchard,¹⁴ that branding benefits destinations.

One objective of this research was to determine the reasons destinations develop brands. Therefore, understanding the importance of branding was necessary.

Why do companies develop brands for their products? Alexander Biel explains one reason; “brands serve as shorthand for a bundle of both functional and emotional attributes – in effect, brands are problem solvers.”¹⁵ In short, brands reduce the risk consumers perceive when buying a product, regardless of whether the product is retail or a service. A recognized brand is a promise to consumers. They know what to expect from that brand; they trust their expectations will be met. For example, when you stay at a Canadian Pacific Hotel you know the customer service will be first class and you count on having an exceptional hotel room. You also expect to pay more for the service and the usual prime location.

A recognized brand also means consumers consider the brand as one option when deciding between products in a specific category. This means a product is known to consumers and is at least one option of many. Having a brand name top-of-mind with consumers is one goal of branding. Without brand awareness, consumers may not even know a certain product exists. A recognized brand is just as important for destinations because the DMO wants their area to at least be an alternative for visitors. With the initial brand awareness achieved, the image of the destination can be developed and marketed so the vacation region becomes the destination of choice for the visitor.

Companies also develop brands because of the value they add to customers and to the company itself. Aaker defines brand equity as “a set of brand assets and

liabilities linked to a brand, its name and symbol, that add or subtract from the value provided by a product to a firm and/or the firm's customers."¹⁶ Aaker continues to say that "brand equity is based on (1) brand loyalty, (2) name awareness, (3) perceived quality, (4) brand associations, and (5) proprietary brand assets such as patents and symbols."¹⁷ The right combination of these five factors, and the company has a product consumers want. This adds value to the firm through increased sales. As well, strong brand equity allows for brand extensions, which only add more value to the brand.

Unlike most corporate organizations, DMOs are not directly in the business of making money. They exist to promote an area and to support their stakeholders through marketing initiatives. So although Aaker is correct in saying that brands create value for both the consumer and company, value for the company is not **as** important to the DMOs. However, success of the DMO in applying destination branding techniques will add value to the tourism operators in that area. For example, if visitors choose the area as their vacation destination, operators in the region will realize the financial benefits of the destination's branding program. Therefore, branding by the DMO adds value at a macro-level by attracting visitors to the region. This directly adds value to the tourism operators.

Another important part of branding is brand identity. Upshaw defines brand identity as "the special blend of positioning and personality that gives a product or service its unique character in the mind of the consumer".¹⁸ The brand identity

in turn supports the overall image of the product (or destination). Therefore, characteristics of the brand must complement the perceptions the organization wants to create in the minds of consumers. Brand awareness leads to brand recognition but it is brand identity that differentiates the product from all others. Many destinations are similar in their product offering so developing a distinct brand identity is essential for destination marketing organizations.

The logo design itself helps differentiate the product or service. The logo alone may not differentiate the product, but it reminds consumers of the brand image that makes the product unique. The logo is the visible representation of the brand concept. It triggers the emotional response consumers have to the brand. For example, Coca-Cola vs. Pepsi – both have similar products that taste relatively the same. The products differentiate based on the brand names and the perception consumers have of those brands. Pepsi's marketing reflects a young, new generation soda while Coca-Cola represents history, family, and tradition.

It is interesting to note that although brands are usually based on attributes consumers value and/or need, research shows that irrelevant attributes sometimes create meaningful brands. Carpenter, Glazer, and Nakamoto conclude from their research that irrelevant attributes can become meaningful and the basis of differentiation when attributes are difficult to assess.¹⁹ For example, silk in shampoo suggests a user's hair will be silky. The company

selling the shampoo knows silk really does not do anything for hair. Because consumers do not know the truth, they believe the advertising and choose the product based on an irrelevant attribute.

Irrelevant attributes are also evident in tourism products. For example, most tourists are not airplane mechanics and therefore lack the expertise to evaluate the mechanical safety of a plane. Passengers use visual 'cues' to infer the safety of the airplane. Old seats that do not feel secure or seat belts that are too loose may indicate to passengers that the plane is unsafe. In reality, the cues evaluated may not have anything to do with the airplane's safety.

Aaker suggests branding can also prevent price wars. He believes brand marketing can hamper short-term sales and promotions. These can lead to price cutting wars that increase the importance of price instead of the brand.²⁰ One of the valuable things about branding, according to Aaker, is that customers will still buy the branded product despite the superior features, better price, and convenience of the competitors' products. If a product can withstand this type of competition, the brand is of great value. For destinations this means strong brands can protect the region from competitive price wars. Developing a strong brand will allow operators to have competitive prices without cutting their prices just to attract visitors. Constant sales and price-reduced promotions can create a negative image in the visitor's mind. Visitors may question the 'bargain prices' and assume the destination is not worth visiting because of the 'cheap' image.

Just like retail products, destinations can suffer from 'cheap' images so a strong brand with a good product offering is essential.

Although this section identifies many important reasons for branding, for both retail products and destinations, many people may still question the value of branding. Tim Ambler in his article titled 'Do brands benefit consumers?' argues that brands "provide economic value for money, functionality in developing the requisite quality of products to solve consumer problems, and psychological satisfaction".²¹ Ambler identified four types of benefits: economic benefits (value and choice for consumers); functional benefits (quality and innovation); psychological benefits (consumer satisfaction); and macro-benefits. Table 1.0 highlights the conclusions from his article. This table is a good summary of the previous discussion around the importance of branding.

Table 1.0 The Benefits of Branding²²

Economic Benefits
value and choice
- consumers gain from brands competing strongly for their patronage
- whether branding brings higher or lower prices, it still ensures value for money
- brands provide 'insurance' satisfaction to consumers in that they can rely on the brand's consistency and quality assurance standards
- competition implies a variety from which consumers can make their individual selections to match their needs most closely
Functional Benefits
quality and innovation
- horizontal differentiation benefits consumers by offering assortments of added values (services and psychological)
- consumers want goods of the best quality they can afford and they would like choices of different levels of quality to suit different needs and situations
- the brand / consumer relationship provides reassurance that the manufacturer will look after the consumer's best interests since that is also in the interest of any manufacturer who intends to build the brand over the long term
- consumers do not buy brands for the sake of buying but to solve a problem or meet a need
- consumers do not want to search for their preferred manufacturer brands but to find them where and when they want them
- consumers enjoy the benefits of subsidized events, for example, sponsored horse racing, sports and arts and also free media, for example, commercial television
Psychological Benefits
consumer satisfaction
- the brand serves as a shorthand mnemonic for a vast range of detailed information which the consumer does not have to remember
- whether purchasing is wholly rational or not, consumer satisfaction rests ultimately on how consumers feel about purchases and usage
- brands allow people to identify and /or gain esteem with various types of social group

Although this table was designed based on retail branding, the benefits for services and specifically destinations would be similar. It is apparent from this discussion that destination branding would benefit DMOs and CVBs. With the

importance and the potential benefits of branding for DMOs determined, an evaluation of the application of destination branding in DMOs and CVBs could be undertaken. But, before the survey instrument could be designed, an understanding of the branding processes for retail products, services, and destinations was necessary.

Branding Myths

Before investigating the branding process, the myths of branding were examined. As discussed, there are many benefits of branding. There are also some myths that have developed due to market conditions changing. Winkler identifies in her article six myths of branding.²³ They are as follows:

- a brand is built over a long time (communication technologies and the computer industry have created strong brands in short periods of time)
- a brand is precisely crafted for a tightly defined target (there now is a complicated group of stakeholders that brands must attract)
- advertising is the major creator of a brand (techno-hype can be more successful and immediate in creating the 'buzz' about a product)
- brand the product (brand the idea behind the product or service)
- brand needs a manager (too many factors are out of control now)
- brand is a marketing concept (they have too much financial significance and are too big of an asset to be considered as marketing commodities)

Although some of these myths may ring true, one has to consider these with care. For instance, if branding is not considered a marketing concept it may not be properly integrated into the overall marketing strategy. It may become a financial tool that is not nurtured and continuously developed.

The Branding Process

As this section will illustrate, there are as many variations on the branding process as there are branding definitions. The purpose of this section of the literature review was to determine which activities are important to branding. Two objectives of this research include determining how the logos are used and the extent to which DMOs believe they are applying destination branding. Before these objectives could be evaluated, an understanding of the branding process was needed. This section first looks at branding processes in general and then services branding. This is followed by research on tourism and destination branding.

The Retail Branding Process

Very few articles were found that described a step by step process for branding. Many articles described aspects of branding and illustrated how branding would benefit the organization. A practical handbook that a practitioner could read and follow step by step though, was not found. This may be because most articles are written for an academic audience with the assumption that the branding process is already understood.

Most of the research and articles focused on successful brands or strong brands. The authors describe how to build strong brands or provide suggestions on what constitutes a successful brand. From these findings, an idea of some branding process activities can be determined. It is interesting to note that two common themes appeared in the articles reviewed - consistent advertising or reinforcement of the brand message and image, and differentiation of the product.

Before a brand can be developed for a product, it is important to understand the way in which consumers gain insight and form brand relationships. Biel recognizes this importance and has developed a process that helps marketers understand how consumers interpret brands.²⁴ The process is called 'Brand Input Assessment' (BIA). The BIA consists of analyzing every interaction consumers have with a particular brand. This includes reviewing the current and past advertising of the brand and its competitors; examining the brand's and its competitors' packaging, promotions, and public relations activities; and analyzing the policies and behaviours at the consumer / brand interface. Biel believes this process will assist organizations in understanding how consumers react to brands. These reactions will ultimately become brand perceptions and these perceptions will influence whether or not a customer buys the product. Although the questionnaire for this research did not address BIA, it is an important part of the branding process for products and destinations. The Brand Input Assessment was not discussed in this research because of the assumed lack of

BIA awareness and application. The researcher did not want to ask questions about a process that is not well known. Further research though, using the BIA process might be beneficial.

Biel finishes his article by highlighting the characteristics of strong brands.

According to him, the strongest brands have the following:

- ◆ perceived quality
- ◆ perceived uniqueness
- ◆ vivid / rich imagery
- ◆ history / longevity
- ◆ singularity of focus / leadership
- ◆ probability of visual metaphor in its advertising
- ◆ its advertising has refreshment within consistency

Although these characteristics do not indicate a process, they do indicate what a brand must represent to be successful. One characteristic states the necessity of a consistent message. Although brands must be flexible enough to adjust over time, they must also be strong enough to reflect a consistent message and image, despite changes. Respondents of this study indicated 'consistent message' as important to their own branding processes.

Nielsen, who has been monitoring retail distribution and consumer satisfaction for over 60 years, suggests the following characteristics make a brand successful:

- ◆ clear USPs (unique selling propositions or differentiation)
- consistent advertising support to communicate those USPs
- constant brand development / extension (innovation)
- ◆ good distribution²⁵

Differentiation and consistent advertising are evident in Nielsen's findings as well as Biel's article. As the research results indicated (these are described in chapter five), differentiation was an important reason for designing a brand.

The characteristics of strong brands just described were reflected in the results of this research. The submitted logos represented quality, uniqueness, history, imagery and USPs. As discussed, the logo reflects the brand to consumers and hence the logo must portray the strong characteristics of the brand. Several of the logos in this research reflected the desired brand and image of the destination, as described by the respondent.

Ackerman outlines in his book "Identity is Destiny", some general tips for developing a brand. He also does not describe a process for branding, but his writings do provide some insight into the meaning of branding beyond just a logo.

Ackerman's ideas are summarized below:²⁶

- ◆ clarify the brand i.e. clarify the promise the company makes to its stakeholders
- ◆ align identity characteristics to help achieve a clarified brand

- ◆ take control of the brand and do not let others tell you what it is
- ◆ the identity of the organization is the brand
- ◆ to take control of the brand you must operationalize it, not just communicate it
- ◆ a brand does not simply state today's corporate features but is timeless in terms of the benefits it yields
- ◆ brands require constant reinterpretation
- ◆ brands should be 'of the moment' in how it is interpreted
- ◆ establish a brand 'turf' and defend it against trends and others' standards
- ◆ strengths of the brand develop over time and must be viewed through the lens of history as well as current events and future aspirations
- ◆ let the organization be what it is meant to be
- ◆ identity precedes strategy
- ◆ employees must understand the identity and must drive the corporate being

Like Biel and Nielsen, Ackerman's tips also include differentiation (defending a 'turf') and consistent advertising. He also reiterates the importance of operationalizing the brand.

Ronald S. Luskin's article was the closest to describing a branding process. His process illustrates how a company can try to attain strong brand sales.²⁷ The

pyramid described is very typical of a consumer buying process model but with the addition of the branding concept. From the description it is evident that he assumes the product already has a developed brand. The following is an illustration of how to convert a mediocre brand to a strong brand. Through this process a branding process is implied.

Luskin describes his ideas as a pyramid with the base, or first step, being the creation of 'brand awareness'. Luskin suggests considering not only advertising but also direct marketing and public relations to generate brand awareness. The brand message must be rooted in a strategy that ensures it will reach the desired audience with a message they find meaningful and relevant. His second step is 'familiarity'. Frequent messages will help maintain consumer familiarity with the product. The third step is 'image' – develop an image for your brand that is communicated with your brand. 'Inclination', the fourth step, means you have established a positive image with target markets; consumers consider you as one of their options. The fifth step, 'trial', focuses on quality and service since consumers are now trying the product. 'Reinforcement' is the sixth step and communications here ensure the purchaser they have made the right decision in trying the product. 'Satisfaction', the seventh step, means the product has reached the expectations of the consumer. The final step is 'referral'. Consumers are so pleased with the product, they now recommend it to others. Referrals are the best form of advertising and can only be achieved by having a quality product that satisfies consumers.

Regardless of whether or not the product is tangible, consumers go through a similar buying process. The definition of destination branding tested in this research highlights many of the concepts mentioned by Luskin. DMOs should be aware of the buying process when developing their brand.

An author who described the step by step process of developing a brand and taking it through the branding process, was not found. Luskin came close but his process is more of a buying process instead of a branding process. The inability to find a definition of branding may be because branding has not been described as a series of steps but rather as a series of concepts. This section does illustrate what characteristics experts consider makes a brand successful.

Branding in Services

Based on differences between services and retail products, branding may not be exactly the same in service organizations as it is in retail organizations. One key difference is the intangibility of the service product. You can not rely on marketing techniques such as traditional packaging, labeling, displaying, or product demonstrations. As well, you usually can not take the service to the consumer for them to try. Because of these differences, brands may be even more important to services than to retail products. Consumers may rely more on the service's brand name and all that it encompasses in order to make an informed decision. Unlike a retail brand, consumers usually can not test the product prior to purchasing. As Berry said in his article, "Cultivating service

brand equity”, “(brands) reduce customers’ perceived monetary, social, or safety risk in buying services, which are difficult to evaluate prior to purchase.”²⁸

The concept of branding in service industries is relatively new. The lack of research in this area is just one indicator of the novelty of services branding. Ackerman in his book “Identity is Destiny” agrees service organizations have been slow to embrace marketing and branding concepts.²⁹ This may be because it is only recently that service organizations have recognized the value of branding. As well, most authors of branding write about retail products. But many service organizations have realized the importance of branding and are now applying branding techniques.

Turley and Moore reinforce that branding services is different from retail branding.³⁰ They also indicate the lack of services branding research and explain it does deserve special attention because the process is different than that for packaged goods. For example terms such as line family branding, family packaging, brand extensions, and fighting brands, do not apply to the service sector.

Since tourism is a service, it is important to understand the evolution of branding from product to service and eventually to destinations. Like with retail branding, the focus of this part of the literature review was to determine and understand the branding process specifically for service organizations. Since an exact retail

branding process was not identified, it was not surprising that a branding process for services was also not found.

The Services Branding Process

Although there is not much research on services branding, the concept has been explored by some researchers. It is interesting to note that differentiation and consistent advertising were evident in the research on services branding, just like in the retail branding articles. Although an exact branding process was not defined, the authors highlight some unique features of service brands. As well, criteria for strong service brands are outlined.

Berry identified the components of a service brand. If the components of a brand as outlined by Berry are operationalized, some of the activities of branding become evident. He illustrates in his article the six principal components of a service brand.³¹ They are as follows:

- ◆ The 'presented brand' is the corporate image the company communicates to the public through advertising and marketing.
- ◆ 'Brand awareness' is the result of a successfully presented brand i.e. the consumer recognizes the brand and what it means.
- ◆ Communications about the brand and company itself that are not controlled by the company, are the 'external brand communications'. This is the information consumers absorb about the organization's product from word-of-mouth, publicity, and independent sources.

- ◆ 'Brand meaning' is the perceptions the consumers have of the service.
- The major influence on brand meaning is 'customer experience'. Once the customer experiences the service, he/she knows whether the communications about the brand have been realistic. If the experience does not satisfy the perceptions created through the company's communications, then the customer will probably not be a return customer and they will let other potential customers know of their poor experience.
- ◆ 'Brand equity' is the degree of marketing advantage a brand would hold over an unnamed or fictitiously name competitor.

Many of the concepts described by Berry are similar for retail brands. Customer experience is the big difference. Although consumers do 'experience' products, it is not to the same extent as experiencing a service. The 'experience' makes tourism products and destination branding unique. Many of the participants in this research (as detailed in chapter five) did indicate their brand was trying to create an experience in the mind of the visitors. Unfortunately, a method describing how the experience can be developed or how it fits into the branding process was not found.

Pine and Gilmore look specifically at 'experiences' in their book titled 'The Experience Economy'. They see experiences as the next step in economic evolution. The economy has evolved from commodities to goods to services. They see experiences as the next phase. The experience economy is not

restricted to just tourism products though. Pine and Gilmore indicate that success in the future will depend on how well organizations can switch to experience products.³² Since destinations and tourism products are selling experiences today, they could become the role models for future organizations. Increased competition in the future experience economy for products that can produce similar emotional responses as destinations, means DMOs must become experts in marketing and branding experiences now.

