

Management of Tourist Destinations – The Case of Guimarães

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ABSTRACT: *Destination Management issue has evolved towards the multiple concepts adoption that allow a more efficient coordination of its diverse manifestations in terms of the business potential that can be generate for the territories.*

Marketing Management, in its sense of market understanding, has been allowed to adjust the offers design in function of the demand most characteristic traits, so tourist's expectations and lived experiences will contribute to transform them in real clients that will return to visit the Destination.[4][5]

Given markets globalization, Destinations, on our days, competes strongly for market shares since the differentiation determinants are becoming smaller. Accordingly, Destination Management has sought through Brand policies to revive and revitalize many Destinations which are in decline. This research work aims to evaluate, under case analysis methodology, the particular case of Guimarães city, an average European city with sufficient resources and capacities to attract national and international tourists. Thus, we sought to identify and clarify: (1) attributes, beliefs and associated perceptions that issuing markets recognize and promote with their targets; (2) the process of deciding to choose to visit this destination under test; (3) the degree of perceived quality; (4) the intention to revisit as a measure of loyalty; (5) and the core and peripheral attributes of its Brand image. The obtained

results, by the quantitative study conducted, suggest that understanding values, which describe positively city brand image, impact on intention to revisit of under test sample, as well as the understanding factors of Perceive Quality of Destination offer exert a positive impact in its functional evaluation and technical quality, as well as its Promotion Quality and Communication.

Keywords: Tourism Management; Brand Management; Brand Equity; Tourism Destinations; Covid-19

I. Introduction

The Tourism sector has been assumed in recent decades as one of the main sources of profitability in developing countries, a strategic sector for the economy of these countries as a major factor for the export, job and business creation sectors, as well as infrastructure development opportunities. This assumption is now more than ever corroborated by the impact that the COVID 19 epidemic has on the sector... Recent studies show that in the U.S. travel expenses totaled only \$679 billion in 2020, i.e., an unprecedented annual decline of 42% (nearly \$500 billion) compared to 2019. International travel (down 76% (compared to 34% for domestic travel), and business trips (down 70%) suffered the sharpest declines (U.S.

Travel and Tourism Overview, 2019; Kotler, Bowen, & Makens 2006).[17][37]

From an international trade perspective, Tourism has always been, at any juncture, one of the most important commercial categories. Over the past six decades, the tourism sector has continued to expand, which has made this industry one of the world's fastest growing industries. Although uncontrollable external factors have hit the sector over the years, Tourism has continued to grow uninterrupted over the years. EUROSTAT on the tourist balance of the Countries of the European Union in 2015 highlights the balance of the Portuguese tourist balance, which increased by 9.5%, implying that Portugal was in the 5th position of the countries with the highest balance European union's tourist balance.

However, the COVID-19 pandemic has demonstrated that no institution or individual alone can face in isolation the economic, environmental, social, and technological challenges of our complex and interdependent world. The pandemic itself may not transform the world, but it has accelerated systemic changes that were apparent before its creation. (Davos Agenda, 2021; World Economic Forum, 2015).[42]

If the World Tourism Organization data recorded 1.184 million international tourist arrivals in 2016 in 2016, which corresponds to a growth of 4.4%. On the other hand, the same source (ET, 2016) [14] notes that the estimates presented by the OMT for international tourism revenues (constant price values, local currencies) indicate an increase of 3.6% in 2015, -0.6 p.p. 2014 and having been the least significant growth since 2010. This whole scenario is transformed as in 2020, the World Tourism Organization warned of falls of 60% to 80%. Less 67 million international tourists by March have already brought €75 billion of "lost exports". United Nations agency warns that the crisis is a threat to sustainable tourism programs.

Regarding Portugal, Portugal rose in the ranking

of 2015, of positions in terms of international tourism revenues (27th to 26th place) as in terms of tourist arrivals (from 36th to 33rd in 2015), although it has fallen from position to international tourism expenditure (45th to 46th). The latest omt global tourism barometer (2020), based on data reported by different destinations, points out that "arrivals in March have seen an abrupt drop of 57% in many countries since the start of confinement, along with restrictions on travel, airport closures and borders." The United Nations tourism body warns that "this fall puts at risk the livelihood of millions of people and threatens to undo the path trodden in the sustainable development goals" (OMT, 2020).[27]