As mentioned, there was evidence of how to develop a strong service brand. As with retail brands, the characteristics of a strong brand insinuate a branding process that is not explicitly stated. Berry explains that a successful service brand will be one based on a distinctive brand that has a consistent message, reaches consumers emotionally, is associated with trust, and supported by an organization that performs its core services well.³³ To attain the successful brand, Berry compels the service organization to:

- dare to be different
- determine its own fame (be something important to consumers)
- make an emotional connection with consumers (communicate values that consumers relate to)
- internalize the brand (front line employees represent the company brand and directly influence the customer experience)

As mentioned, Berry's insight does include the importance of differentiation and providing a consistent brand message. The emotional connection and the trust relationship are unique to services. As such they are also important in tourism marketing and destination branding. The study results demonstrated DMOs' understanding of brands to differentiate. To a lesser extent, the respondents also comprehended the need for a consistent message.

Sebastiao discusses a process for developing and implementing a strong service brand in his article titled "Bank branding plans: Brand renewed and improved." The steps he outlines are as follows:³⁴

- evaluate the brand (an honest self analysis of all communications)
- put the brand in writing (this includes a marketing positioning statement, identifying core differentiating values, buy-in from all employees)
- make the brand visually compelling (adaptable, distinct, creates an emotional association)
- communicate the brand (must be convincing and consistent)
- keep taking the market's pulse (monitor the competition)

Again, differentiation and consistency in messaging are evident as essential factors in successful service brands. Advertising is an essential part of not only services branding, but for marketing in general. Relying too much on advertising though, can lead to brand failure. So although consistent brand messaging is

necessary, organizations must align their values, image and business operations with the brand promise. If these are not aligned then the expectations of the customer will not be met. A company can not succeed if it promises more than it can deliver. Once customers experience the service or destination, they will know first hand the ability of the organization to deliver the communicated promise.³⁵

The promise is just as important for destinations as it is for other service organizations. Although the promise is not a guarantee, it provides comfort to visitors. Based on the destination's promise, visitors know the type of experience to expect. Just like other service organizations, if the promise can not be delivered, the visitor will become dissatisfied. Respondents of this research indicated that 'promise' may be too strong of a word for DMOs. Dislike of the term 'promise' may be because it does sound like a guarantee. An experience is difficult to guarantee every time given the variable nature of tourism products. Perhaps though, the inability to deliver the promise means the destination promises more than it can deliver.

Sebastiao's article is a good example of how to operationalize a brand. The steps he outlines are actual actions DMOs can implement. Some activities such as measuring perceptions and changing consumer behaviour are omitted, but Sebastiao's steps are a starting point.

Like with the retail branding literature review, most of the services branding literature focused on successful, strong brands. Implied in the articles is a branding process that encompasses the service organization and the 'experience' of the consumer. An explicit description of a branding process though, was not found. From the services marketing literature review, the focus turned to research that specifically looked at tourism and destination marketing.

The Destination Branding Process for Tourism

One objective of this research was to measure the extent to which CVBs believe they are applying destination branding. In order to determine this measure, the researcher had to understand the destination branding process. Since destination branding has evolved from retail and services branding, literature in these fields was reviewed first. As is evident from the previous sections, an exact branding process was not determined. At this point, a description of destination branding was not expected. Surprisingly, there was quite a bit of tourism research available. The following is a summary of the findings of authored by both practitioners and researchers.

Branding in Tourism

An article written in the bimonthly publication of the Canadian Tourism Research Institute of the Conference Board of Canada was the only article found that outlined a process for destination branding. The article titled "Hot Branding maximizes marketing dollars" states that "establishing a brand that will increase

familiarity with your destination” as the goal of destination branding³⁶. Although familiarity may be one goal of branding, it is not the only goal. For example, the end goal of branding is to change customer behaviour so more tourists visit the destination. Increased familiarity is only one step towards changing behaviour.

The article also explains that destination branding should focus on the ‘hot’ products in the area. These are developed into themes that describe the values and benefits of the area. It is these ‘hot’ products that differentiate the destination from its competitors. The destination branding process as described in the article, is as follows:

- the intrinsic values of the destination are identified and prioritized by the team (tourism suppliers, the community, and other business sectors)
- market research is conducted to match the destination product values with the preferences of potential customers in the target market
- marketers build beliefs that reflect the values of the destination (through branding activities such as marketing)

Although this may not be the complete process it does supply an example of how destinations can apply the destination branding concept. Differentiation was stressed in this process just as it was in retail and services branding. It appears that differentiation is a key factor for branding, regardless of the product type. As

the results of this research indicate (see chapter five for detailed results), the participants also placed great importance on differentiation.

According to Alford, the brand development process involves "selection of a product development team; environment and competitor analysis; customer analysis; idea generation; product refinement; product positioning; and monitoring of results." Compared to the previous literature reviews, Alford explicitly describes what it takes to implement a branding process.³⁷ Alford does omit the end goal of changing customer behaviour but he does include many key branding activities.

Jerry Henry, Corporate Director of Research/Database for Silver Dollar City, illustrates the importance of supporting a brand with marketing activities. Henry uses the example of Silver Dollar City. He stresses that operations are perhaps the most significant part of the branding campaign since everything the visitor sees, hears, smells, or touches must support the overall brand image. For example, all merchandise, attractions, foods, and entertainment must comply with the Christian values and ethical image of Silver Dollar City. Henry also explains how marketing contributes to the overall image. Silver Dollar City has a branding campaign that creates or reinforces their particular image or personality for a product or service. They also have a product campaign that creates product/service awareness, comprehension, and usage by focusing on compelling attributes. The combination of these two campaigns is one campaign

that creates awareness, comprehension, and usage by defining key attributes within a strong brand message. Henry also emphasizes the importance of brand message consistency. He says that every picture, word, or image should present the personality you wish to project.³⁸

Henry's advice is very applicable to destinations. The importance Silver Dollar City places on operations is crucial for tourism businesses. Because the product is a service, the operations are part and parcel of the brand. Every contact consumers have with the destination's products must reflect the destination's brand.

Kate Hamilton, in her article about the branding process Scotland recently underwent, describes five key functions that a strong corporate brand must deliver. This article provided a good example of the characteristics of an operationalized brand. Although Hamilton does recognize the functions for a strong brand were intended for a commercial body, with a few changes they have worked for both Scotland and New Zealand.³⁹ The five functions are as follows:

- ◆ the brand must be able to deliver against agreed goals
- ◆ the brand must unify (differing opinions as to image, perceptions, etc.)
- ◆ the brand must protect (against competitive offerings)
- ◆ the brand must help accommodate change
- ◆ the brand must inspire the organization to be what the organization has always known it could be and to become it with enthusiasm

Hamilton talks about the letting the brand inspire the organization to be what it has always known it could be. This is very similar to Ackerman's theory of letting the organization be what it wants to be with the brand reflecting the organization's image.⁴⁰ Phillip Alford has a different opinion - he believes the destination should decide on the image it needs to portray in order to attract profitable visitors.⁴¹ Specifically Alford states that an important part of branding is deciding what the destination will mean to visitors. Identifying target markets is the first step in his process. The next step is selecting the most profitable markets for the area. Based on needs of the chosen market, the destination must decide what image it needs to portray in order to attract visitors. Many destinations do try to be all things to all people, as Alford identified in his research. This may be because many destinations do not go through a strategic process that eventually eliminates some markets. DMOs may be wary of consciously eliminating some markets from their marketing plan because usually tourism destinations are interested in attracting all visitors – the 'any visitor is better than no visitor' mentality. Alford's research indicates DMOs are now realizing they can not be all things to all people. This realization will help tourism destinations become strategic marketers and will eventually result in more visitors.

Although it is recognized that profitable visitors are needed, the idea that the image should be based on the target markets *alone* does not make sense. The image of the destination should reflect the experience the visitor will encounter.

Yes, the image must still be able to attract visitors, but if the image is properly marketed to ideal target groups, the visitors will come.

Philip Alford also discusses a positioning process that destination marketing organizations could use. He describes three procedures a service organization must follow: market analysis, internal analysis, and competitor analysis (similar to a SWOT analysis). Positioning is closely related to branding because of the relationship between attributes and benefits sought, as described by Kotler.⁴² Kotler sees branding as having six levels of meaning: attributes, benefits, values, culture, personality, and user. Alford writes that positioning is concerned with the segmentation decision, image, and the selection of a destination's features to emphasis. Alford concludes his article by stating "clear product positioning must be an integral part of any destination marketing strategy, due to inherent characteristics of the destination product and the increasingly complex needs of the tourist." Since positioning was not the subject of this research, further explanation of the process was not deemed necessary.

The intangibility of services makes branding a difficult process for service organizations. For instance, expectations of visitors and the actual experience they encounter may vary from person to person. Destination branding can not ensure that everyone has the same expectations or the same experience. It can help the destination portray an image that most visitors and potential customers interpret correctly.

Included in the construction of a logo is the appropriate name for the product. The name alone can create an image in the consumer's mind of what to expect. This importance of names in tourism industry is highlighted in the discussion regarding the connotation of Economy and Budget in the hotel sector.⁴³ These types of names are perceived as low cost so people expect what they pay for - value for the dollar. Whether or not it is interpreted as 'cheap', depends on the marketing program surrounding the name. Again, this illustrates how the name alone can create perceptions. It also highlights the importance of utilizing supportive marketing activities to help ensure perceptions are correct. For example, marketing strategies are needed to ensure Econolodge means value for the dollar and not 'cheap'.

The literature review on tourism and destination branding illustrates a few important things. One, it is evident that branding is being done to a certain extent by tourism operators and DMOs. Two, the lack of a destination branding process definition illustrates the need for a definition that reflects the whole process. A definition was tested with the participants to evaluate what they consider to be important in the branding process. One objective of this research was to measure if destination branding is being applied so there is a quantitative assessment rather than just examples. The next section will provide evidence to the fact that tourism operators and destinations are practicing branding to a certain extent.

Examples of Branding in Tourism

The purpose of this research was to determine if DMOs are applying destination branding techniques and what those branding activities are. It was assumed that destination branding was being applied and the literature review supported the assumption. Despite the lack of destination branding in tourism, the following are examples of tourism organizations that have been very successful at implementing branding.

The Courtyard

The development of Courtyard by the Marriott hotel group is one example of successful tourism branding. The process the Courtyard went through was previously discussed as the process described by Alford; "selection of a product development team; environment and competitor analysis; customer analysis; idea generation; product refinement; product positioning; and monitoring of results."⁴⁴ The final logo design and the name reflected the findings from this branding process. This example illustrates why it is important the definition of destination branding includes more than just a logo. Perhaps the logo design should be the tangible end product of branding, as in the case of the Courtyard example.

Forte Hotels

J. Connell discusses how Forte Hotels goes through a rebranding process.⁴⁵ From the rebranding process Forte Hotels realized the importance of the frontline

hotel staff in representing and conveying the image the brand supports. This is an important realization because human resources and internal marketing are often underestimated. If buy-in into the overall corporate image and brand from all staff members is lacking, the ability to accurately relay the intended experience to visitors becomes greatly jeopardized.

The Forte rebranding process did benefit the organization in two ways. Firstly, the more clearly positioned brands have allowed management to market more effectively to their identified market segments. Secondly, the branding process has resulted in the desired experiences of the visitors to be delivered more consistently. These results would also benefit destination marketing organizations.

Loyalty Programs

The definition of destination branding used in this research illustrates the importance of the marketing activities that support the brand. One of the often-used support activities is a loyalty program. Hotels, such as those under Starwood Hotels and Resort Worldwide, are establishing frequency programs to encourage brand loyalty.⁴⁶ Regardless of whether or not frequency programs actually increase brand loyalty and if they are effective in differentiating brands, this demonstrates that branding is a complex process.⁴⁷ As well, it indicates that branding is practiced in tourism to a certain extent and that loyalty programs are one of the possible components of that process.

Destination Branding in Practice

Other examples of tourism branding and specifically destination branding include Britain,⁴⁸ Saskatchewan,⁴⁹ and Florida.⁵⁰ These regions have undergone branding processes to develop a brand that represents their area. The 1998 Annual Travel and Tourism Research Association Conference had several destinations speak about the success of destination branding. The destinations included New York, Tasmania, Canada, New Orleans, and Oregon. The success stories of two smaller destinations, Fredericksburg, Texas and Branson, Missouri, were also presented. These examples illustrate that destination branding is becoming more common place and can be successful, even for those destinations with smaller budgets.⁵¹

Although the Texas brand goes beyond just tourism, it is a good example of a destination branding process that has been successful. In 1988 Texas decided to focus on tourism and it branded itself as "Texas. It's like a whole other country." Number of leisure travel days, direct travel spending, and hotel revenues have all been steadily increasing since 1988.⁵²

Morgan and Pritchard provide several examples of destination branding in practice.⁵³ They discuss how Mississippi brands itself as 'The Heart of Dixie', Greece as 'The Birthplace of Democracy', and Florence as 'The Centre of the Renaissance'. Although Morgan and Pritchard refer to these slogans as positioning, the slogans are also part of the destination's brand. The success of

these brands is not discussed and the authors comment on the lack of empirical studies on destination branding. Throughout the literature review, success is rarely discussed yet it is obvious that the experts and researchers consider destination brands to be successful, especially the well-known brands e.g. Niagara Falls is 'Romance'.

Morgan and Pritchard also discuss several of the branding campaigns within England. Areas such as Torquay, Devon, and Torbay brand themselves as the 'English Riviera' to attract 'high class' visitors. Wales is another example of a destination implementing branding. It has undergone a drastic change to their brand and is now streamlining their message to emphasize the uniqueness of Wales. Morgan and Pritchard demonstrate how Wales has gone from just another area within the United Kingdom to a unique country with its own language, culture, and attractions. Although this new brand does not attract more local visitors (those from within the United Kingdom), it is targeted to foreigners such as Americans.

Another good example of destination branding discussed in Morgan and Pritchard's book is that of Spain. Like Wales, it is also focusing on the culture of Spain and everything that makes it unique (flamenco dancers, bull fighters, etc.). Rather than continuing to compete in the 'sun and beach' market, which is highly competitive and not unique, Spain decided to reposition itself by focusing not only on sun and beaches but on everything that makes Spain '*Espana*'.

Heritage is also being used by Alabama to create a brand that no longer hides their history but embraces the past. According to Morgan and Pritchard, Alabama has developed an official guide to its African-American heritage that includes tours such as the Civil Rights Trail and the Martin Luther King Jr. Pilgrimage.

Although few of the researchers measured the success of these branding campaigns, the branding benefits on the destination are insinuated in the research. These examples demonstrate that indeed branding is being applied to destinations and that at least some practitioners and researchers believe it does benefit the destination. Unfortunately, the detailed branding process used by these destinations was not discussed in the literature.

Literature Review Summary

As the literature review demonstrates there has been a lot of research conducted on brands and in particular, product brands. Branding in tourism, and specifically in destination branding, is lacking, especially quantitative research. As well, a process oriented definition of branding is not evident in the current research. This thesis takes the opportunity to propose a process oriented definition of destination branding and test it with practitioners.

The literature does support the assumption that branding benefits destination by describing destinations that have put branding into practice. Since branding is in

practice and can benefit a destination, this research investigated the extent to which CVBs believe they are implementing destination branding. As well, the literature does not explicitly state a branding process. This research attempts to describe the destination branding techniques currently being employed by CVBs today.

CHAPTER FOUR – RESEARCH DESIGN

Having completed the literature review, the survey instrument was designed, the sample selected, and the questionnaire administered. The following section outlines the research design.

The Survey Instrument Design

The final questionnaire was based on the literature review and input from an expert in the field of tourism research. Because the literature review did not result in an explicit destination branding process, the questionnaire was based on knowledge accumulated from literature, courses, and from practice. The survey instrument was pretested by 4 practitioners in destination marketing organizations. Based on the comments from these sources and after several iterations, the final design was completed.

As mentioned before, the questionnaire (see the actual survey instrument in Appendix A) was designed to investigate the following questions:

- ◆ Does the destination have a logo?
- ◆ What are the reasons the organization developed a logo?
- ◆ What activities do DMOs involve in designing the logo?
- ◆ How is the logo used?
- What is the extent to which the organization believes it is applying the destination branding concept?

- What are the components of the logo and overall image of the destination?

Because a logo is commonly identified with branding and is an essential part of branding (for both product and destination branding), this was asked first of the respondents. If they did not have a logo, the respondent was forwarded to the general questions about destination branding and image. If the destination did have a logo, they were asked to answer all 23 questions.

The second question in the survey asked participants to indicate which reasons were important to their organization when designing the destination's logo. Question three asked if a consultant was hired to help in the logo design. This was asked because it was important to determine whether the organization itself understood and applied branding techniques.

Questions four and five asked participants to indicate the extent to which they involved visitors and tourism operators in their logo design. Pretesting the logo design was the essence of question six and question seven indicated which stakeholders had an impact on the logo design. Question eight was an open-ended question that asked for the critical factors in deciding the destination's final logo design. Questions nine through eleven asked if the DMOs used their logos on merchandise, in videos, and on print materials.

The participant's definition of destination branding was requested in question twelve. A definition of destination branding was then presented and the following two questions asked the extent to which respondents agreed with the definition and what parts of the definition they would change, if any. Based on the supplied definition, respondents were asked to indicate the extent to which they thought their organization was applying the destination branding concept.

Questions sixteen and seventeen asked the extent to which the DMOs measure visitors' perceptions of the destination's logo and image. Then the extent to which respondents feel they have been successful in creating the destination's desired image, was asked. Question nineteen asked participants to explain the experience or image they are trying to create.

Question twenty asked participants about the components of their brand and the intended holistic image they wanted it to portray. The new logo for Calgary was provided as an example with all the components identified (see illustration 1.0). The respondents were asked to provide a copy of their logo, with all the components explained. In general, surveys are kept short and request only minimal effort from respondents in order to ensure an acceptable response rate. Knowing this, logos of convention and visitor bureaus within the sample were downloaded from the destinations' websites and copies of the logos were included in the questionnaire. The respondent then only had to label his or her own logo without providing an external copy. Several bureaus did not have a

website or did not provide a logo on their site. Of the sample of 409 destination marketing organizations, 24% received a copy of their logo in their survey. All other participants were asked to provide an external copy of their logo. Despite the additional effort required, 71% of the respondents who did not receive a survey with their logo included, provided an external copy of their logo.

Illustration 1.0 Calgary's logo as provided in the questionnaire



The final four questions in the survey were administrative in nature.

The survey followed some standards from the Total Design Method⁵⁴, but it was altered to adapt to the faxing process.

A 5-point Likert scale was used for most questions. One scale was a labeled importance scale, ranging from 'not at all important' to 'very important'. The other

Likert scale was an anchored scale that measured the extent to which the respondent did various activities and it ranged from 'not at all' to 'to a great extent'.

The Sample

The questionnaire was administered to 409 Convention and Visitor Bureaus (CVBs) and other Destination Marketing Organizations. As most CVBs are also DMOs, and because they are knowledgeable practitioners in the destination marketing industry, this made them an ideal sample. The sampling frame was a database of international CVBs who are members of the International Association of Convention and Visitor Bureaus (IACVB). A researcher who has previously surveyed CVBs on tourism issues provided the database. The IACVB's website provides links to its members' webpages. These webpages were used to include additional bureaus in the sample that were not already in the original database. From the approximately 500 bureaus that are members of the IACVB a sample of 409 was selected. The selection was based on those bureaus that have websites and indicate their fax number on their webpage.

An effort was made to provide a sample that included participants from a variety of countries. The survey was administered to a total of 409 CVBs - 369 bureaus from The United States of America, 14 from Canada, and 26 from other countries (these will be referred to as the 'International' respondents). This also reflects

the actual composition of the IACVB membership where 90% are American, 3% are Canadian, and 7% are non-North American.

Administering the Questionnaire

The survey instrument was faxed to 395 respondents and mailed to 14 respondents, for a total of 409 respondents. Due to problems with faxing internationally, several of the faxes to International bureaus were 'incomplete'. Therefore 14 questionnaires were mailed to International bureaus. The mailing of the survey instrument was a decision to increase the variety of participants.

The sample has been faxed questionnaires previously and the response rate has been acceptable. Researchers at the University of Calgary who are doing research in the tourism area have previously used this sample so the bureaus are accustomed to this type of survey method.

The questionnaires were faxed to the sample between September 22 and 30, 2000. On November 18, 2000 a reminder was faxed to 295 bureaus that had not responded to the original fax. Also on November 18, 2000 a thank you letter was faxed to the 88 bureaus that had responded. The reminder resulted in 11 additional bureaus responding, bringing the total number of respondents to 99.

The reminder fax also provided an opportunity for bureaus to indicate why they had not replied to the original fax. The reasons for not responding reduce the

uncertainty regarding the non-response bias. Since few of the respondents did not have a destination logo, it was important to understand if those who had not responded were bureaus that did not have a logo. This helped balance the results of the research.

In order to increase the response rate, the survey instrument included 3 cover letters explaining the purpose and usefulness of the research. One letter was from Dr. J. R. Brent Ritchie, the Chair of the World Tourism Education and Research Centre. Another was from Doug Fyfe, the President of the Toronto Convention and Visitors Bureau and a well-respected colleague of the International Association of Convention and Visitors Bureau's members. The last letter was from the researcher explaining the research process.

As in past research, the results will be used and integrated into course work and further research at the University of Calgary. As well, the results will be used in courses for the Certified Destination Management Executive (CDME) Program that is the responsibility of the University of Calgary and Purdue University. This was explained in the covering letters in order to demonstrate the usefulness of this research. As well, it was explained that a summary of the results would be provided to the respondents.

The fax cover page was addressed to the top position in the organization (eg. President, Executive Director, etc.) The individual's name was used if available.

The questionnaire was to be completed by a person who understood the marketing processes of the DMO in question. The results show that although the title of the respondent varied, someone who did understand the marketing process of the CVB, completed the survey (e.g. president, director, marketing manager, communications VP, etc.).

Analysis

The analysis of the quantitative data was mostly frequencies and cross-tabulations. Due to sample size, most of the cross tabulations are qualitative in nature. The Chi-Square statistic was used to quantify the cross tabulations and significant differences are noted. All output including cross tabulations and Chi-Square tests are in Appendix B. The Chi-Square test is only just an approximate test, however it provides us some information regarding the relationship between the categorical variables. The approximation would be better if our sample size increased.

The qualitative analysis was based on separating the written responses into themes. The researcher identified the common themes by grouping similar words and phrases. It is recognized that in order to provide a more robust analysis, the resulting themes should be verified with other researchers. Unfortunately, budget and other restraints limited the analysis to that of one researcher.

Because an initial definition of branding was needed from respondents to measure their awareness, this was asked before the proposed definition was presented on a separate page. The idea of explicitly stating in the survey that the respondent was to answer the definition question before proceeding to the provided definition was pretested. The pretest respondents indicated that by explicitly saying 'do not proceed to the next page', the questionnaire was only tempting people to look. As well, respondents of the pretest thought the statement might offend some people. The respondents are professionals who understand the necessity of research in this area and hence would probably not intentionally jeopardize the research. This level of trust and professionalism in the respondents was assumed.

Validity and Reliability

To test the construct validity of the proposed definition, as it was acting as both a definition and a measure of destination branding, the questionnaire was pretested with 4 individuals in destination marketing organizations. The definition was approved in the pretest. As this was an important aspect of the research, a precise definition that makes sense to the respondents was necessary. In the survey instrument, the definition was provided and the respondent was asked the extent to which he/she agreed with the definition. There was an opportunity for the respondent to provide additional comments regarding the definition of branding, in case anything had been missed.

The reliability of these measures was difficult to determine because this research topic has not previously been administered to DMOs. Because of the lack of similar research, it was not possible to apply techniques used by previous researchers in this subject area.

CHAPTER FIVE – DISCUSSION OF THE RESULTS

The following section describes the results from the survey. As mentioned, the objective of this research was to determine the following:

1. Do DMOs have destination logos?
2. What are the reasons for developing a destination logo?
3. What activities were involved in designing the destination logo?
4. How is the logo being used?
5. To what extent do DMOs believe they are applying the concept of destination branding?
6. What are the components of the logo and the overall image of the destination?

It was also hoped that an agreed upon definition of destination branding could be established. As the literature review illustrates, there are many definitions for 'brand' but not 'branding'. As well, the researcher wanted to develop a definition that explicitly demonstrated to practitioners the broader branding process; not just the development of a logo. To this end, a definition of destination branding was tested in this research.

One purpose of the literature review was to understand the branding process. Unfortunately, an explicit, common process was not identified. Because a branding process was not found, it was hoped that this research might identify a branding process being utilized by DMOs. Because it was assumed that few of

the respondents would be able to write out a branding process, it was hoped that the questionnaire could indirectly determine a common process.

The results are divided into sections that correspond to the objectives stated previously. The additional objectives for an agreed upon definition destination branding and a common branding process are also discussed.

Results Background

The survey was well received with a response rate of 24%. The respondents were well distributed with 88% being American, 6% being Canadian, and 6% being International. As discussed earlier, this reflects somewhat accurately the actual composition of the IACVB membership. The topic of destination branding is the 'hot' thing right now so timing of the research was ideal. The reminder faxed to bureaus that had not responded to the initial request as of November 18, 2000, resulted in 11 additional completed surveys.

As discussed, the sample was drawn from the IACVB member listing. Approximately 500 CVBs are members of the IACVB but there are many CVBs and DMOs that are not IACVB members. Because the total population of Convention and Visitor Bureaus and other destination marketing organizations worldwide is unknown, confidence levels and accuracy could not be determined. Although this means the data can not be generalized beyond the group of

bureaus who did respond, these results can be used as the basis for further research.

Objective #1 - Do Destination Marketing Organizations have destination logos?

Most (97%) of the respondents have a logo for their destination. Based on the logos that were provided, some of the destination logos are also used as the logo for the corporate organization. Some bureaus indicated they use variations of their logo for different purposes. For example, the logo can be used as the organization's logo and it can also be marketed to target conventions or tourists or meeting planners.

As mentioned, a reminder was sent out to bureaus that had not responded to the initial fax as of November 18, 2000. The results of the reminder fax illustrated that some bureaus (30%) that do not have logos, decided not to complete the questionnaire instead of only responding to the pertinent questions. It can be assumed from these results that although many bureaus have destination logos, there are some that do not. This may reflect the lack of branding awareness and sophistication of many destination marketing organizations.

Objective #2 - What are the Reasons for Designing a Destination Logo?

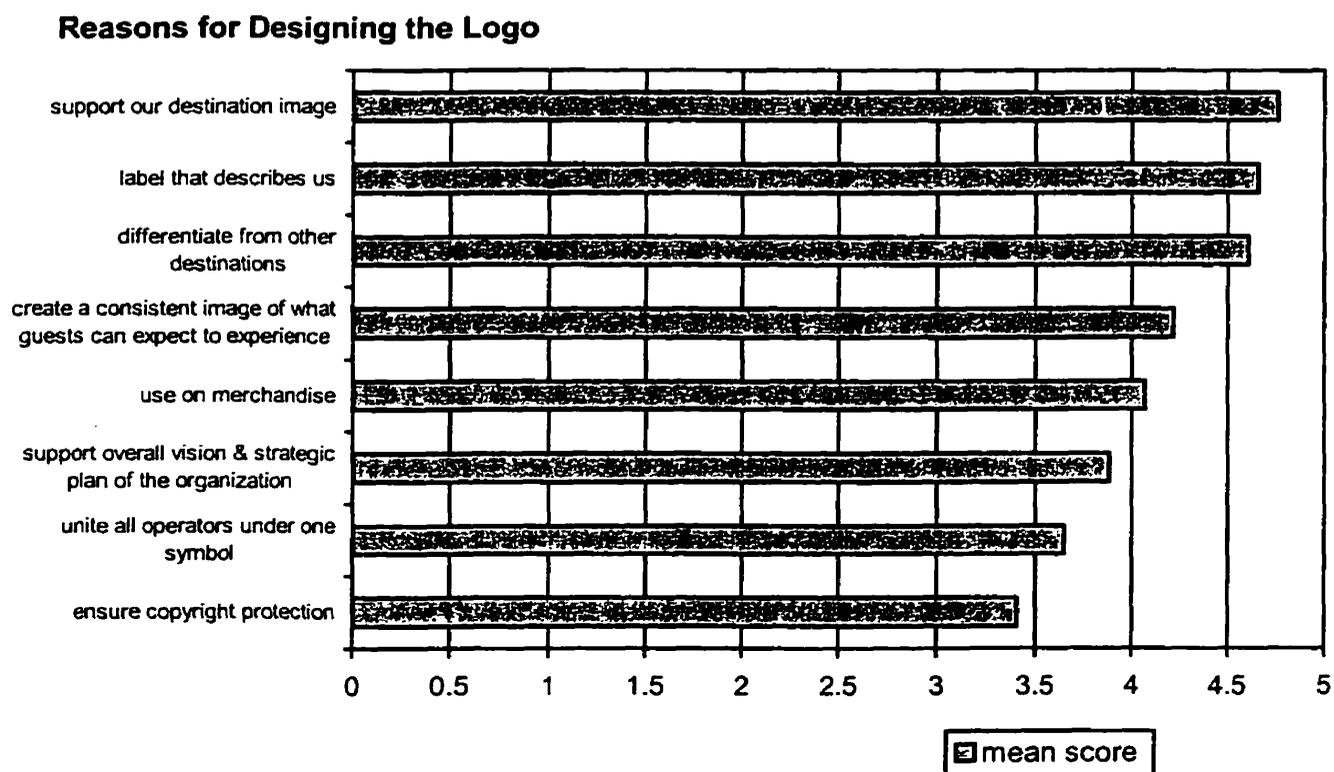
The respondents were asked to identify the importance of 8 reasons for designing their destination logo. The 8 reasons were developed based on the

literature review and the questionnaire pretest. Of the supplied reasons, the most important was 'to support our destination image' with a mean of 4.76 out of 5. The least important reason was 'to ensure copyright protection from competitors'. As figure 1.0 indicates, all of the reasons had a mean score higher than 3.0. This suggests that all 8 reasons are relatively important. The questionnaire did allow for respondents to add any reasons that were important to them, but not included in the list of eight. The relatively few (18) additional reasons suggest the reasons included by the researcher are representative of the true reasons. The common themes that appeared in the additional reasons focused on 'identity' and 'recognition' of the area and the organization.

As figure 1.0 illustrates, product differentiation was the third most important reason for developing a logo. The literature review discussed earlier indicated that differentiation was an essential part of having a strong brand. Therefore the results indicate the sample of DMOs understand this branding principle. Regardless of whether or not the logo actually differentiates the destination, the awareness on behalf of the respondents that differentiation is important suggests an understanding of destination branding.

Figure 1.0

How important are the following reasons for designing your destination's logo?^A



Objective #3 - What activities were part of the Logo Design Process?

Of the respondents who have destination logos, 87% hired an outside consultant to help with the design. This was not surprising since few bureaus, and few organizations in general, have logo design expertise in-house.

^A The scale used was 1 to 5 with 1=not at all important, 2=not very important, 3=neither important nor not important, 4=somewhat important, and 5=very important.

This question was asked because it was important to evaluate whether having a consultant influenced any of the design activities. A consultant may improve the logo design process because of the expertise he or she brings to the table. However, research conducted by Ritchie, Anderson, and Blain on Convention and Visitor Bureau Visioning suggested that consultants working with tourism clients do not always appreciate the unique characteristics of the tourism industry (the intangibility of the product, the importance of an experience, the inconsistency in delivering the product, etc.).⁵⁵

As discussed in the literature review, logos are designed to reflect the brand and image of a product. For destinations, the image consists of the product offerings visitors can expect to experience. Therefore, local tourism operators should have input into the branding process and the logo design. As well, since the brand and its image are to attract visitors, including the input of past and potential visitors may provide valuable insight into the branding process.

The questionnaire specifically asked respondents about the involvement of visitors and local tourism operators in the logo design. The questions asked respondents to indicate the extent to which local tourism operators and visitors had been involved in the logo design process, on a scale of one to five. Forty percent (40%) of the respondents did 'not at all' involve visitors in the logo design process while 26% indicated a '4' or a '5' out of '5' (see figure 2.0). As well, 35% did 'not at all' involve local tourism operators in the logo design process and 29%

indicated a '4' or a '5' out of '5' (see figure 3.0). These results were disappointing but not surprising. It was expected that many bureaus would not involve visitors or local operators.

Figure 2.0

To what extent did you or your consultant involve visitors in deciding what the logo should convey?

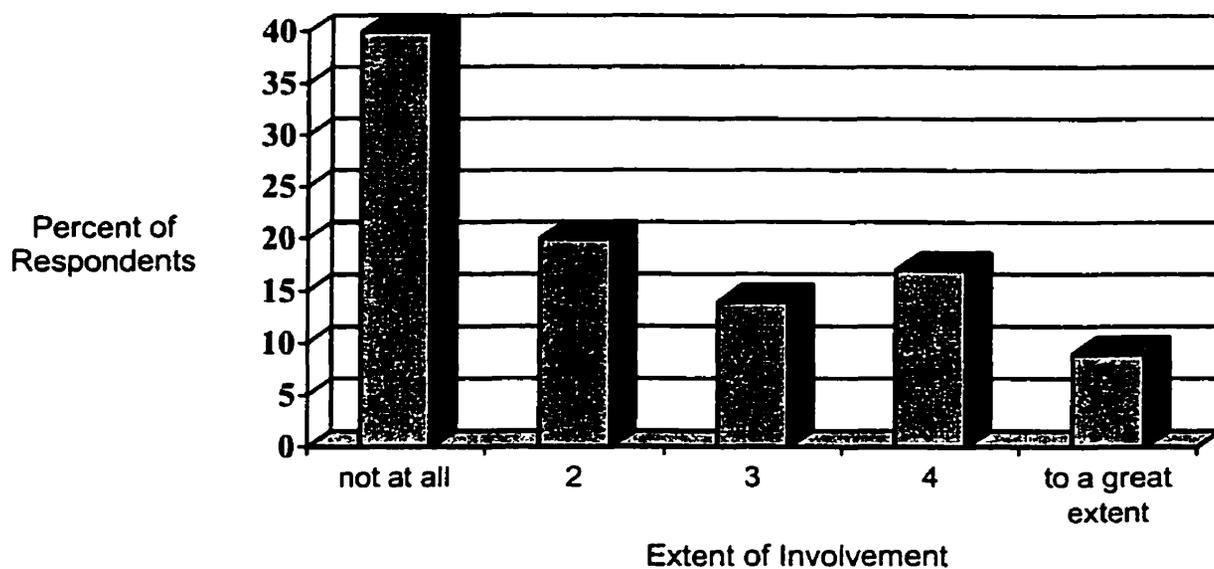
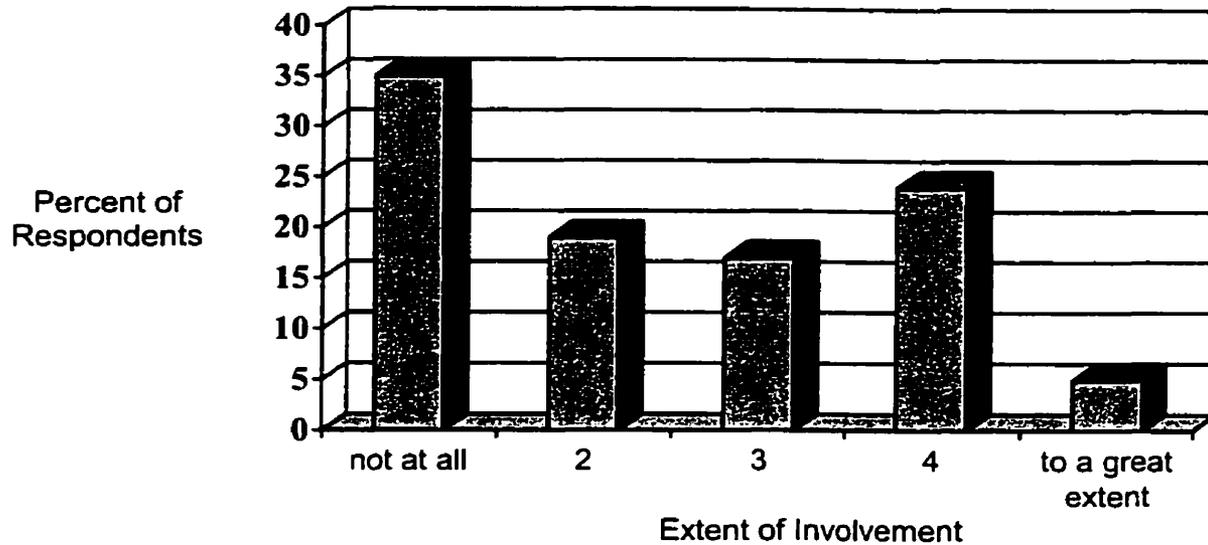


Figure 3.0

To what extent did you or your consultant involve tourism operators in your area in deciding what image the logo should convey?