At the consumer level, the significant changes in the last decade in the tourism sector and in particular of Tourism Marketing have been reflected in more sophisticated and demanding consumers who are increasingly gifted tools to exercise better choices and be more involved in the purchasing decision process, through greater interaction with the offer, namely on the Internet (Cooper, C., Volo, S., Gartner, W.C. & Scott N., 2018; Fyall, A., & Garrod, B. 2004).[8][12] In the current scenario, YouGov seeks information on the latest trends for 2021 regarding tourist behavior, in particular the intention of travel: how travel sentiment can evolve in different markets and customer segments. In particular, how does the pandemic affect intentions to travel in 2021 compared to 2020? How can consumers consider making national and international trips? How can travel restrictions and health policies (screening tests, vaccines...) affect travelers' choices? The results obtained are encouraging... the signs are positive regarding customer resilience and renewed intention to travel. In fact, the number of consumers who do not intend to travel is reduced, a trend that is particularly noted among younger travelers – gen z generation and millennials. (thinkdigital.travel, 2021).[35] Imperative is the

construction of a construct that allows countries, through the identification of new variables, to identify, in a concerted and strategic way, which are the most efficient policies of tourist attraction in order to implement compatible Destination Brands with the profiles and motivations of potential customers. Accordingly, only then will it be possible to generate levels of profitability capable of resuming a new sustained management of Destiny. In this regard, YouGov (2021) shares some information about the latest trends for 2021. With a new year to manage, it is imperative to see how sentiment towards travel has evolved in different markets and customer segments.

What has changed with the pandemic in terms of travel intentions compared to previous years? How can consumer sentiment impact the design of the domestic and international travel offer? Important, is it also to evaluate how travel restrictions and different vaccination plans can affect the choices of tourists when they can travel? Baker, B. (2019) and Morgan, Pritchard, & Pride (2004) suggested that the adoption of relationship and proximity management are determining factors for attracting potential tourists given the affective ties they can generate.[20] It will be this emotional bond, based on knowledge of experience felt and lived that will determine the decision to visit, and above all to (re)visit. This is a presupposition which in the post-covid period will have been definitively strengthened.[3]

According to these authors, the ability to win customers in the face of specific characteristics of specific tourist destinations presupposes that their management is not reduced to the variable 'Price Mix', but in the ability to make the associated motivations compatible the decision to choose against the attributes of the offer, that is, on what underlies the nuclear identity of a Destiny Brand.[3][30]

Recent studies seek to clarify how much Destination Brands change in a post-covid period.

Thus, and according to TPBO (2021) the priorities of a Destination Brand will be:[36]

- More focused on the national public and the locals.
- It will be less expressive about tourist factors and more about experiences (safe).

The Covid-19 also makes possible an opportunity with high potential for rural hubs and "new" destinations, as they will be perceived as safer to visit and offer new experiences at a time when access to international destinations is limited.

On the other hand, Marca País will focus on tourism expressed by public diplomacy, communicating that the country is "safe" to be visited. From the point of view of image construction, "governance" can be the central theme.

Thus, it is expected that in number the research projects on Branding Destination focused on the commitment of the citizen and the development activities of public places(placemaking). Similarly, more talent attraction campaigns are expected to take place – both nationally and internationally.[2] Country promotion agencies will have the responsibility to highlight how their country contributes to the common global good by incorporating messages of sustainability and resilience into public discourse.

This research work, in its specificity remains current since it focused on the scope of Brand Management and, in particular, on the management of Destination Brands, which the Anglo-Saxon Marketing literature calls "Brand Place", "Destination Branding", "Place Marketing", among others.

The underlying assumption is that Tourist Destinations should be managed as Brands whose information capital transformed into strategic knowledge allows their tourist offerings to target specific well-identified targets, so enhancers of greater robustness and economic functionality since the relative fragility or strength of destinies sometimes transcends fiscal or economic

mediation.

In this regard, Kotler (2009; 2016) [38] stressed how the list of "sick" territories were growing, i.e., uncoordinated destinations in their selling propositions in the face of markets with potential for attraction. The mismatch between the expectations of tourists and the attributes and objective benefits of the offer in the experience lived in the places visited, will be the basis of the tourist failure of many Destinations, regarding loyalty behaviors translated into revisits! From this perspective, it is critical that tourist destinations are also interpreted as a window of opportunity for diverse businesses requiring to be conceptually interpreted and managed as Brands. Only in this way will they be able to capitalize on organized knowledge of their tangible and intangible characteristics (enhanced by the leaders of culture, art, economics and politics) in view of the cultural profiles and resources of clients. Thus, it is more often observed that tourist destinations have been integrating international rankings based on the evaluation of factors considered as decisive for their choice: potential for business development, the quality of the experience obtained in a vacation period, the place of choice to enjoy your retirement, the holding of Conferences National and International or simply witness the gastronomic quality of destiny and its heritage and cultural resources.[32] Only by the adoption of a vision of coordinated management of the Tourist Destination, is it possible for territories to assume themselves as brands benefiting from the capital associated with them by the quality of their management adopting integrated Marketing Management strategies in this work interpreted under the concept of Market Orientation (Youn K. Na, Y. K., Kang, S., Jeong, H.Y., 2020 Kohli & Jaworski, 1990; Narver & Slater, 1990) of its Destiny Brands.[21][43]

In summary, the central objective of this study was to obtain and treat information that allows

clarifying the structure of beliefs, attributes and benefits that the tourist market applies as criteria of choice, using for this purpose the city test Guimarães. Specifically, the concepts of the review of the specific literature that this research work proposes to test and replicate, require the collection of information by the survey method using as support questionnaires to clarify objectively the four external sources of the value of the Guimarães Brand: (1) the description of the Profile of Tourists who visit or can visit the city through the use of segmentation variables considered (2) the nuclear and peripheral attributes recognized in the Brand Image of Destiny (3) the perceived degree of quality of the offer (4) the intention to (re)visit.

In methodological terms, it was necessary to adopt two types of studies: one of exploratory nature (qualitative study) whose information allowed to realize the assumptions assumed in the study of quantitative nature.

II. Literature Review

Concept of Tourist Destination

The Branding strategy is today decisive in the Marketing Management of Organizations in view of the high trade off that provides between the required return on investment and ease of capitalization. Similarly, managers of Tourist Destinations have been confronted by the challenges arising from the greater similarity of offers, both in terms of the benefits of offering services/products and by the degree of substitutability and intense competition and substitute scans in countries with developed economies. Despite the various interpretations of the concept of Brand Equity, it is consensual the elements of its measure around what it represents as the "added value" resulting from medium and medium-sized investments whose return is proportional to the value experienced and valued by the brand's customers (Fayez Ahmad, F.,

Guzmán, F., 2020; Serra, 2008; Keller, 2012).[11][12] In particular, the Tourism sector has, in recent decades, used a strategic approach in the conceptual replication of the strength and capital of brands in the ability to differentiate and position Tourist Destinations -Aguilar, Guillén & Roman (2016).[1] They also stress that territories, such as products or personalities, should also be the target of Branding policies. In this context, the name of the destination/location is assumed as a Brand name identifying your offer. As a basket of attributes, the Brand must ensure that its target market can have information about the attributes and benefits of destiny so that it recognizes its capacity while potential of the desired tourist experience.[9][10]

Kotler (2009) goes further when he suggests what concept of "Destination Brand Capital" correlates with that of "Country Equity" "as a resulting value of the beliefs that individuals recognize in a Country Brand. Thus, the latter constitute in the management of Service the tangible dimension of the Marks, allowing the decision of choice to result from the evaluation of the attributes of the brand image of the Destinations (Sangiorgi & Junginger, 2015).[25]

In this compliance, there is a growing requirement to identify compatibilities between the attributes of the Destinations, in view of the structure of the available offer, and the profiles of customers and consumers who seek them. Only by the adoption of strategies of proximity and coherence between supply and demand, it is possible to create barriers to entry by differentiating from competing offers (Serra, E. et al, 2020; Morgan and Pritchard 2002).[26][19] However, although the production of specific knowledge about Brand Place is not consensual regarding the use of the concept of Branding applied to Tourist Destinations, the central issue of the controversy lies so only in the management particularities around product/service brands or brands that identify and portray places. However, the specificity between service

management – Service vs Product Management – Production, has been clarifying the scope of its application. The specific characteristics of Service Management - intangibility, heterogeneity, perishability and concurrency play a crucial role in defining Marketing Mix policies when it is tourist destinations (Frost, 2011).[40] In this regard, Chernatony, L., McDonald, M., Wallace, E., (2010) and Wallace, E., Buil, i., Chernatony, L., (2017) stress that the Brands, in particular their Image, act as clusters of values functional, emotional and sensory that bridge the gap between the promises of supply and the positive experiences recognized by tourists whose interaction in production and consumption enriches and close proximity relationships.[7][39] Thus, it is understood that the Brand Management of a Destination constitutes a long and complex process difficult to change when this possibility is considered. Fundamental to its creation and sustainability, is the identification of the core values of supply and its replication in the construction of a personality of Destination emotionally compatible with a communication strategy able in its message to disseminate unique attributes perceived with value by the target market (Gao, Kerstetter, Mowen, & Hickerson, (2017).[28] The image of a Destination is defined by Insh & McBride (1998) and Kotler (2009) as the sum of the beliefs and perceptions consumers have about a territory in particular. The representations that make up the images therefore represent the simplification of a broad set of attributes and beliefs that describe the destinies or territories.[17][13] The identity and personality of the Brand is decisive in establishing the meaning of Destination and should contribute to relationships of proximity and loyalty between the brand and its customers (Wijaya, B, S., 2013; Morgan, Pritchard & Piggott, 2002).[41][19] The specific literature highlights that one of the obstacles to the creation of Destination Brands, lies in the insufficiency of marketing resource (i.e., market knowledge) held by the managers of

the Destinations. In fact, tourism organizations have scarce budgets that are reducers for the creation of investments and return that manifest themselves only in the medium and long term. Thus, its operability has focused on increasing levels of notoriety or creating differentiated policies promoted only by communication elements such as logos, slogans, that is, by the visual elements of the communication of the target mark.