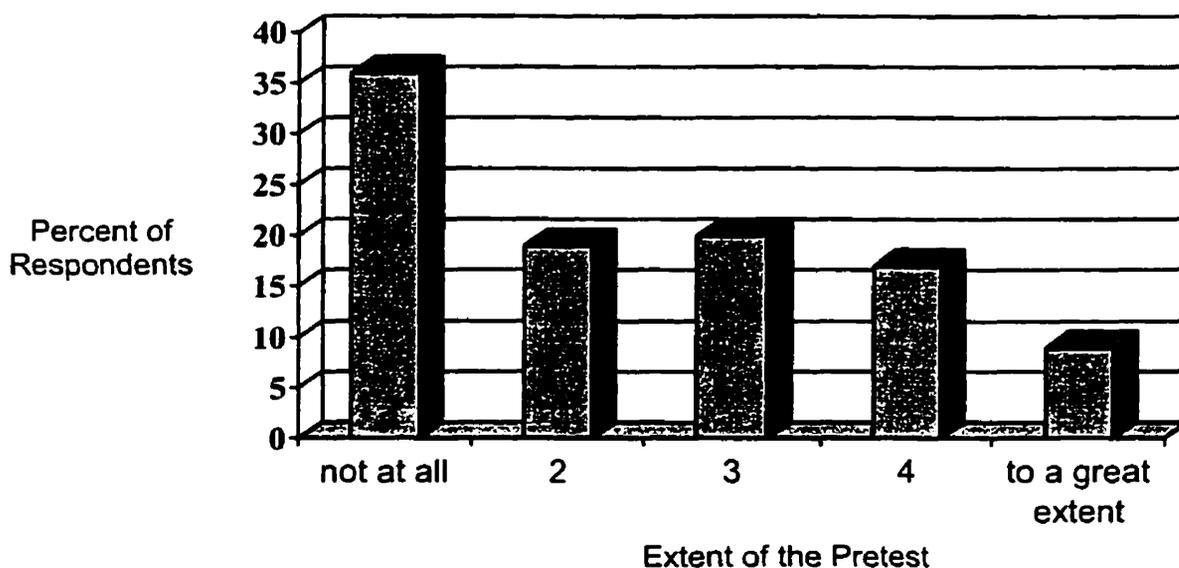
A successful brand must accurately reflect the image and experience of the destination, as mentioned in the definition of destination branding by Ritchie and Ritchie.⁵⁶ A pretest helps ensure that the image the logo attempts to portray is actually the image perceived by visitors. For example, the questionnaire included a copy of the new Calgary logo. Each component on the logo was described as well as the holistic image. A few respondents indicated the components meant very little to them without the provided description. Although the Calgary logo was pretested with Calgarians, this may suggest it was not pretested with potential visitors. If the logo does not mean anything to the target market, it has not accomplished one of its purposes. Supportive marketing can help educate potential consumers about the components of the logo and the

intended image. By pretesting the logo with external consumers the overall design of the logo will probably be better received than if the pretest is not done.

In the branding process, the logo should be pretested to ensure it fairly and accurately reflects the image and experience of the destination. This was specifically asked in the questionnaire and 36% of the respondents indicated they had 'not at all' pretested their logo while 26% indicated a '4' or a '5' out of '5' (see figure 4.0).

Figure 4.0

To what extent did you pretest your logo to ensure that it fairly and accurately reflects the desired image and experience of your destination?



It is interesting to note that having a consultant did not guarantee the involvement of visitors or local tourism operators in the design of the logo. It was assumed

that consultants would have a greater appreciation for the need to involve key stakeholders in the design process. The research shows that of the bureaus that did hire an outside consultant, only 26% somewhat involved visitors to a great extent (indicated a '4' or '5' out of '5'). A surprising 42% of the consultants did 'not at all' include visitors. The involvement of local tourism operators was more common; 32% of the consultants did 'not at all' include them in the logo design while 32% somewhat involved them to a great extent. As well, 33% of the consultants did 'not at all' pretest the logo to ensure it fairly and accurately reflected the image and experience of the destination. Unfortunately, many bureaus rely on consultants to be experts in logo design but it appears many consultants do not comprehend some of the key components of destination logo design.

The relationships between hiring an outside consultant and the extent to which the respondents involved visitors and local operators in the logo design, and pretested the brand, were tested using the Chi-Square tests. All of these relationships were found to *not* be significant (see Appendix B, crosstabs A, B, and C). Although the relationships were not significant, the qualitative findings are still insightful and useful. Similar research and tests should be used on larger samples to determine if the relationships are significant. These relationships suggest that hiring a consultant improves the likelihood of involving visitors and operators in the logo design process, and of pretesting the logo, but does not guarantee it.

See Appendix B for the results of the cross tabulations and the Chi-Square tests. The cross tabulations tested with Chi-Square had the 5-point scale collapsed into a 3-point scale. A rating of '1' or 'not at all' was the first category; ratings of '2' or '3' were the second category; and ratings of '4' or '5' were combined into the third category. As mentioned, the Chi-Square test is only an approximation, however it does provide use some information regarding the relationships. The approximation will be better as the sample size increases.

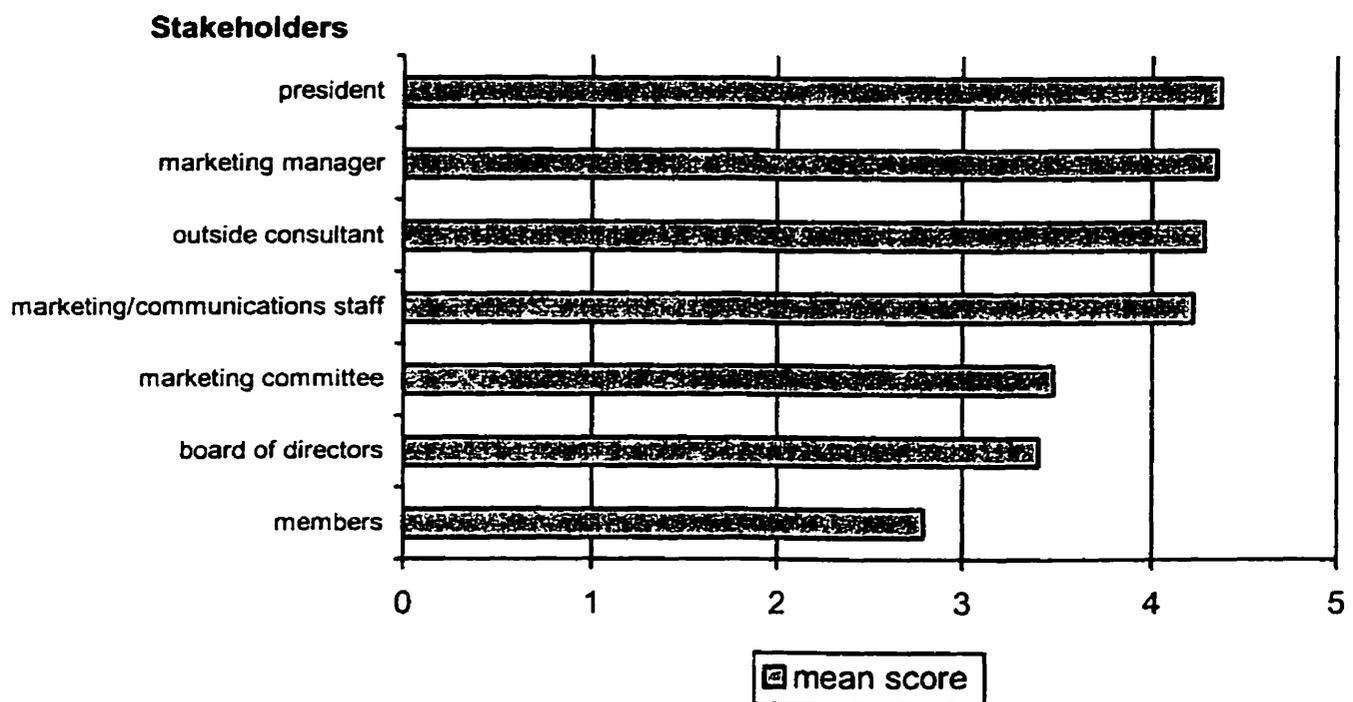
Based on the findings in this section, it was not surprising that of the bureaus who did 'not at all' pretest their logo design, 72% also did 'not at all' involve visitors in the logo design. This relationship was significant using the Chi-Square test $\{(X^2(4)=36.870, p<0.001), p<0.05\}$ regards as significant at 0.05 level} (crosstab D in Appendix B). Both scales were collapsed into 3-point scales. As well, 59% who did 'not at all' pretest their logo also did 'not at all' involve local tourism operators in the logo design. This relationship was also significant using the Chi-Square test $\{(X^2(4)=24.635, p<0.001), p<0.05\}$ regards as significant at 0.05 level} (crosstab E in Appendix B). Both scales were collapsed into 3-point scales. These relationships indicate that if bureaus involve visitors and local tourism operators in their logo design process, they are more likely to pretest their logo.

Respondents were asked to indicate to what extent certain stakeholders impacted the design of the logo. This question was asked to determine who was

involved in the branding process and to what extent. The 'President' had the highest mean score of 4.37 out of 5 and was closely followed by the 'marketing manager' (4.35; see figure 5.0). The 'members' had the lowest mean score. Because many bureaus represent their members, it was surprising that most members had very little impact on the logo used to represent their products.

Figure 5.0

To what extent did each of the following stakeholders of your organization have an impact on the design of the logo?^B



^B The scale used was a five point scale where 1= not at all and 5=to a great extent

The questionnaire provided respondents the opportunity to add any stakeholders that were not included in the prepared list. Of the 11 additional stakeholders, there were 4 mentions of visitors and / or tourism business owners.

The final question in determining the brand design activities asked respondents to identify the critical factors in deciding the final logo design. This was an open-ended question. Although there was a variety of responses, four themes emerged; representation of the destination's image, representation of the destination's attributes, the ability to adapt to different medium, and the ability to be memorable. As mentioned, the themes were based on common phrases as noted by the researcher.

Theme One – Representation of the Destination Image

A total of eighty-two (82) respondents provided answers to this question. Of those, 26 bureaus mentioned the importance of the logo to represent the image of the destination or convey the message or essence of the region. It was encouraging to see keywords like image, brand, character, identity, theme, message, and essence, being used to a great extent. As the literature review indicated, these words are used in association with branding. As well, the logo is a representation of the brand, which encompasses the destination's image. The fact that several bureaus realized the importance of these concepts to the logo, suggests the concept of branding is being practiced to a certain degree by many bureaus.

Theme Two – Representation of the Destination's Attributes

Eighteen (18) of the 82 respondents to this question indicated one critical factor in the logo design was that it reflects the products or attributes of the destination i.e. beaches, sun, etc. Although some bureaus explicitly described the features of the destination their logo conveys, some used terms such as 'visually descriptive' and 'reflects the activities and experiences of the destination'.

Theme Three – Adaptable to Different Medium

The next most mentioned critical decision factor was that the logo had to be easy to reproduce. It has had to be adaptable to different medium (17 mentions). This factor is a common element of all logos so it was not surprising that it was a theme. It was good to see that tourism organizations also consider this to be an important factor.

Theme Four - Memorable

The fourth theme was the importance of the logo to be easily recognizable and memorable. As with retail brands, destination marketing organizations need logos that are simple, versatile, and memorable. This was only mentioned by 11 respondents but this does not mean other bureaus did not consider it in their logo design. It just may not have been a *critical* deciding factor in the final logo design.

Objective #3 Summary

The objective of this section was to determine the activities involved in the destination logo design process. The results indicated that involving visitors and local tourism operators were not top priorities in the design process. The fact that members had relatively little impact on the final logo design also illustrates that branding is mostly focused internally within the bureau. As well, pretesting the logo was not practiced by many respondents. The president and marketing manager of the organization had the greatest impact on the logo design while as mentioned, the members of the organization had the least impact. In regard to the actual logo design, the respondents considered the ability of the brand to represent the image and attributes of the destination, to be flexible for different medium, and to be memorable, as the most critical factors.

One purpose of this research was to identify the process for destination branding, as it is being practiced by DMOs today. These results indicated the branding process is very much an internal process with little input from outside stakeholders. The respondents also indicated that pretesting the logo design is not currently an important part of the branding process. Pretesting the logo should be an integral part of the process, so although it is not currently being practiced, it was included in the final process design. As well, the fact that some respondents did pretest their logo indicates there is a general awareness of the importance of pretesting.

Objective #4 – How is the Logo Used?

The results of this research indicate that most destination marketing organizations that have logos utilize their logo on merchandise, in videos, and in print materials. In particular, 73% of the respondents print their logo on merchandise and 68% have a video that reinforces their destination's logo. Print materials are used by most respondents (98%) who have a logo. These results were not surprising since use of a logo in this fashion is common across industries. However, it did indicate that bureaus are using some marketing activities to reinforce their logo's message.

Objective #5 – To What Extent do DMOs Believe They are Applying Destination Branding?

Based on the supplied definition (discussed previously), respondents were asked to what extent they believe they are applying the concept of destination branding. Seventy-three percent (73%) of respondents indicated they are applying the destination branding concept to a somewhat great extent (73% selected a '4' or a '5' out of '5' to indicate the extent to which they believe they are applying destination branding; see figure 6.0). The high percentage of DMOs that think they are applying destination branding was encouraging since it was assumed that very few DMOs practice branding. Unfortunately, 34% said they do 'not at all' measure if their logo is perceived by visitors the way the bureau intended it to be interpreted (11% measure visitor logo perceptions to a 'great extent'; see figure 7.0). As well, 25% said they do 'not at all' measure if visitors perceive the

destination's image the way the bureau intended it to be perceived (16% measure visitor image perceptions to a 'great extent'; see figure 8.0).

Figure 6.0

Based on the supplied definition of Destination Branding, to what extent is your organization applying the concept of Destination Branding?

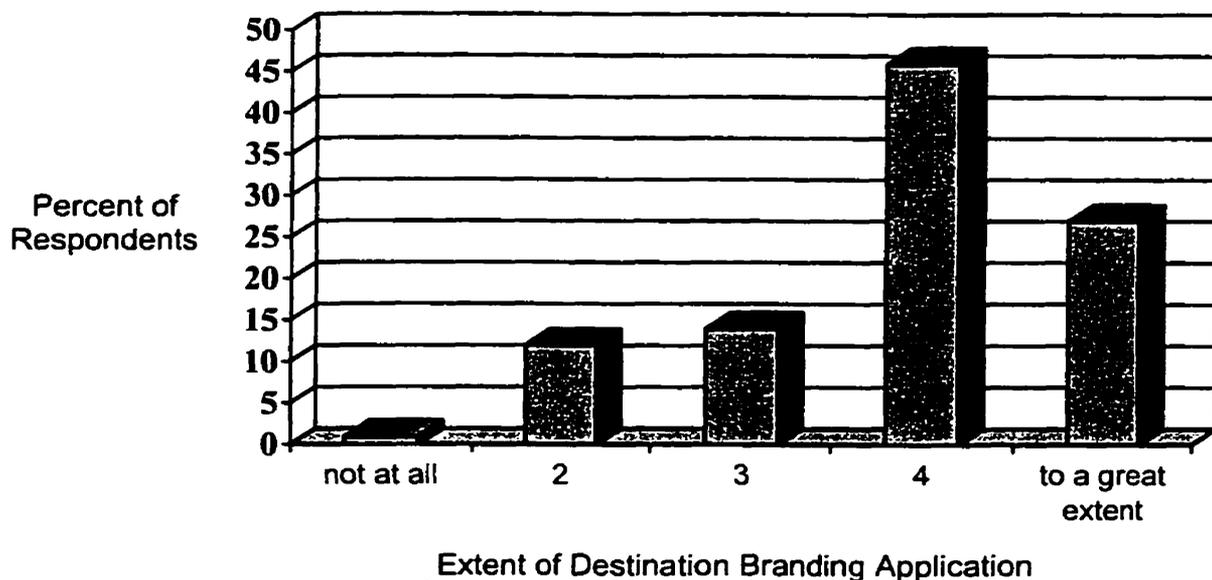


Figure 7.0

To what extent do you measure if the visitors perceive your logo the way you want it to be perceived?