Campelo, Aitken, Thyne & Goth (2014) and underline the existence of several challenges inherent in brand management applied to tourist destinations among which identifies the absence of a common objective, the complexity in establishing implementation and estimation targets, as well as the lack of authority over control factors and know-how at the level of Marketing Management.[6]

For Seraphin, H., Zaman, M., Olver, S., Bourliataux-Lajoie, S. (2018) and Kotler et al. (2003), tourist destinations constitute territorial spaces, well delimited that are promoted by tour operators or travel agencies that identify them in their offers by their country or place within the country.[34][16] If the size does not assume itself as a decisive factor, its attractiveness to attract tourists and meet their consumption expectations is imperative. In this sense, De Nisco, Mainolfi, Marino, & Napolitano. (2015), explain that a Tourist Destination should be 1) attractive in order to ensure the motivation of the tourist's visit; 2) have access and infrastructure to facilitate their proximity; 3) to provide accommodation structures, gastronomic and entertainment and recreation of cultural nature, patrimonial depending on the experience that distinguishes it from the others.[31]

The conceptual readaptation of strategic marketing management applied to the search for greater efficiency and effectiveness of Tourist Destinations is motivated by the realization that the economic and social benefits arising from these

activities also increase the quality of life of residents (Pike & Page, 2013)[33] leverage investments in infrastructure maintenance, ensure environmental objectives and attract visitors who may constitute future residents (the Algarve is, in this framework, a paradigmatic example) boost economic development generating new business opportunities and investments provided coordinated with the strategic plan of regional and local development of destiny. Accordingly, the control of relevant information and the monitoring of the levels of satisfaction of tourists and local inhabitants are assumed as central characteristics that distinguish the degree of orientation to the market in The Marketing Management of Tourist Destinations.[4]

The review of the literature on Tourism Destination Marketing Management, identifies the importance and relationship between Marketing Management and the Tourism Economy is evident in the following assumptions:[5]

- (a) Destinations should not be assumed as undifferentiated services/products as their experiences differentiate them.
- b) Gains strategic relevance in this differentiation the policies of Branding destinations.
- c) The attributes, beliefs and benefits of the Image of Destinies constitute different motivations for visiting.
- d) The Positioning of destinations increasingly meets the competition's offers and demand particularities.

Organizations that manage information about destinations are increasingly active and responsible so that their decisions are efficient; the profiles of tourists have a growing impact on the design of the typology of the offer of Tourist Destinations; implementation and market studies are growing by assuming segmentation as a first level to create Clusters of tourists "products".

The offer of Tourist Destinations is increasingly the result of optimizing their variables in relation

to the characteristics of demand in order to increase their competitiveness.

Assuming in this work that the strategic function of the Brand coordinates the offer(s) of a Destination, Kavaratzis & Hatch (2013) identified eight factors to be resuming in its management:[15]

- (1) Identity and competitive potential in creating local value and international reputation.
- (2) Confidence in the promise of positive experience of the image attributes of the chosen location.
- (3) Economic, political and cultural growth that is reflected in the well-being of the community.
- 4) Ethical and social responsibility of Destiny.
- 5) Entrepreneurship and innovation when promoting the creation and use of its unique assets.
- 6) To sort and make the reality of Destiny understandable so that its message is communicated in a simple, appealing and memorable semantic structure for its targets.
- 7) Bringing communities closer to local and external institutions, encouraging the adoption of behaviors of greater involvement and participation.
- 8) Time frame as the assumption is based on management approaches with tangible and intangible long-term impacts that lower the associated investment costs.[30]

Consequently, assuming this work a theme of recent and multidisciplinary development and exploration, both in theoretical and empirical terms, it is our intention to study the factors that can determine the tourist demand in a national destination – Guimarães, for its high emotional value as a cradle city of the Nation, as well as within the framework of the Tourist Region of Northern Portugal.

This research work seeks to replicate in the city of Guimarães the study of Hankinson (2005) to the extent that the concepts and scales of measurement then used are fully adapted to the

objectives of this work.[29] Through it we try to estimate, depending on the profile of tourists, the degree of notoriety of the brand and its overall and perceived quality of the Destination; identify the nuclear and peripheral attributes recognized in the Image of the city and intention to revisit (ie. loyalty rate). The same is to say, clarify the four sources of external value of the Mark.