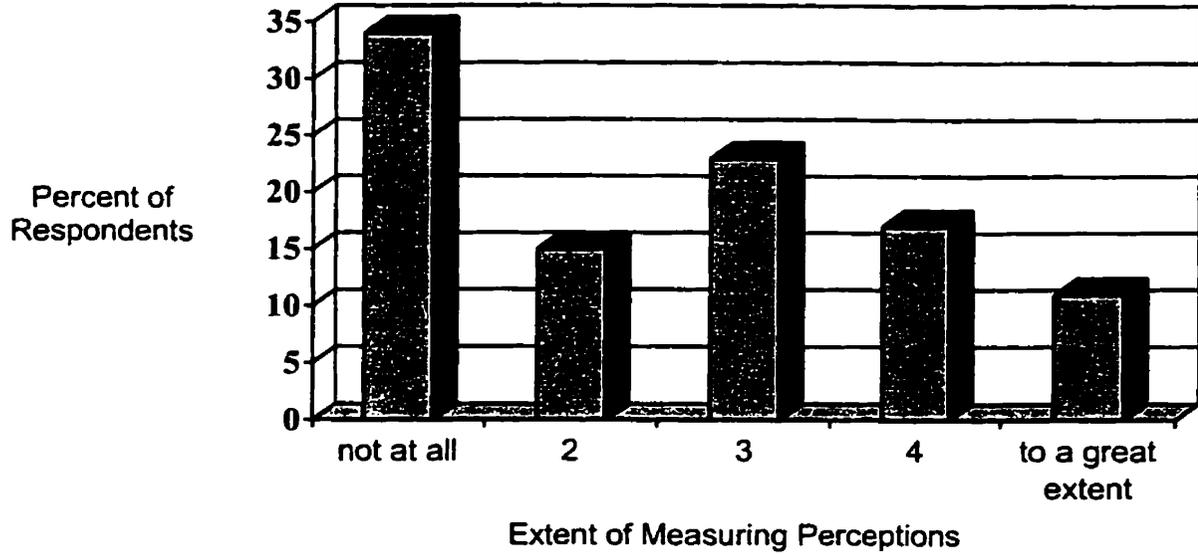
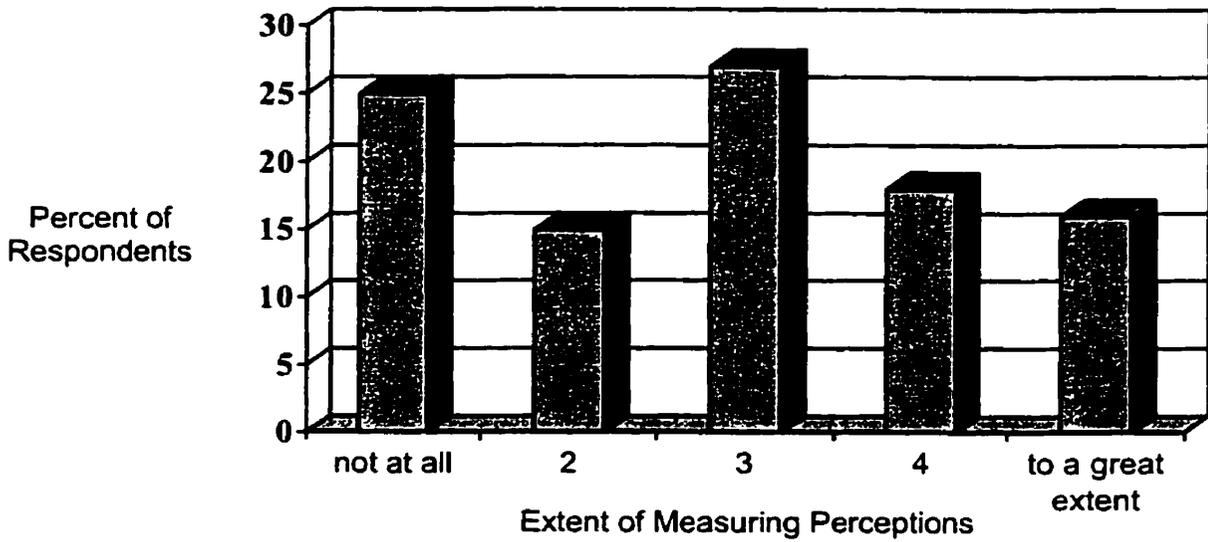


Figure 8.0

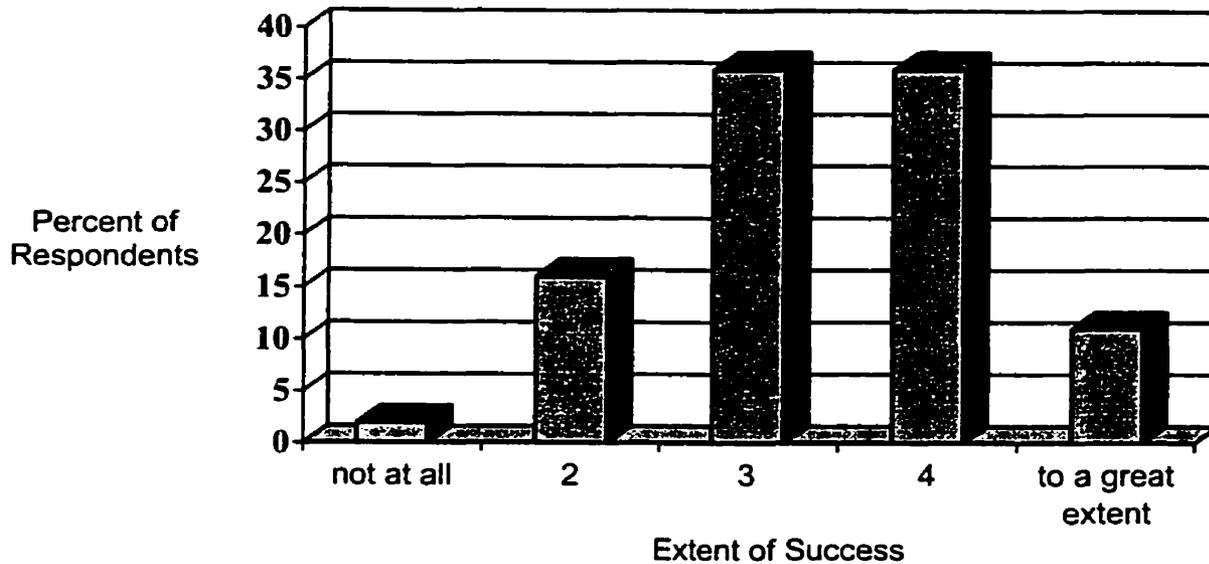
To what extent do you measure if the visitors perceive your destination's image the way you want it to be perceived?



As per the definition of destination branding, one key purpose is creating an image that is 'accurately perceived by the visitors.' These results may suggest that what respondents believe is destination branding (having a logo that is sold on merchandise, and is supported through videos, print materials, and advertisements) is not the whole process. Measuring the perceptions of the visitor is **essential** to developing a successful brand. Although many respondents are not measuring perceptions, 47% believe they are relatively successful in creating their desired image (47% of bureaus choose a '4' or a '5' out of '5' to indicate the extent to which they have been successful; see figure 9.0). The question then is - how do they know they are successful? The relatively high percentage of '3's' (36%) for the question on success in creating the desired image, may indicate bureaus are aware that they do not know for sure if they are successful in portraying the image they desire. Perhaps the lack of measuring success is a matter of not understanding what to measure or how to measure it. Further research could investigate the reasons that DMOs are not measuring perceptions or the success of their marketing efforts.

Figure 9.0

To what extent do you feel that you have been successful in creating your desired image?



To further illustrate, only 50% of respondents who felt they have been relatively successful in creating their desired image (indicated a '4' or a '5' out of '5'), also measure to a somewhat great extent if visitors perceive their logo the way the bureau wants it to be perceived (indicated a '4' or a '5' out of '5'). On the positive side, only fourteen percent (14%) of respondents who felt they have been relatively successful in creating their desired image (indicated a '4' or a '5' out of '5'), indicated they do 'not at all' measure the perceptions the visitors have of the destination's logo. The relationship between perceived success and measuring visitor perceptions of the logo was significant according to the Chi-Square test

{{ $X^2(4)=25.012$, $p<0.001$ }, $p<0.05$ regards as significant at 0.05 level} (crosstab F in Appendix B). Both scales were compressed into 3-point scales.

When it came to the destination's image, the results were slightly more positive. Of the bureaus that believed they were successful to a somewhat great extent in creating their desired image (indicated a '4' or '5' out of '5'), 56% measured the perceptions the visitors have of the destination's image to a somewhat great extent (indicated a '4' or '5' out of '5'). This relationship was also significant according to the Chi-Square test {{ $X^2(4)=22.360$, $p<0.001$, $p<0.05$ regards as significant at 0.05 level} (see Appendix B, crosstab G).

These relationships indicate that even though bureaus that believe they are relatively successful in creating the desired image are more likely to measure visitor perceptions, many do not. Without measuring visitor perceptions, how do these bureaus know they have been successful in creating the desired image? This suggests that CVBs may not fully understand how to measure success.

Not only do bureaus that do not measure perceptions believe they are successful in creating their desired image, but many of these same bureaus believe they are applying the destination branding concept. The data shows 52% of bureaus that indicated they do 'not at all' measure visitor perceptions of their logo believe they are applying the concept of destination branding to a somewhat great extent (rated the extent to which their bureau is applying the concept of destination

branding as a '4' or '5' out of '5'). Only 35% of those bureaus who indicated they were applying the concept of destination branding to a somewhat great extent (indicated a '4' or '5' out of '5'), also said they measure if visitors perceive their logo the way they want it to be perceived to a somewhat great extent (indicated a '4' or '5' out of '5'). The same pattern was evident for those organizations that do 'not at all' measure if visitors perceive their destination's image the way they want it to be perceived. Of these bureaus, 52% choose a '4' out of '5' as the extent to which they believe they are applying the concept of destination branding. The relationship between measuring the visitors' perceptions of the logo and the extent to which respondents believe they are applying destination branding, was significant according to the Chi-Square test $\{(X^2(4)=14.349, p<0.001, p<0.05 \text{ regards as significant at } 0.05 \text{ level})\}$ (see Appendix B, crosstab H). The relationship between measuring the visitors' perceptions of the destination's image and the extent to which respondents believe they are applying destination branding, was also significant according to the Chi-Square test $\{(X^2(4)=12.142, p<0.016, p<0.05 \text{ regards as significant at } 0.05 \text{ level})\}$ (crosstab I in Appendix B). These relationships also suggest that DMOs do not fully appreciate the importance of measuring perceptions. As well, most of them do not relate measuring perceptions with destination branding.

Objective #5 Summary

The purpose of this section was to measure the extent to which respondents are applying the destination branding process. These results support the

assumptions that although bureaus may be aware of the destination branding concept, they are not applying the entire process. Specifically, measuring the perceptions of the logo and image are essential to the branding process (as stated in the supplied definition of destination branding) and yet the majority of respondents indicated a '3' or less as to the extent to which they are measuring perceptions. Anyone can design a logo and support it with advertising campaigns. If consumers are not interpreting the messages the way the destination wants them to be interpreted, the organization is wasting its time and money.

Objective #6 – Components of the Logo and Overall Image of the Destination

Since image is essential to the success of destination branding, respondents were asked to identify the image of their destination. The purpose of this question was to identify whether or not respondents actually had images for their destinations. It was encouraging to see the variety in destination images. Many of the destination images were similar. For example, several had images of being the number one place to visit, or the number one place to meet. The most commonly used words to describe the image were 'fun' and 'history'.

The ability of the respondent to describe the image suggests image has been a consideration of the DMOs marketing efforts. As well, the number of participants who provided an image statement (80 respondents) insinuates that most

respondents do have identified images they seek to convey to visitors. The reason for the missing images from the other respondents is difficult to understand – do they not have an image or did they not have time to complete the question or did they miss the question entirely? Without the answers to these types of questions, the reason can not be identified.

It was interesting to analyze the logos and try to determine the intended image. Most of the images the researcher perceived were not identical to the destination's intended image. As mentioned before, a lot of the image is determined by the marketing activities around the logo itself. Without experiencing the supportive marketing activities, the image perceived by the researcher may not be the image the DMO was intending the logo to portray to potential visitors.

The collected logos and their corresponding components provided an opportunity to evaluate logo meanings. It is important to note the component findings are only the results of one researcher's analysis. In order for these findings to be more reliable, an independent analysis would be necessary.

Eighty-nine (89) bureaus provided their logos and sixty-three (63) explained the components of their logo. Although the logos varied in appearances, there were common themes and common design concepts. For example, 9 of the bureaus had logos that only entailed words. There were no pictures or graphics to

enhance the logo. Another 11 participants had logo designs that were somewhat separate from the name of the DMO. The words did not appear to be an integral part of the logo. The graphic itself appeared to be able to stand on its own as an indicator of the destination. The final group included logos where the words appeared to be an integral part of the graphic itself. Sixty-nine logos were a part of this final category. Of these 69 logos, 16 logos relied more on words than graphics with the logo having only one or two simple graphics. For example, some of these 16 logos changed letters of the words into graphics or presented the name of the destination with a cactus or sun.

An analysis of the components illustrated that some symbols were repeatedly used to portray the same meaning. For example, water and rivers were usually illustrated through waves, wavy lines, or streams. Some of the waves though could be misinterpreted for just curvy lines. It is important in a logo design that the component is quickly connected to the actual meaning. Sometimes the artistic appearance of the logo diminished the actual meaning of the components. One destination used a boat to represent the river.

Cityscapes or buildings were used by 8 of the participants who provided an analysis of their logo components. The cityscapes were intended to portray the image of a city regardless of whether or not the cityscape was of the actual destination. A variety of sun designs were used to represent sunshine, good weather, four seasons, and friendliness. History was illustrated mostly by older

looking buildings, but other emblems of history included the red eagle, a street light, a period flag, and a ship paddlewheel.

Different colours were used to create numerous impressions. For example, green was used to illustrate trees, parks, outdoors, recreation, history, and nature. Open skies, water, the sea, nature, and outdoor activities were represented by the colour blue. It is important to note that both blue and green colours represented nature and outdoors.

As mentioned, 'fun' was an important part of several of the destinations' images. 'Fun' was represented with a variety of graphics including hot air balloons, fireworks, suns, lively colours, bouncing beach ball, a swatch of colour, and a letter 'f' in a running stance. With this diverse representation of fun, further research should be conducted to examine if consumers actually interpret these graphics to mean 'fun'. It is interesting to note that some items used to represent 'fun' were used by other bureaus to represent a different image. For example, a beach ball was also used to illustrate beaches and a colourful experience.

Fonts were an important part of the logo for many bureaus. Care had been taken to choose a font that represented part of the destination's image. For example, different fonts represented fun, arts, history, casualness, western flavour, and activity.

Several DMOs used items that are unique to their destination as part of their logo. A few of the signature items included a windmill, the saquaro, the red eagle, James Dean, Garfield, and the Pony Express. Some DMOs also used a map of the actual destination location. Those who used maps or the full name of the destination, including the state/province and country, expressed pinpointing the actual location as a very important part of the logo.

Objective #6 Summary

As mentioned, this section of the research was intended to demonstrate the various images logos and components can portray. For example, many symbols in logos mean different things to different people. Yet there are several symbols that have an agreed upon meaning. These components were also gathered to illustrate the need for further research on the meaning of logo components.

Destination Branding Definition

Developing an agreed upon definition of destination branding was one purpose of this research. The need for a definition was identified early in the literature review process, as discussed. The lack of a process laden definition of branding provided an opportunity to develop and test a definition for destination branding. With the small sample it was realized that a universal destination branding definition would need further testing before being accepted.

The questionnaire asked respondents to first define in their own words, destination branding. The reasoning behind this was to determine if DMOs understand the concept. The ability of respondents to 'look up' the definition was recognized. As well, a definition was supplied on the following page so participants could have looked at it before writing down their own definition. So although this question may not determine exactly how many DMOs can define destination branding, it does provide a general idea. As well, it illustrates the fact that there are numerous and very diverse opinions on what destination branding entails. The way a person defines the concept will influence their application of the process. Therefore, someone may be practicing destination branding, as defined by them, but they may not be applying the whole process as outlined in previous discussions.

There were as many definitions for destination branding as there are destination marketing organizations. A total of 90 respondents provided their definition of destination branding. From these definitions 7 themes appeared; image, recognition, differentiation, consistency, brand messages, emotional response, and expectations.

Theme One – Image

The most mentioned theme was around the concept of image; 30 respondents explicitly said destination branding included the portrayal of an image. There was some concern with respondents that indicated destination branding

represented the image visitors have of the destination. Destination branding should create an image the destination wants and then market that image to visitors – this may or may not be the same image consumers currently have of the destination. Sometimes it is necessary to change the image consumers have of the destination or perhaps the perceived image is not correct. Therefore it is important destination branding for DMOs maintains a balance between marketing the image the DMO wants consumers to have and marketing the positive image visitors already have of the destination.

Theme Two – Recognition

Recognition, awareness, and the ability to be memorable were the focus of the second theme, which was mentioned by 19 respondents. Recognition is a key factor for any logo regardless of whether it is a retail product or a service. It is interesting to note though that most logos probably do not begin as 'recognizable'. Marketing organizations must realize logos usually only become memorable once they are supported with the appropriate marketing activities.

Theme Three – Differentiation

Differentiation was the third theme and was mentioned by 16 respondents. Differentiation was mentioned in the literature review as an important aspect of strong brands so it was encouraging to have so many respondents mention it in their own definitions. Destination marketing organizations want to ensure their logo is unique to them and based on differentiating attributes. In reality though,

many destinations sell a similar product. Although the marketing team may believe they are being unique, the actual product may not be unique. The logo component section of the survey provided insight into this point.

Theme Four – Consistency

The fourth theme was consistency, which was also mentioned in the literature as an important component of strong brands. Fourteen bureaus (14) recognized the necessity of delivering a consistent image, message, and / or product. The consistency of the message will help increase awareness and recognition. It will also help create an image that is perceived the same by most visitors.

Theme Five – Brand Messages

The fifth theme focused on those bureaus that did not explicitly say 'image' but insinuated image by talking about 'conveying messages' and 'reflecting what we are'. Although these respondents did not say 'image' the idea was there. Thirteen bureaus mentioned this theme.

Theme Six – Emotional Response

The sixth theme focused on arousing an emotional response in consumers (10 mentions). Unlike retail products, creating an emotional response can be vital to destination branding. Visitors have to experience and live the product so creating an emotional response such as excitement, trust, or desire can play a large role in convincing a consumer to visit the destination.

Theme Seven – Creating Expectations

Creating expectations or a promise was the seventh theme (11 mentions). Like creating an emotional response, this important concept is often over looked by practitioners. It was encouraging to see some respondents did recognize the roles of emotions and expectations in branding.

The respondents' definitions illustrate that destination marketing organizations do have a general comprehension of destination branding. However, not one DMO mentioned measuring success or perceptions of visitors in their definitions. The fact that this was missing was not surprising in relation to the question asking respondents if they did measure perceptions. Perhaps the reason many of them do not measure perceptions is because they do not believe it is a part of destination branding. As well, the lack of substance in some definitions was worrisome. This may be due to the respondent's lack of time rather than a sign of not understanding the concept. It does suggest though that some bureaus may be less aware of destination branding.

It is interesting to note that none of the definitions contained all elements of the definition used in this research. Although most respondents agreed with the definition in the questionnaire, most did not include a similar definition of their own.

After requesting participants to provide a definition of destination branding, the following definition was supplied:

Destination Branding is the marketing activities that:

(1) support the creation of a name, symbol, logo, word mark, or other graphic that both identifies and differentiates the destination;

(2) convey the promise of a memorable travel experience that is uniquely associated with the destination; and

(3) consolidate and reinforce the recollection of the pleasurable memories of the experience provided by the destination,

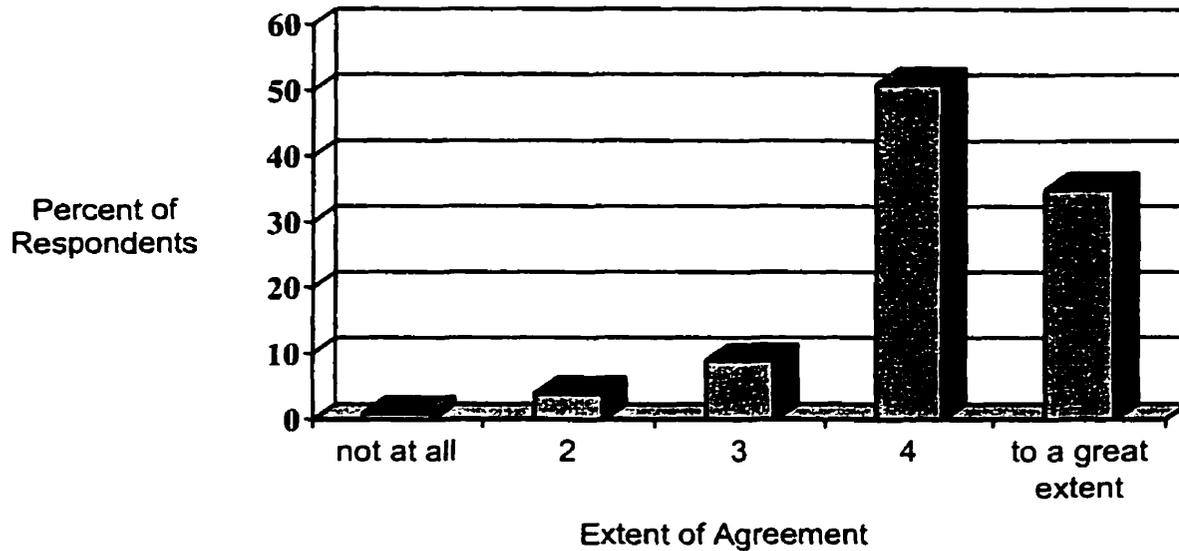
all with the intent purpose of creating an image that is accurately perceived by the visitors.

Although this definition will have to be tested with other groups, this research does provide an idea of whether or not destination marketing organizations accepted the definition.

Participants were asked to indicate the extent to which they agreed with the supplied definition. The following graph (figure 10.0) indicates the majority of respondents did like the definition.

Figure 10.0

To What Extent do you Agree with the Supplied Definition of Destination Branding?



After indicating the degree to which they liked the definition, participants were provided the opportunity to indicate which parts of the definition they liked or would change. The comments illustrated the difficulty in developing a definition for destination branding that is acceptable to everyone.

Despite the fact that the majority of respondents agreed with the definition, 52 respondents provided comments (13 indicated they liked the survey definition as it was). To illustrate the opposing views on the definition for destination branding, table 2.0 indicates the number of participants who said they liked or disliked a particular component of the definition.

Table 2.0 The number of respondents who liked or disliked the definition components

Definition Component	#1	#2	#3
Like it	7	7	4
Dislike it	4	9	6

It was surprising that respondents indicated his or her dislike for component #1, the one that focused on logo design. The dislike though was because these bureaus believe branding is much more than just a logo. It was hoped the definition, especially the first line "... the marketing activities that accurately...", explained that destination branding was much more than just a logo.

Most of the concerns around component #2 (the promise of a memorable experience) focused on the inability of a brand to execute a promise. The word 'promise' was not liked. One respondent suggested the use of 'expectations' instead. Perhaps 'promise' is too strong a word for tourism because of the variability in the services provided. The reliance on customer service and the high involvement of both consumers and employees in the service delivery means every experience is unique. Changing the word 'promise' to 'expectations' may reduce the dislike for this component yet the essence would still exist. Most organizations do strive for a consistent experience or promise but perhaps for services, 100% consistency would never be a reality. It is interesting

to note that 'expectations' was one theme that appeared in the definitions described by the respondents.

Comments around component #3 (the reinforcement of the pleasurable memories) also focused on the inability of a brand and/or organization to reinforce memories. Although this is an important part of destination branding, perhaps the wording could be altered so the same concept is expressed in a manner that is easier to understand. This component tries to stress the importance of cognitive dissonance. Cognitive dissonance or post purchase reinforcement is the process of continually and consistently marketing the image and experiences of the destination so past visitors do not forget and so potential visitors are attracted to the area. The literature review stressed the importance of a consistent brand message. Perhaps another iteration of this component could be tested in further research.

It is important to keep in mind that despite the discussion around changes to the definition, most respondents (86%) selected a '4' or a '5' out of '5' as to the extent to which they agreed with the definition. Although changes could be made to improve the definition, the results demonstrate the questionnaire definition was very close to being acceptable to the sample. As well, it must be remembered that you can not please everyone, so sometimes a simple majority is the best solution.

Any changes to the definition would have to be tested again. Due to the sample size, further research would be needed before a definition could be considered adequately acceptable to key stakeholders. Nevertheless, the research here provides a good stepping stone for further research of this type.

Destination Branding Process Description

The purpose of this research was to describe the activities convention and visitors bureaus consider to be part of destination branding. This research indirectly answered this through a series of questions. Although the process is not complete it does highlight what is currently being practiced. This process can be the basis for further research in this area.

The creation of an image and differentiation were identified as integral parts of destination branding throughout the respondents' answers. Both concepts were also supported in the literature review as important components of strong brands. The involvement of the president and marketing manager of the destination marketing organization in the logo design process, was identified as important. All respondents do not currently practice measuring perceptions of the destination's image and the destination's brand. Because some of the respondents are measuring perceptions, this was kept in the process description. Perhaps more education on the need for perception measurement is needed. Measuring perceptions is a difficult process so perhaps the respondents do not know how to conduct such research. As well, this type of research can be

expensive so perhaps only those DMOs with extra money are able to measure perceptions.

The involvement of visitors, local tourism operators, and the organization's members was also not currently a part of the brand design process for most respondents. Again though, because some respondents are involving these stakeholders, this was also kept in the process description. Pretesting the brand design was part of the branding process for some respondents so the researcher included it in the branding process. The respondents did agree that using brands on merchandise, in videos, and on collateral materials was important to the branding process.

The process resulting from this research is as follows:

- ◆ Involve the president and marketing manager of the destination marketing organization in the logo design process
- ◆ Hire a consultant who understands destination branding to help with the logo design process
- ◆ Involve local tourism operators, members, and visitors in the logo design process (not currently being done enough)
- ◆ Develop a logo that reflects the image and attributes of the destination, is flexible for different media, and is memorable
- ◆ Ensure the logo differentiates the destination
- ◆ Pretest the logo design (not currently being done enough)

- Be consistent in the image and messaging of the brand
- ◆ Support the logo through merchandising, videos, and collateral material.
- ◆ Measure the visitors' perceptions of the destination's image and logo (not currently being done enough)

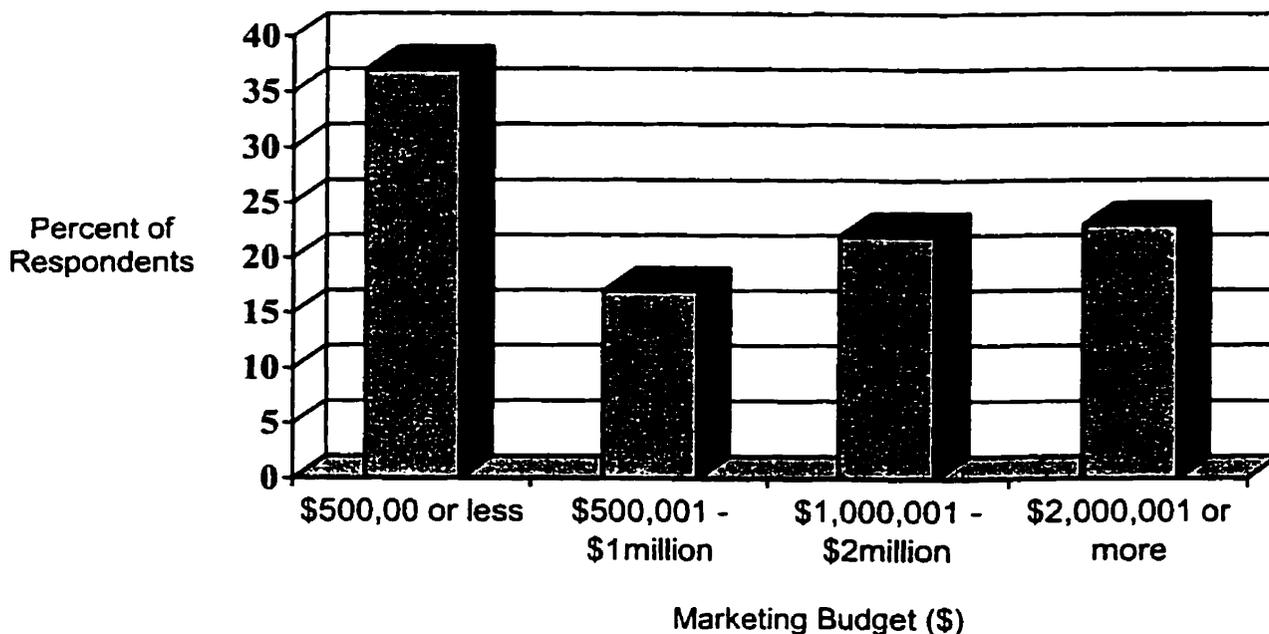
This process is comparable to the discussions in the literature review. Although there are still holes and some aspects of this process are not being applied by everyone, it provides a basis for further research. For example, changing consumer behaviour was not mentioned in the questionnaire or by respondents.

Additional Findings

One assumption was that bureau size might influence the ability of DMOs to apply all destination branding concepts. 'Size' of the DMO was based on the marketing budget of the bureau. See figure 11.0 for the break down of marketing budgets.

Figure 11.0

What is your marketing budget, in dollars?



Several cross-tabulations were conducted based on the marketing budget. Because the following data is based on a small sample, further research needs to be conducted to confirm these initial findings. The following analysis is purely qualitative in nature.

Marketing budget appears to have some affect on whether or not a respondent had a video developed that reinforces the destination's logo. For instance, of the respondents who spent \$500,000 or less on marketing, 44% did not have a video. Fifty percent (50%) of those with budgets of between \$500,000 and \$1million also did not have a video. Of the bureaus that spent between \$1million

and \$2million, only 20% did not have a video, and of those bureaus that spent more than \$2million, only 14% did not have a video. The relationship between having a video and marketing budget was significant according to the Chi-Square test $\{(X^2(4)=8.852, p<0.031), p<0.05$ regards as significant at 0.05 level} (crosstab J in Appendix B).

The ability to involve visitors and local tourism operators in the logo design may also be related to marketing budget. For instance 45% of DMOs with a marketing budget of \$500,000 or less and only 29% of respondents with a budget of more than \$2million, did not involve local tourism operators in the logo design. The same was true with visitor involvement; 55% of respondents with a marketing budget of \$500,000 or less and 29% of those with a budget of more than \$2million, did not involve visitors in the logo design. The relationships between marketing budget and the involvement of visitors and local tourism operators in the logo design, were not significant according to the Chi-Square test (see crosstabs K and L in Appendix B). The qualitative results though are still interesting and this relationship should be tested with a larger sample.

In regard to measuring perceptions visitors have of the destination's image, respondents with larger marketing budgets were more likely to measure perceptions of image. For example, 64% of those with marketing budgets of \$2million or more and only 21% of those with marketing budgets less than \$500,000, measured visitor perceptions of the destination's image (indicated a '4'

or '5' out of '5'). This same pattern was evident with the extent to which the respondents measured visitors' perceptions of the destination's logo. The relationship between marketing budget and measuring perceptions of image was significant according to the Chi-Square test $\{(X^2(4)=18.033, p<0.006), p<0.05$ regards as significant at 0.05 level} (see crosstab M, Appendix B). The relationship between marketing budget and measuring perceptions of the logo was also significant $\{(X^2(4)=21.968, p<0.001), p<0.05$ regards as significant at 0.05 level} (see Appendix B, crosstab N). The scales were collapsed into 3-point scales.

As well, success in creating the desired image was not for certain in the minds of those respondents with a marketing budget of \$500,000 or less; 53% selected a '3' or neutral position to this question (to what extent do you feel you have been successful in creating your desired image). Sixty-four percent (64%) of respondents with marketing budgets of more than \$2million, chose a '4' out of '5' as to the extent they feel they have been successful in creating their desired image. This relationship was not significant according to the Chi-Square test so the analysis is qualitative in nature (see Appendix B, crosstab O).

As mentioned, these results must be interpreted with care. The data only demonstrates initial patterns. These findings should be tested on a larger sample before any broad generalizations are made.

CHAPTER SIX – CONCLUSION

This research suggests many destination marketing organizations have an understanding of some of the major components of destination branding. Most of the surveyed destination marketing organizations have destination logos they use on merchandise, in videos, and on print materials. As well, most of the participants provided a definition of destination branding that reflected the concept of branding. These results would indicate that destination marketing organizations are aware of destination branding and are practicing it to a certain extent.

Branding entails much more than just a logo. It also includes marketing activities that create the destination's image, measuring how visitors perceive the destination and logo, and changing consumer behaviour. The results of this research suggest most DMOs are not practicing destination branding as defined in the questionnaire. The critical aspects that are missing include the measurement of perceptions and the changing of consumer behaviour. Although some organizations are measuring perceptions, most are not. These results are not surprising because this was assumed before the research was conducted. Now that the DMOs have a general understanding of destination branding, they need to move forward in the process if real success is to be realized.

Limitations of this Research

One limitation of this research is the emphasis of the logo in the questionnaire. Although the researcher indicated that there is more to branding than just a logo, the questionnaire used the term 'logo'. The emphasis on logo was necessary because most destinations associate logos with brands. When asked to show their brand, many CVBs will show a picture of their logo. Therefore the questionnaire was written in terms that are easily recognizable to CVBs. The questionnaire did progress from the logo to the essence of destination branding.

The small sample is also a limitation of this research. A larger sample would mean the Chi-square tests would be more robust. As well, the fact that many CVBs who do not have brands did not respond to the questionnaire, as evidenced through the reminder fax, means some of results may be biased. Lastly, the quantitative analysis would be more robust if additional researchers verified the themes identified by the researcher.

Further Research

Further development and testing of the destination branding process described here could follow this research. The branding process could be tested by verifying with respondents if it is indeed the process they are using or would associate with destination branding. Or, respondents could be asked to specifically describe their branding process. The collected processes could then be compared the process outlined here.

It would also be interesting to see if the branding being done by the DMOs is successful. This could entail measuring consumers' perceptions of the destination and comparing those to the desired image of the DMO. As well, consumer behavioural changes could also be examined - does the destination branding process invoke changes in behaviour i.e. are tourists more likely to visit the destination because of the branding efforts of the DMO? Once successes are measured, then the processes of successful DMOs could be analyzed and compared to the process revealed in this research.

From the logo components collected in this research, a study could be developed that compared the perceptions visitors have of brand components to the actual intended meaning. Respondents could be asked to classify logos or logo components into categories. For example, fun, family, beach vacation, etc. could be some of the various categories. The consistency, or lack of consistency, in the categorization of the logo components would suggest the various meanings graphics can have for different people. A database of components and the intended meanings could be developed to assist destinations in logo designs.

Further research could include a comparison study between branding in tourism and branding in retail products which may provide some insight into how DMOs could better implement destination branding. As well, it would highlight the uniqueness of branding a service and an experience, instead of a packaged good.

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Appendix A - Survey Instrument

November 21, 2000

Dear IACVB Colleague:

Attached, you will find a questionnaire on the topic of Destination Branding that we are asking be completed by a person who understands the marketing processes of your Bureau.

As you are aware, the University of Calgary, in collaboration with Purdue University is responsible for the delivery of the Certified Destination Management Executive (CDME) Program. We are most honoured to have this responsibility, and we are constantly looking to upgrade the content of the various courses in the program. One means of doing so is through research that seeks to enhance our understanding of different aspects of destination management. In this particular case, we are focusing on **Destination Branding**, a relatively new concept that is gaining widespread recognition - but at the same time is ill understood. As such, we hope you will help us improve our understanding.

I would note that I am formally supervising this project that is being carried out by one of my senior graduate students as part of the required thesis work for her Master in Business Administration (MBA) Degree in Tourism Management. Thus, by completing the questionnaire, you will not only be improving the content of the CDME Program, but you will also be greatly assisting a future industry manager and leader.

I know that your time is extremely valuable. At the same time, I hope that you concur with me regarding the value of this research for the future of our industry.

Should you have any questions, I would be more than pleased to discuss them with you.

Sincerely,



J.R. Brent Ritchie
Ph.D.Chair

Tel. (403) 220-3800

for

Carmen Blain
MBA Student
World Tourism Education & Research Centre

/attach.

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p. 2

TORONTO

▲ *The world within a city.*

September 21, 2000

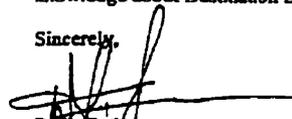
Dear IACVB Colleague:

Destination Branding is the topic of the attached questionnaire. I had the opportunity to review this survey during its development and would recommend that you take the time to complete it. Given our constant concern about 'branding', I believe the results will better inform our decisions. The results will be provided to those who participate in the study.

This study is being conducted by a master's student at the University of Calgary's World Tourism Education and Research Centre, under the supervision of Dr. Brent Ritchie. As the University of Calgary, in collaboration with Purdue University, is responsible for the delivery of the Certified Destination Management Executive (CDME) Program, the results of the research will be used to enhance the courses offered by the CDME Program.

I thank you for taking the time to complete this survey and helping to improve our knowledge about Destination Branding.