III. Research Hypotheses

Starting from the review of specific literature that allowed the design and implementation, in a first phase, the qualitative study of exploratory nature on the subject under investigation and, later, assuming the work of Hankinson (2005) identified as what better would allow us to test the relationship between the variables critical to the production of knowledge applied in this theme, a quantitative study formulated a table of Hypotheses to be tested based on their conceptual determinants.[29]

Thus, if the relevant literature already mentioned highlights that the beliefs, attributes and values of a Brand act as "chunks "of information, as knowledge and meaning in the memory of users of the brand, are used by them as decision factors, and as such express a degree of fidelity to the Brand estimated in behavioral terms through the repetition of purchase/revisit. Thus, this correlation between variables allows us to suggest that:

H1: The greater the compatibility between the attributes perceived and experienced in the image of the Destiny Brand and the motivations of visiting its Tourists, the greater the probability of revisiting the Destination.

Based on the conceptual assumption that perceived quality results from a customer's interpretation of the tangible and intangible components of the overall quality or degree of superiority of a product/service of a brand compared to those that

integrate relevant alternative offers, we deduce that:

H2: The greater the clarity of the "Perceived Global Quality" factors of Destiny's offering, the more decisive the impact on the decision-making process for choosing this destination as to its degree of:

H2 a) Functional Quality.

H2 b) Technical Quality.

H2c) Quality of Promotion and Communication.

IV. Methodology / Methods

Identified the central problem that underlies the realization of this Case Study, the collection of information should result in relevant and valuable knowledge.

Thus, we seek to invest in the capacity of its modeling and in the consequent "translation" of a generic question into research objectives assumed here by research hypotheses. Exploring, describing, verifying and modelling are categories of objectives available for the isolated or complementary choice that correspond to "families" of methods of collecting and processing information that may be unique or multiple, but should follow some sequence.

The Literature Review is not assumed here as a mere summary or summary of articles but is the nuclear component of this research work. It required an analysis and synthesis of several and current bibliographic sources with conceptual and empirical contents specifically related to the central theme of this work, having evolved from the general for the private. It sought, above all, to establish connections and integrate contributions of the authors identified with the leaders in the themes under reflection. In methodological terms, this study adopted, as a first phase, the realization

of an exploratory phase based on the use of a qualitative methodology whose information allowed to structure the assumptions to be evaluated in the quantitative study.

The use of a qualitative analysis framework is justified by the search for understanding of the reference framework, allowing a closer approximation to the reasons under analysis managing useful and enlightening information obtained by structural techniques, but flexible. In summary, it seeks the understanding of "how", it is concerned with understanding phenomena and refers to the world of symbols / meanings even if its interpretation occurs with a degree of high subjectivity. Thus, its objectives are to understand, explain, apprehend and interpret the relationship of meanings of the phenomena under test for individuals and society. It assumes the existence of a dynamic relationship between real world and subject. It is descriptive and uses the inductive method. The process is the main focus. Your Sample has only typological, intentional representation: i.e., it is individually elected subjects, being small. Specifically, in the exploratory study, methods of documental analysis and semi-structured interviews were used based on a previously established script, in this case the interviewer had freedom to develop each theme in the direction it considered appropriate and carried out the active frameworks of the structures of Local Tourism Organizations in order to provide greater familiarity with the problem, make it more explicit and assess the quality of the construction of hypotheses. Although in methodological terms this work is part of a Case Study, it was a fundamental condition that the constructs used to measure the relationship between variables had sufficient internal and external validity to generate a correct operationalization of the measurement of the concepts under test (Kumar, 2016).[18] Gathered this information, it was possible to progress to the elaboration, testing and creation of a questionnaire

capable of translating the assumptions of this investigation into clear and objective questions. who by method of personal interview collected the evaluation from 146 tourists in the historic center of the city of Guimarães between the period of May and August 2017 the aim of this quantitative phase was to test the adequacy of hypotheses in relation to the research problem underlying this work Quantitative methods are, by their very nature, non-flexible, based on extensive techniques that seek to obtain results that are representative and generalizable? Focused on the search for explanation of the "why", they are concerned about the causes that motivate the results through the test of previously defined hypotheses that must be confirmed or refuted. In this table, the data collected by the attached questionnaire were processed by the statistical software SPSS V.25 in terms of descriptive statistics analysis, PCA and ANOVA.

V. Results and Discussion

Descriptive Analysis of the Sample:

The test sample allowed us to collect a set of information regarding the concepts identified as strategic for the solution of the research problem underlying his work. Thus, the demographic criteria of segmentation used were gender, age structure, marital status, educational qualifications and issuing country.