Sincerely,



Doug Fyfe
President & CEO

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Tourism
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TORONTO CONVENTION
& VISITORS ASSOCIATION

I would like to take this opportunity to thank you for participating in this research. The information provided by yourself and your colleagues will be used in the development of the Certified Destination Management Executive (CDME) Program that the University of Calgary delivers on behalf of the International Association of Convention & Visitor Bureaus (IACVB).

As you are aware, the topic of Destination Branding is relatively new and therefore, very little research has been done in this area. Defining Destination Branding has been difficult, which means that the implementation of the process is as varied as the definition. The purpose of this research is to determine what Destination Branding is, the extent to which it is being practiced, and what that process looks like. Destination Branding is a powerful tool that needs to be researched and better understood so that it can be successfully incorporated into the marketing mix. The results of this research will be provided to those who participate in the study.

I would ask that this survey be completed by a person who understands the complete marketing processes of your organization. Please answer all of the questions and follow the directions carefully. It will take you approximately 20 minutes to complete. If you have ideas or suggestions that you would like to make, please use the margins or the last page of this survey. Your comments are appreciated and will be taken under consideration. Once you have completed this survey, please fax it back to myself, Carmen Blain, at (403)-284-7915

If you would prefer an electronic version of this survey, please email me at blain@praxis.ca and I would be happy to provide you with an electronic version.

Once again, I would like to thank you for your participation and cooperation in this research.

Sincerely,



Carmen Blain
Research Assistant to Dr. Ritchie
World Tourism Education and Research Centre

When people think of branding, they often think of logos, which are an important part of the branding process. To begin, I would like to ask you some questions about your destination's logo design and development.

1. Does your destination have a logo? *(circle the number of your answer)*

1. YES - if yes, proceed to question #2

2. NO - if no, proceed to question #12

The following questions relate to the process your organization used in designing your destination's logo.

2. On a scale of 1 to 5, with 1=not important, 3=neither important nor not important, and 5=very important, how important was each of the following reasons for designing your destination's logo? *(circle the number of your answer)*

	Not at all important	Not very important	Neutral	Somewhat important	Very important
1. TO HAVE A LABEL THAT DESCRIBES US	1	2	3	4	5
2. TO USE ON MERCHANDISING MATERIALS	1	2	3	4	5
3. TO SUPPORT OUR DESTINATION IMAGE	1	2	3	4	5
4. TO CREATE A CONSISTENT IMAGE OF WHAT GUESTS CAN EXPECT TO EXPERIENCE	1	2	3	4	5
5. TO UNITE ALL OF OUR OPERATORS AND ATTRACTIONS INTO ONE SYMBOL	1	2	3	4	5
6. TO DIFFERENTIATE US FROM OTHER DESTINATIONS.....	1	2	3	4	5

Question #2 con't

How important was each of the following reasons for designing your destination's logo?

	Not at all important	Not very important	Neutral	Somewhat important	Very important
7. TO SUPPORT THE OVERALL VISION AND STRATEGIC PLAN OF OUR ORGANIZATION.....	1	2	3	4	5
8. TO ENSURE COPYRIGHT PROTECTION FROM COMPETITORS	1	2	3	4	5
9. OTHER(S) (please describe) _____	1	2	3	4	5
_____	1	2	3	4	5
_____	1	2	3	4	5

3. Did you hire an outside consultant to help you design the logo? (circle the number of your answer)

1. YES
2. NO

For questions 4 - 7, using a scale of 1 to 5 with 1=not at all and 5=to a great extent, please indicate the extent to which you did or did not do each of the following. Please circle the number of your answer.

	Not at all	To a great extent
4. To what extent did you or your consultant involve visitors in deciding what the logo should convey?	1	5
5. To what extent did you or your consultant involve tourism operators in your area in deciding what image the logo should convey?	1	5

	Not at all					To a great extent	
	1	2	3	4	5		
6. To what extent did you pretest your logo to ensure that it fairly and accurately reflects the desired image and experience of your destination?.....	1	2	3	4	5		
7. To what extent did each of the following stakeholders of your organization have an impact on the design of the logo? <i>(if your organization does not have one of the following, circle N/A)</i>							
1. YOUR MARKETING MANAGER	1	2	3	4	5	N/A	
2. YOUR PRESIDENT	1	2	3	4	5	N/A	
3. YOUR MEMBERS	1	2	3	4	5	N/A	
4. YOUR MARKETING/COMMUNICATIONS STAFF.....	1	2	3	4	5	N/A	
5. YOUR BOARD OF DIRECTORS	1	2	3	4	5	N/A	
6. YOUR MARKETING COMMITTEE	1	2	3	4	5	N/A	
7. YOUR OUTSIDE CONSULTANT	1	2	3	4	5	N/A	
8. OTHER _____ _____ _____							

8. What were the critical factors in deciding your final logo design? *(please write your answer in the space provided)*



We will now look at your marketing activities and how you are using them to reinforce your destination's logo

9. Do you print your logo on merchandise that is sold to visitors? *(circle the number of your answer)*

- 1. YES
- 2. NO

10. Do you have a video that reinforces your destination's logo/brand? *(circle the number of your answer)*

- 1. YES
- 2. NO

11. Do you have print materials (c.g. brochures, books, etc.) that reinforce your destination's logo/ brand? *(circle the number of your answer)*

- 1. YES
- 2. NO



Now that we have a better understanding of your marketing activities and how they support your logo/brand, we will look specifically at the concept of Destination Branding.

12. In regards to marketing, how would you define the concept of Destination Branding? *(please write your answer in the space provided)*

	Not at all				To a great extent
15. Based on the supplied definition of Destination Branding, to what extent is your organization applying the concept of Destination Branding?	1	2	3	4	5

An important part of Destination Branding is the creation of perceptions in the mind of visitors. The logo and the supportive marketing activities enhance how the guests perceive the destination and create the image the destination wants to convey.

	Not at all				To a great extent	
16. To what extent do you measure if the visitors perceive your brand/logo the way you want it to be perceived? (if your destination does not have a logo, circle N/A)	1	2	3	4	5	N/A

17. To what extent do you measure if the visitors perceive your destination's image the way you want it to be perceived?	1	2	3	4	5
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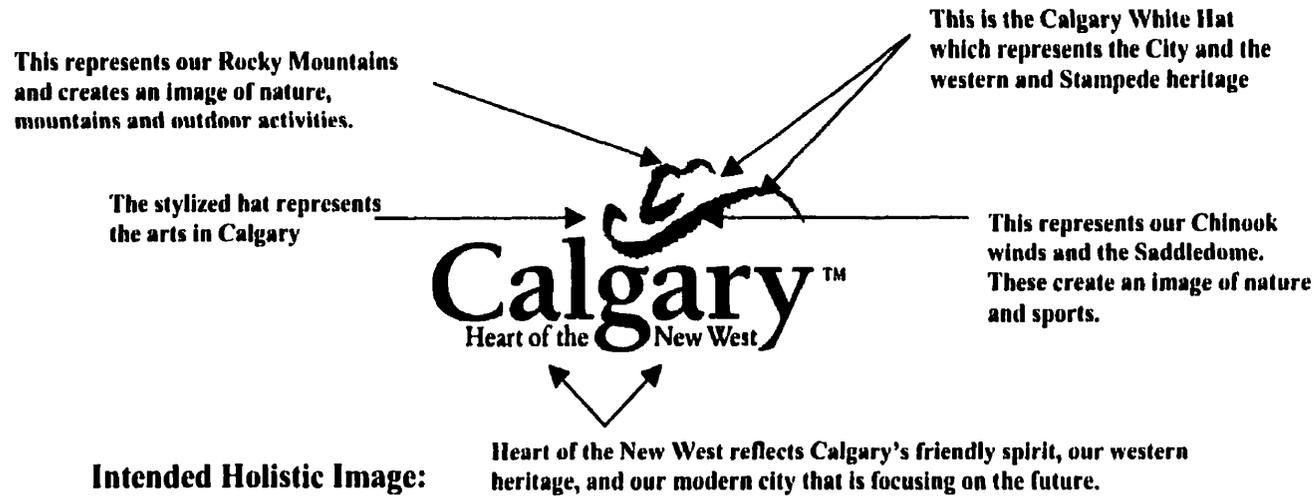
18. To what extent do you feel that you have been successful in creating your desired image?	1	2	3	4	5
--	---	---	---	---	---

19. What image or experience are you trying to create through your brand/logo and other marketing activities? (please write your answer in the space provided ~ if your destination does not have a logo, circle N/A)	N/A
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One of the purposes of a logo is to convey an overall image of the destination. This overall, or holistic, image is created through the components of the logo. Each component represents an image or an attribute that portrays part of the destination's image and/or experience.

20. The following is Calgary's new logo. We have indicated on the logo what each of the major components is intended to represent. The individual components together seek to create the overall image of Calgary. Using this example, please provide us with a copy of your logo and indicate on it, where you feel it is appropriate, the individual components of your logo as well as the holistic image it is intended to convey. *If you do not have a logo, please circle N/A.*

N/A



The final questions are general administrative questions:

21. What is your marketing budget, in dollars? *(please write your answer in the space provided and please circle US or Cdn dollars)*
_____ (US or Cdn Dollars?)

22. How many stakeholders/members does your organization have? *(please write you answer in the space provided)*

23. What is your name and the title of your position within the organization? *(please write your answer in the space provided)*

24. What is the name of your organization? *(please write your answer in the space provided)*

Once this survey is completed, please fax it back to Carmen Blain at (403) 284-7915.

Thank you again for your assistance in this research. Any comments that you wish to make that you think may help us in future efforts to understand Destination Branding in Destination Marketing Organizations will be appreciated, either here or in a separate letter.

Your contribution to this effort is very greatly appreciated. A summary of results will be provided to everyone who participates.

Appendix B - Crosstabulations

The scales were collapsed to perform the Chi-Square tests. 'Not at all' was the first category on its own; the '2's' and '3's' were combined into the second category; and the '4's' and '5's' (or 'to a great extent') were combined into the third category.

Crosstab A

Crosstab

			To what extent did you or your consultant involve visitors?			Total
			not at all	3	somewhat great extent	
Did you hire an outside consultant to help you design the logo?	yes	Count	34	26	21	81
		% within Did you hire an outside consultant to help you design the logo?	42.0%	32.1%	25.9%	100.0%
		% within To what extent did you or your consultant involve visitors?	91.9%	83.9%	87.5%	88.0%
		% of Total	37.0%	28.3%	22.8%	88.0%
	no	Count	3	5	3	11
		% within Did you hire an outside consultant to help you design the logo?	27.3%	45.5%	27.3%	100.0%
		% within To what extent did you or your consultant involve visitors?	8.1%	16.1%	12.5%	12.0%
		% of Total	3.3%	5.4%	3.3%	12.0%
Total		Count	37	31	24	92
		% within Did you hire an outside consultant to help you design the logo?	40.2%	33.7%	26.1%	100.0%
		% within To what extent did you or your consultant involve visitors?	100.0%	100.0%	100.0%	100.0%
		% of Total	40.2%	33.7%	26.1%	100.0%

Chi-Square for Crosstab A

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.040 ^a	2	.595
Likelihood Ratio	1.054	2	.590
Linear-by-Linear Association	.575	1	.448
N of Valid Cases	92		

a. 3 cells (50.0%) have expected count less than 5. The minimum expected count is 2.87.

Crosstab B

Crosstab

			To what extent did you or your consultant involve local tourism operators?			Total
			not at all	3	somewhat great extent	
Did you hire an outside consultant to help you design the logo?	yes	Count	26	29	26	81
		% within Did you hire an outside consultant to help you design the logo?	32.1%	35.8%	32.1%	100.0%
		% within To what extent did you or your consultant involve local tourism operators?	81.3%	87.9%	96.3%	88.0%
		% of Total	28.3%	31.5%	28.3%	88.0%
	no	Count	6	4	1	11
		% within Did you hire an outside consultant to help you design the logo?	54.5%	36.4%	9.1%	100.0%
		% within To what extent did you or your consultant involve local tourism operators?	18.8%	12.1%	3.7%	12.0%
		% of Total	6.5%	4.3%	1.1%	12.0%
Total		Count	32	33	27	92
		% within Did you hire an outside consultant to help you design the logo?	34.8%	35.9%	29.3%	100.0%
		% within To what extent did you or your consultant involve local tourism operators?	100.0%	100.0%	100.0%	100.0%
		% of Total	34.8%	35.9%	29.3%	100.0%

Chi-Square Test for Crosstab B

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.151 ^a	2	.207
Likelihood Ratio	3.540	2	.170
Linear-by-Linear Association	2.900	1	.089
N of Valid Cases	92		

a. 3 cells (50.0%) have expected count less than 5. The minimum expected count is 3.23.

Crosstab C

Crosstab

			To what extent did you pretest your logo to ensure that it fairly and accurately reflects the image and experience of your destination?			Total
			not at all	3	somewhat great extent	
Did you hire an outside consultant to help you design the logo?	yes	Count	26	31	22	79
		% within Did you hire an outside consultant to help you design the logo?	32.9%	39.2%	27.8%	100.0%
		% within To what extent did you pretest your logo to ensure that it fairly and accurately reflects the image and experience of your destination?	78.8%	88.6%	95.7%	86.8%
		% of Total	28.6%	34.1%	24.2%	86.8%
	no	Count	7	4	1	12
		% within Did you hire an outside consultant to help you design the logo?	58.3%	33.3%	8.3%	100.0%
		% within To what extent did you pretest your logo to ensure that it fairly and accurately reflects the image and experience of your destination?	21.2%	11.4%	4.3%	13.2%
		% of Total	7.7%	4.4%	1.1%	13.2%
Total		Count	33	35	23	91
		% within Did you hire an outside consultant to help you design the logo?	36.3%	38.5%	25.3%	100.0%
		% within To what extent did you pretest your logo to ensure that it fairly and accurately reflects the image and experience of your destination?	100.0%	100.0%	100.0%	100.0%
		% of Total	36.3%	38.5%	25.3%	100.0%

Chi-Square Test for Crosstab C

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.521 ^a	2	.172
Likelihood Ratio	3.757	2	.153
Linear-by-Linear Association	3.446	1	.063
N of Valid Cases	91		

a. 3 cells (50.0%) have expected count less than 5. The minimum expected count is 3.03.

To what extent did you or your consultant involve visitors? * To what extent did you pretest your logo to ensure that it fairly and accurately reflects the image and experience of your destination? Crosstabulation

		To what extent did you pretest your logo to ensure that it fairly and accurately reflects the image and experience of your destination?			Total
		not at all	3	somewhat great extent	
To what extent did you or your consultant involve visitors?	not at all	Count 23	11	2	36
		% within To what extent did you or your consultant involve visitors? 63.9%	30.6%	5.6%	100.0%
		% within To what extent did you pretest your logo to ensure that it fairly and accurately reflects the image and experience of your destination? 71.9%	31.4%	8.7%	40.0%
		% of Total 25.6%	12.2%	2.2%	40.0%
3		Count 7	17	6	30
		% within To what extent did you or your consultant involve visitors? 23.3%	56.7%	20.0%	100.0%
		% within To what extent did you pretest your logo to ensure that it fairly and accurately reflects the image and experience of your destination? 21.9%	48.6%	26.1%	33.3%
		% of Total 7.8%	18.9%	6.7%	33.3%
somewhat great extent		Count 2	7	15	24
		% within To what extent did you or your consultant involve visitors? 8.3%	29.2%	62.5%	100.0%
		% within To what extent did you pretest your logo to ensure that it fairly and accurately reflects the image and experience of your destination? 6.3%	20.0%	65.2%	26.7%
		% of Total 2.2%	7.8%	16.7%	26.7%
Total		Count 32	35	23	90
		% within To what extent did you or your consultant involve visitors? 35.6%	38.9%	25.6%	100.0%
		% within To what extent did you pretest your logo to ensure that it fairly and accurately reflects the image and experience of your destination? 100.0%	100.0%	100.0%	100.0%
		% of Total 35.6%	38.9%	25.6%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	36.870 ^a	4	.000
Likelihood Ratio	36.509	4	.000
Linear-by-Linear Association	28.102	1	.000
N of Valid Cases	90		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 6.13.

o what extent did you or your consultant involve local tourism operators? * To what extent did you pretest your logo to ensure that it fairly and accurately reflects the image and experience of your destination? Crosstabulation

			To what extent did you pretest your logo to ensure that it fairly and accurately reflects the image and experience of your destination?			Total
			not at all	3	somewhat great extent	
To what extent did you or your consultant involve local tourism operators?	not at all	Count	19	10	2	31
		% within To what extent did you or your consultant involve local tourism operators?	61.3%	32.3%	6.5%	100.0%
		% within To what extent did you pretest your logo to ensure that it fairly and accurately reflects the image and experience of your destination?	59.4%	28.6%	8.7%	34.4%
		% of Total	21.1%	11.1%	2.2%	34.4%
3		Count	6	19	8	33
		% within To what extent did you or your consultant involve local tourism operators?	18.2%	57.6%	24.2%	100.0%
		% within To what extent did you pretest your logo to ensure that it fairly and accurately reflects the image and experience of your destination?	18.8%	54.3%	34.8%	36.7%
		% of Total	6.7%	21.1%	8.9%	36.7%
somewhat great extent		Count	7	6	13	26
		% within To what extent did you or your consultant involve local tourism operators?	26.9%	23.1%	50.0%	100.0%
		% within To what extent did you pretest your logo to ensure that it fairly and accurately reflects the image and experience of your destination?	21.9%	17.1%	56.5%	28.9%
		% of Total	7.8%	6.7%	14.4%	28.9%
Total		Count	32	35	23	90
		% within To what extent did you or your consultant involve local tourism operators?	35.6%	38.9%	25.6%	100.0%
		% within To what extent did you pretest your logo to ensure that it fairly and accurately reflects the image and experience of your destination?	100.0%	100.0%	100.0%	100.0%
		% of Total	35.6%	38.9%	25.6%	100.0%

Chi-Square Test for Crosstab E

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	24.635 ^a	4	.000
Likelihood Ratio	24.760	4	.000
Linear-by-Linear Association	14.787	1	.000
N of Valid Cases	90		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 6.64.