In the city of Guimarães, 146 tourists were surveyed. As can be seen in Table 1 - Sample by Gender, 54% of respondents (n=79) belong to males, and 43%(n=63) to females.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Masculino	79	54,1	55,6	55,6
	Feminino	63	43,2	44,4	100,0
	Total	142	97,3	100,0	
Missing	System	4	2,7		
Total		146	100,0		

Table 1 - Sample by Gender, Source: Own Elaboration

From the observation of the sample, 30% of the respondents (n=43) were between 25 and 34 years old; (23%) (n=33) holds between 35 and 44 years, 21% (n=30) are between 45 and 54 years. The youngest group, from 15 to 24 years, constitutes 10% of the sample (n=14). It should be noted that the group whose age is between 55 and 64 years registered 8% (n=11) of the answers and those over 65 years of age constitute only 9% of the answers (n=13). In summary, the mean age of this sample is around 39 years. Regarding marital status, 60% of respondents (n=88) are married, 26% (n=38) are single, 5% (n=7) are divorced and 3% (n=5) are widowed. In terms of educational qualifications, 36% of respondents (n=52) are licensed, 34% (n=49) hold secondary education and 20% (n=29) are Post-Graduates, Masters or Doctorates. Only 10% (n=14) have basic education as a level of education.

In turn, regarding the issuing country, the results obtained suggest that the issuing country with the greatest weight in the contribution of tourists to the city of Guimarães is Portugal (with 36% of the sample; n=52), seconded by Spain with 25% (n=37). The United Kingdom ranks third with 12% of the sample (n=18), followed by the Netherlands with 5%(n=8). With little representativeness, Brazil has 4% (n=6), Germany, Scotland with 3% (n=4) and finally Italy with 2% (n=3).

VI. Destination Selection Factors

In the questionnaire prepared for information collection, we decided to include a semi-open question ("Please indicate the criteria you consider most important when you want to trigger a destination"). Its purpose was to obtain a global analysis in terms of interests and motivations considered relevant by the tourist at the time of selecting a Destination. The answers obtained, focused on criteria of choice such as "Cultural Heritage" (i.e., art, architecture, monuments, history), "Natural Heritage" (i.e., landscapes, nature, natural beauty, green spaces.), "Gastronomy and Wines", Infra - Structures / Attractions" (i.e., accessibility, transport networks, events...), and, of course, the variable of the Mix of the Offer "Price". Specifically, as can be seen in Fig. 1, the sample surveyed in Guimarães, chooses a Tourist Destination according to the criteria of the "Património Cultural" of The Destination (45%); "Gastronomy and Wines"(12%), "Price"(7%). Among the criteria the "Natural Heritage" (6%); and the "Climate" (5%) are also considered in their selection process.

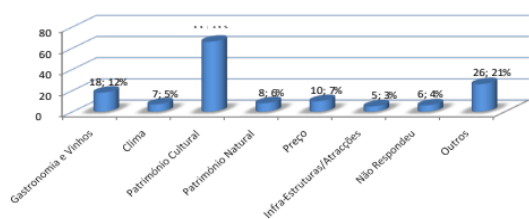


Figura 1 Selection criteria of The Destination Guimarães, Source: Own Elaboration

VII. Intentions to Visit and Revisit

The third and fourth question of the questionnaire, they sought to estimate the intentions of visit action and revisit ("What destination have you visited? "and "What destination do you want to visit in the future? ") of the tourists surveyed. Thus, we sought to estimate the degree of loyalty to the intentions of visiting and revisiting the city of Guimarães.

The observed data suggest that 58% (n=85) of the respondents expressed their willingness to visit Guimarães again in the future and 34% (n=50) do not wish to do so. It should be stressed that 8% (n=11) of respondents did not answer the question.

In this context, the results obtained confirm hypothesis 1 (H1: "The greater the adjustment between the perceived attributes of the image of a Destination Brand and the search motivations of its Tourists, the greater the probability of revisiting the "Destination" to the extent that the intention to revisit the Destination Guimarães is positive (58% of respondents say they will return to visit).

Particularizing the results obtained and given the fact that the criterion most frequently mentioned was "Cultural Heritage", it is important to highlight that the attribute "Culture" was mentioned by 65% (n=95) of the 52% (n=76) cited "Leisure" as a motivating factor. Other attributes also mentioned to choose Guimarães, we highlight: "Enotourism" with 26% (n=38), "Exhibitions" with 16% (n= 24) and Tourism of "Business" with 10% (n=14).

VIII. Reasons for Choosing Destination by Gender

Female respondents chose Guimarães for "Culture" (68%) emerging "Lazer" as the second choice with 51%. The destination is also chosen by this segment by "Enotourism" (19%), "Ecotourism" (18%) and "Exhibitions" (16%). The male segment uses as choice criteria "Culture" (65%), "Leisure" (53%), "Enotourism" (30%) and "Ecotourism" (18%).

IX. Attributes of the Image of Destiny

Determining which beliefs, attributes and characteristics best represent and define the perceived benefits associated with the city of Guimarães, was part of one of the groups of questions replicated in this questionnaire. For this purpose, a likert scale was used, from 1 to 5, where 1 = "Totally at odds" and 5 = "Totally in agreement".

To the results obtained, a Univariate descriptive analysis was applied on the set of 27 items under test. With this methodology, we tried to measure the weighting attributed to each of the attributes identified as being recognized in the Image of Destiny. In particular, the usefulness of using Univariate Statistical methods is related to the fact that they allow the analysis of each variable separately, that is, there is only in the equation a dependent variable. On the other hand, in a simple variance analysis, the application of the "t" test allows us to observe whether or not the difference in means is statistically relevant. (Kings, 2000; 2001).[22][23]

The results obtained suggest that tourists who visited the city of Guimarães consider that the attributes that best define their brand image and, as such, are decisive factors in their choice:

- Artistic and Architectural Heritage to be relevant
- To be a prominent Historic City
- Professionalism in The Provision of Services
- Have an excellent gastronomy
- And your people be welcoming and hospitable

It should also be noted, in the context of the decision-making process, that the attributes "Health Services"(=3.21); "City Promotion" (\bar{x} =3.49); "Event Holding Capacity" (\bar{x} =3.45); "Economic Potential" (\bar{x} =3.38); "Business

Dynamism" (\bar{x} =3.07); "Industrial Capacity" (\bar{x} =3.11); and "Purchases" (\bar{x} =3.45) present indifferent assessments for these types of benefits. Among the attributes that collect positive evaluations (metric scale from 1 to 5), it should be observed in the analysis performed on the data collected from the sample, that "Relevant Heritage" stands out with an average score of \bar{x} =4.53; "Historical City" and "Professionalism Services" \bar{x} = 4.41, \bar{x} = 4.01, respectively. Positive reviews are also attributed to the local "Gastronomy" \bar{x} = 3.99), as well as "Welcoming People" \bar{x} = 3.97, "Signage and Information" \bar{x} = 3.85) and "Climate" \bar{x} = 3.80.

As part of the impact of the decision-making process, they collected indifferent evaluations of benefits such as: actions of "Promotion of the City" \bar{x} =3.49; destination for "Purchases" \bar{x} =3.45, "Event Holding Capacity" (3.45); "Economic Potential" \bar{x} = 3.38; the "Health Services" available \bar{x} =3.21, its "Business Dynamism" \bar{x} =3.07 and its "Industrial Capacity" \bar{x} =3.11.

X. Principal Component Analysis (ACP)

After analyzing the results obtained, a principal component analysis was conducted on the set of 27 items that portray the nuclear and peripheral structure of the image attributes of the city of Guimarães. The purpose of its application of PCA is (1) to reduce the size of the data and (2) to allow the understanding of the behavioral mechanisms of individuals identifying and interpreting the underlying factors. PCA is a multivariate statistical method that allows transforming a set of initial variables, correlated with each other, into another set of uncorrelated variables, in smaller numbers and explaining the information contained in the initial variables, without significant loss of the information contained in the initial variables (Kings, 2000; 2001).[22][23]

In fact, the use of a questionnaire as an instrument

for collecting information consists of a number of questions (items) that seek to translate a theoretical concept into its various manifestations. In general, it is necessary to group the items into factors to explain sub-concepts (constructs) that integrate this same concept. Accordingly, in order to validate a questionnaire, it is imperative that it is verified that your multidimensional scale items are susceptible to be grouped together in this way synthesize and make its interpretation clearer and more objective.

Thus, an PCA with varimax rotation was applied. In this analysis it is possible to observe which variables contribute the most to the formation of main components. In a first phase, the results of the PCA pointed to six main components and were subsequently forced to obtain three factors.

From the above, it is observed that in the first factor classified as "Technical Quality", the variables that integrate it are:

- Historic Cities
- Relevant Heritage
- Safety
- Professionalism of Services
- Welcoming People
- Climate

The second factor or Functional Quality that integrates components related to "Economic Dynamism", contain variables such as:

- Business Dynamism
- Shopping
- Natural Beauty
- Landscape Diversity
- Proximity to Landscapes
- Economic Potential
- Gastronomy

Finally, the "Quality of Promotion/Communication" contain the following variables:

- Event Realization Capability
- Dissemination of Cultural Events

- Hotel Capacity
- Proximity to Urban Centers
- Hotel Quality
- Quality/Price Ratio
- Accessibility
- Transport
- Health Services
- City Promotion
- Signage and Information
- Animation Offer
- Youth Region

Then, cronbach's α of the 27 items of the questionnaire was estimated. The value obtained was $\alpha=.917$, a value that reveals the strong reliability and validity of the scale used. Similarly, Cronbach's α for the three main components was obtained:

"Quality of Promotion/Communication" $\alpha=.895$.