Crosstab F

Crosstab

			To what extent do you measure if visitors perceive your brand/logo the way you want it to be perceived?			Total
			not at all	3	somewhat great extent	
To what extent do you feel you have been successful in creating your desired image?	not at all	Count	1		1	2
		% within To what extent do you feel you have been successful in creating your desired image?	50.0%		50.0%	100.0%
		% within To what extent do you measure if visitors perceive your brand/logo the way you want it to be perceived?	3.3%		4.0%	2.2%
		% of Total	1.1%		1.1%	2.2%
3		Count	23	20	3	46
		% within To what extent do you feel you have been successful in creating your desired image?	50.0%	43.5%	6.5%	100.0%
		% within To what extent do you measure if visitors perceive your brand/logo the way you want it to be perceived?	76.7%	57.1%	12.0%	51.1%
		% of Total	25.6%	22.2%	3.3%	51.1%
somewhat great extent		Count	6	15	21	42
		% within To what extent do you feel you have been successful in creating your desired image?	14.3%	35.7%	50.0%	100.0%
		% within To what extent do you measure if visitors perceive your brand/logo the way you want it to be perceived?	20.0%	42.9%	84.0%	46.7%
		% of Total	6.7%	16.7%	23.3%	46.7%
Total		Count	30	35	25	90
		% within To what extent do you feel you have been successful in creating your desired image?	33.3%	38.9%	27.8%	100.0%
		% within To what extent do you measure if visitors perceive your brand/logo the way you want it to be perceived?	100.0%	100.0%	100.0%	100.0%
		% of Total	33.3%	38.9%	27.8%	100.0%

Chi-Square Test for Crosstab F

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	25.012 ^a	4	.000
Likelihood Ratio	28.370	4	.000
Linear-by-Linear Association	13.256	1	.000
N of Valid Cases	90		

a. 3 cells (33.3%) have expected count less than 5. The minimum expected count is .56.

Crosstab

			To what extent do you measure if visitors perceive your destination's image the way you want it be perceived?			Total
			not at all	3	somewhat great extent	
To what extent do you feel you have been successful in creating your desired image?	not at all	Count	1		1	2
		% within To what extent do you feel you have been successful in creating your desired image?	50.0%		50.0%	100.0%
		% within To what extent do you measure if visitors perceive your destination's image the way you want it be perceived?	4.5%		3.1%	2.2%
		% of Total	1.1%		1.1%	2.2%
3		Count	18	23	7	48
		% within To what extent do you feel you have been successful in creating your desired image?	37.5%	47.9%	14.6%	100.0%
		% within To what extent do you measure if visitors perceive your destination's image the way you want it be perceived?	81.8%	59.0%	21.9%	51.6%
		% of Total	19.4%	24.7%	7.5%	51.6%
somewhat great extent		Count	3	16	24	43
		% within To what extent do you feel you have been successful in creating your desired image?	7.0%	37.2%	55.8%	100.0%
		% within To what extent do you measure if visitors perceive your destination's image the way you want it be perceived?	13.6%	41.0%	75.0%	46.2%
		% of Total	3.2%	17.2%	25.8%	46.2%
Total		Count	22	39	32	93
		% within To what extent do you feel you have been successful in creating your desired image?	23.7%	41.9%	34.4%	100.0%
		% within To what extent do you measure if visitors perceive your destination's image the way you want it be perceived?	100.0%	100.0%	100.0%	100.0%
		% of Total	23.7%	41.9%	34.4%	100.0%

Chi-Square Test for Crosstab G

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	22.360 ^a	4	.000
Likelihood Ratio	25.012	4	.000
Linear-by-Linear Association	14.048	1	.000
N of Valid Cases	93		

a. 3 cells (33.3%) have expected count less than 5. The minimum expected count is .47.

Crosstab

			To what extent do you measure if visitors perceive your brand/logo the way you want it to be perceived?			Total
			not at all	3	somewhat great extent	
To what extent is your organization applying the concept of Destination Branding?	3	Count	15	6	2	23
		% within To what extent is your organization applying the concept of Destination Branding?	65.2%	26.1%	8.7%	100.0%
		% within To what extent do you measure if visitors perceive your brand/logo the way you want it to be perceived?	48.4%	17.1%	7.7%	25.0%
		% of Total	16.3%	6.5%	2.2%	25.0%
	somewhat great extent	Count	16	29	24	69
		% within To what extent is your organization applying the concept of Destination Branding?	23.2%	42.0%	34.8%	100.0%
		% within To what extent do you measure if visitors perceive your brand/logo the way you want it to be perceived?	51.6%	82.9%	92.3%	75.0%
		% of Total	17.4%	31.5%	26.1%	75.0%
Total		Count	31	35	26	92
		% within To what extent is your organization applying the concept of Destination Branding?	33.7%	38.0%	28.3%	100.0%
		% within To what extent do you measure if visitors perceive your brand/logo the way you want it to be perceived?	100.0%	100.0%	100.0%	100.0%
		% of Total	33.7%	38.0%	28.3%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	14.349 ^a	2	.001
Likelihood Ratio	14.355	2	.001
Linear-by-Linear Association	14.012	1	.000
N of Valid Cases	92		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 6.50.

Crosstab

		To what extent do you measure if visitors perceive your destination's image the way you want it be perceived?			Total
		not at all	3	somewhat great extent	
To what extent is your organization applying the concept of Destination Branding?	not at all	Count 1			1
		% within To what extent is your organization applying the concept of Destination Branding? 100.0%			100.0%
		% within To what extent do you measure if visitors perceive your destination's image the way you want it be perceived? 4.3%			1.1%
		% of Total 1.1%			1.1%
3		Count 10	10	3	23
		% within To what extent is your organization applying the concept of Destination Branding? 43.5%	43.5%	13.0%	100.0%
		% within To what extent do you measure if visitors perceive your destination's image the way you want it be perceived? 43.5%	25.6%	9.4%	24.5%
		% of Total 10.6%	10.6%	3.2%	24.5%
	somewhat great extent	Count 12	29	29	70
		% within To what extent is your organization applying the concept of Destination Branding? 17.1%	41.4%	41.4%	100.0%
		% within To what extent do you measure if visitors perceive your destination's image the way you want it be perceived? 52.2%	74.4%	90.6%	74.5%
		% of Total 12.8%	30.9%	30.9%	74.5%
Total		Count 23	39	32	94
		% within To what extent is your organization applying the concept of Destination Branding? 24.5%	41.5%	34.0%	100.0%
		% within To what extent do you measure if visitors perceive your destination's image the way you want it be perceived? 100.0%	100.0%	100.0%	100.0%
		% of Total 24.5%	41.5%	34.0%	100.0%

Chi-Square Test for Crosstab I

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.142 ^a	4	.016
Likelihood Ratio	12.259	4	.016
Linear-by-Linear Association	11.250	1	.001
N of Valid Cases	94		

a. 3 cells (33.3%) have expected count less than 5. The minimum expected count is .24.

Crosstab J

Crosstab

			Do you have a video that reinforces your destination's logo/brand?		Total
			yes	no	
marketing budget	\$500,000 or less	Count	19	15	34
		% within marketing budget	55.9%	44.1%	100.0%
		% within Do you have a video that reinforces your destination's logo/brand?	31.1%	50.0%	37.4%
		% of Total	20.9%	16.5%	37.4%
	\$500,001 - \$1million	Count	8	8	16
		% within marketing budget	50.0%	50.0%	100.0%
		% within Do you have a video that reinforces your destination's logo/brand?	13.1%	26.7%	17.6%
		% of Total	8.8%	8.8%	17.6%
	\$1,000,001 - \$2million	Count	16	4	20
		% within marketing budget	80.0%	20.0%	100.0%
		% within Do you have a video that reinforces your destination's logo/brand?	26.2%	13.3%	22.0%
		% of Total	17.6%	4.4%	22.0%
	\$2,000,001 or more	Count	18	3	21
		% within marketing budget	85.7%	14.3%	100.0%
		% within Do you have a video that reinforces your destination's logo/brand?	29.5%	10.0%	23.1%
		% of Total	19.8%	3.3%	23.1%
Total		Count	61	30	91
		% within marketing budget	67.0%	33.0%	100.0%
		% within Do you have a video that reinforces your destination's logo/brand?	100.0%	100.0%	100.0%
		% of Total	67.0%	33.0%	100.0%

Chi-Square Test for Crosstab J

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.852 ^a	3	.031
Likelihood Ratio	9.294	3	.026
Linear-by-Linear Association	7.005	1	.008
N of Valid Cases	91		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 5.27.

Crosstab K

Crosstab

			To what extent did you or your consultant involve local tourism operators?			Total
			not at all	3	to a great extent	
marketing budget	\$500,000 or less	Count	20	2	9	31
		% within marketing budget	64.5%	6.5%	29.0%	100.0%
		% within To what extent did you or your consultant involve local tourism operators?	41.7%	14.3%	34.6%	35.2%
		% of Total	22.7%	2.3%	10.2%	35.2%
	\$500,001 - \$1million	Count	8	5	3	16
		% within marketing budget	50.0%	31.3%	18.8%	100.0%
		% within To what extent did you or your consultant involve local tourism operators?	16.7%	35.7%	11.5%	18.2%
		% of Total	9.1%	5.7%	3.4%	18.2%
	\$1,000,001 - \$2million	Count	12	4	4	20
		% within marketing budget	60.0%	20.0%	20.0%	100.0%
		% within To what extent did you or your consultant involve local tourism operators?	25.0%	28.6%	15.4%	22.7%
		% of Total	13.6%	4.5%	4.5%	22.7%
\$2,000,001 or more	Count	8	3	10	21	
	% within marketing budget	38.1%	14.3%	47.6%	100.0%	
	% within To what extent did you or your consultant involve local tourism operators?	16.7%	21.4%	38.5%	23.9%	
	% of Total	9.1%	3.4%	11.4%	23.9%	
Total	Count	48	14	26	88	
	% within marketing budget	54.5%	15.9%	29.5%	100.0%	
	% within To what extent did you or your consultant involve local tourism operators?	100.0%	100.0%	100.0%	100.0%	
	% of Total	54.5%	15.9%	29.5%	100.0%	

Chi-Square Test for Crosstab K

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.704 ^a	6	.138
Likelihood Ratio	9.574	6	.144
Linear-by-Linear Association	2.227	1	.136
N of Valid Cases	88		

a. 5 cells (41.7%) have expected count less than 5. The minimum expected count is 2.55.

Crosstab L

Crosstab

			To what extent did you or your consultant involve visitors?			Total
			not at all	3	to a great extent	
marketing budget	\$500,000 or less	Count	24	2	5	31
		% within marketing budget	77.4%	6.5%	16.1%	100.0%
		% within To what extent did you or your consultant involve visitors?	45.3%	18.2%	20.8%	35.2%
		% of Total	27.3%	2.3%	5.7%	35.2%
	\$500,001 - \$1million	Count	10	3	3	16
		% within marketing budget	62.5%	18.8%	18.8%	100.0%
		% within To what extent did you or your consultant involve visitors?	18.9%	27.3%	12.5%	18.2%
		% of Total	11.4%	3.4%	3.4%	18.2%
	\$1,000,001 - \$2million	Count	11	3	6	20
		% within marketing budget	55.0%	15.0%	30.0%	100.0%
		% within To what extent did you or your consultant involve visitors?	20.8%	27.3%	25.0%	22.7%
		% of Total	12.5%	3.4%	6.8%	22.7%
\$2,000,001 or more	Count	8	3	10	21	
	% within marketing budget	38.1%	14.3%	47.6%	100.0%	
	% within To what extent did you or your consultant involve visitors?	15.1%	27.3%	41.7%	23.9%	
	% of Total	9.1%	3.4%	11.4%	23.9%	
Total	Count	53	11	24	88	
	% within marketing budget	60.2%	12.5%	27.3%	100.0%	
	% within To what extent did you or your consultant involve visitors?	100.0%	100.0%	100.0%	100.0%	
	% of Total	60.2%	12.5%	27.3%	100.0%	

Chi-Square Test for Crosstab L

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.974 ^a	6	.126
Likelihood Ratio	9.940	6	.127
Linear-by-Linear Association	8.277	1	.004
N of Valid Cases	88		

a. 5 cells (41.7%) have expected count less than 5. The minimum expected count is 2.00.

Crosstab

			To what extent do you measure if visitors perceive your destination's image the way you want it be perceived?			Total
			not at all	3	to a great extent	
marketing budget	\$500,000 or less	Count	19	7	7	33
		% within marketing budget	57.6%	21.2%	21.2%	100.0%
		% within To what extent do you measure if visitors perceive your destination's image the way you want it be perceived?	51.4%	28.0%	25.0%	36.7%
		% of Total	21.1%	7.8%	7.8%	36.7%
	\$500,001 - \$1million	Count	6	6	3	15
		% within marketing budget	40.0%	40.0%	20.0%	100.0%
		% within To what extent do you measure if visitors perceive your destination's image the way you want it be perceived?	16.2%	24.0%	10.7%	16.7%
		% of Total	6.7%	6.7%	3.3%	16.7%
	\$1,000,001 - \$2million	Count	8	8	4	20
		% within marketing budget	40.0%	40.0%	20.0%	100.0%
		% within To what extent do you measure if visitors perceive your destination's image the way you want it be perceived?	21.6%	32.0%	14.3%	22.2%
		% of Total	8.9%	8.9%	4.4%	22.2%
	\$2,000,001 or more	Count	4	4	14	22
		% within marketing budget	18.2%	18.2%	63.6%	100.0%
		% within To what extent do you measure if visitors perceive your destination's image the way you want it be perceived?	10.8%	16.0%	50.0%	24.4%
		% of Total	4.4%	4.4%	15.6%	24.4%
Total		Count	37	25	28	90
		% within marketing budget	41.1%	27.8%	31.1%	100.0%
		% within To what extent do you measure if visitors perceive your destination's image the way you want it be perceived?	100.0%	100.0%	100.0%	100.0%
		% of Total	41.1%	27.8%	31.1%	100.0%

Chi-Square Test for Crosstab M

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	18.033 ^a	6	.006
Likelihood Ratio	17.039	6	.009
Linear-by-Linear Association	10.305	1	.001
N of Valid Cases	90		

a. 2 cells (16.7%) have expected count less than 5. The minimum expected count is 4.17.

Crosstab

			To what extent do you measure if visitors perceive your brand/logo the way you want it to be perceived?			Total
			not at all	3	to a great extent	
marketing budget	\$500,000 or less	Count	24	6	3	33
		% within marketing budget	72.7%	18.2%	9.1%	100.0%
		% within To what extent do you measure if visitors perceive your brand/logo the way you want it to be perceived?	54.5%	28.6%	12.5%	37.1%
		% of Total	27.0%	6.7%	3.4%	37.1%
	\$500,001 - \$1million	Count	9	3	3	15
		% within marketing budget	60.0%	20.0%	20.0%	100.0%
		% within To what extent do you measure if visitors perceive your brand/logo the way you want it to be perceived?	20.5%	14.3%	12.5%	16.9%
		% of Total	10.1%	3.4%	3.4%	16.9%
	\$1,000,001 - \$2million	Count	8	6	6	20
		% within marketing budget	40.0%	30.0%	30.0%	100.0%
		% within To what extent do you measure if visitors perceive your brand/logo the way you want it to be perceived?	18.2%	28.6%	25.0%	22.5%
		% of Total	9.0%	6.7%	6.7%	22.5%
\$2,000,001 or more	Count	3	6	12	21	
	% within marketing budget	14.3%	28.6%	57.1%	100.0%	
	% within To what extent do you measure if visitors perceive your brand/logo the way you want it to be perceived?	6.8%	28.6%	50.0%	23.6%	
	% of Total	3.4%	6.7%	13.5%	23.6%	
Total	Count	44	21	24	89	
	% within marketing budget	49.4%	23.6%	27.0%	100.0%	
	% within To what extent do you measure if visitors perceive your brand/logo the way you want it to be perceived?	100.0%	100.0%	100.0%	100.0%	
	% of Total	49.4%	23.6%	27.0%	100.0%	

Chi-Square Test for Crosstab N

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	21.968 ^a	6	.001
Likelihood Ratio	23.218	6	.001
Linear-by-Linear Association	20.573	1	.000
N of Valid Cases	89		

a. 4 cells (33.3%) have expected count less than 5. The minimum expected count is 3.54.

Crosstab

			To what extent do you feel you have been successful in creating your desired image?			Total
			not at all	3	to a great extent	
marketing budget	\$500,000 or less	Count	5	17	10	32
		% within marketing budget	15.6%	53.1%	31.3%	100.0%
		% within To what extent do you feel you have been successful in creating your desired image?	29.4%	53.1%	25.0%	36.0%
		% of Total	5.6%	19.1%	11.2%	36.0%
	\$500,001 - \$1million	Count	3	5	7	15
		% within marketing budget	20.0%	33.3%	46.7%	100.0%
		% within To what extent do you feel you have been successful in creating your desired image?	17.6%	15.6%	17.5%	16.9%
		% of Total	3.4%	5.6%	7.9%	16.9%
	\$1,000,001 - \$2million	Count	3	8	9	20
		% within marketing budget	15.0%	40.0%	45.0%	100.0%
		% within To what extent do you feel you have been successful in creating your desired image?	17.6%	25.0%	22.5%	22.5%
		% of Total	3.4%	9.0%	10.1%	22.5%
\$2,000,001 or more	Count	6	2	14	22	
	% within marketing budget	27.3%	9.1%	63.6%	100.0%	
	% within To what extent do you feel you have been successful in creating your desired image?	35.3%	6.3%	35.0%	24.7%	
	% of Total	6.7%	2.2%	15.7%	24.7%	
Total	Count	17	32	40	89	
	% within marketing budget	19.1%	36.0%	44.9%	100.0%	
	% within To what extent do you feel you have been successful in creating your desired image?	100.0%	100.0%	100.0%	100.0%	
	% of Total	19.1%	36.0%	44.9%	100.0%	

Chi-Square Test for Crosstab O

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.369 ^a	6	.078
Likelihood Ratio	12.831	6	.046
Linear-by-Linear Association	1.022	1	.312
N of Valid Cases	89		

a. 3 cells (25.0%) have expected count less than 5. The minimum expected count is 2.87.