"Economic Dynamism" $\alpha=.900$.

"Technical Quality" $\alpha=.735$.

Subsequently, the statistical test Oneway Anova was applied in order to obtain comparison of the difference between means of the three sets of attributes of the image of the city of Guimarães, meeting the two defined groups: national and international tourists.

The results suggest that there are no statistically significant differences between the national and international evaluations.

Thus, in view of the formulation, it can be seen that:

Hypothesis H2 "The greater the clarity of the factors of the "Perceived Global Quality" of destiny's offer, the more decisive will be the impact on the decision-making process of choosing this destination as to its degree of:

(H2 a) their impact on Functional Quality regarding their Decision-making Process is not confirmed, since both segments of tourists, regardless of their nationality, attribute indifferent evaluations ($\bar{x}=3.46$ points and $\bar{x}=3.45$ points,

respectively) and the total mean evaluation was $\bar{x} = 3.46$ points.

(H2 b) It confirms the hypothesis that Technical Quality impacts on your Decision-making Process. Both groups attribute positive evaluations: the average rating of Portuguese tourists is $\bar{x} = 4.03$ points and that of foreigners is $\bar{x} = 4.08$ points, with the total average evaluation of $\bar{x} = 4.06$ points.

(H2 c) O impact of the Quality of Promotion and Communication in the Decision-making Process of choosing the Destination) it is confirmed, therefore, in both groups data that these attribute positive evaluations to it. National tourists attribute an average rating of $\bar{x} = 3.59$ points and foreigners an average rating of $\bar{x} = 3.54$ points, with the total average rating of $\bar{x} = 3.56$ points.

XI. Management Conclusions and Implications

This study aimed to clarify which factors best determine the demand for the Tourist Destination, in particular, the one in the offer of the cradle city of Guimarães. Similarly, based on the literature review, the necessary theoretical robustness was generated that allowed the quantitative study to be conducted, highlighting the growing requirement of Tourism Destination Management to use market orientation strategies and consolidated marketing by Brand Management in the ability to differentiate from any Destination to the environment of high competitiveness that surrounds them.

Accordingly, the results obtained suggest that the profile of the sample under test is, in terms of age group, an average age of around 39 years; 36% of respondents are licensed while 20% are post-graduate, master or PhD. As far as issuing markets are concerned, 25% come from Spain, 36% from Portugal, 5% from the Netherlands and 12% from UK. On the other hand, for 45% of the sample, the first criterion for choosing a Tourist Destination

focuses on its Cultural Heritage 65% of respondents choose Guimarães for the dimension "Culture", while 52% highlight "Leisure" as another of the motivations of choice once.

In particular, they highlight the relevant Artistic and Architectural Heritage; the history of the city; the degree of professionalism in the services, a gastronomy of high perceived quality and a hospitable and welcoming population. It is important that 58% expresses their intention to revisit Guimarães.

Regarding the hypotheses under test, the present work confirms hypothesis 1 (H1) "The greater the adjustment between the perceived attributes of the image of a Destination Brand and the search motivations of its Tourists, the greater the probability of revisiting destiny) to the extent that the intention to revisit the Guimarães Destination is 58%.

In turn, regarding Hypothesis H2 "The greater the clarity of the factors of the "Perceived Global Quality" of the Destination offer, the more decisive will be the impact on the decision-making process of the destination as to its degree of:

H2 a) Functional Quality: the results obtained from domestic or foreign tourists do not confirm this assumption ($\bar{x} = 3.46$ and $\bar{x} = 3.45$, respectively).

H2 b) Technical Quality: the results obtained from domestic or foreign tourists confirm this assumption ($\bar{x} = 4.03$ and $\bar{x} = 4.08$, respectively);

H2 c) Quality of Promotion and Communication: the results obtained from domestic or foreign tourists confirm this assumption ($\bar{x} = 3.59$ and $\bar{x} = 3.54$, respectively);

XII. Limitations and Recommendations for Future Investigations

We consider that the limitations identified in this work should be assumed as recommendations for future research in this thematic area:

- Given the new context in which the sector lives

following the COVID 19 pandemic, it is critical to adjust, reassess and refocus the impacts/threats arising, to identify new opportunities in the face of the design of new offers that could be enjoyed in the medium term. i.e., when the world can again "dawn".

- The study that supports this work should also be reformulated in terms of objectives and interests that it can provide in terms of knowledge for selected Destination: Guimarães.

- Need to increase the nature and size of the sample under test for greater capacity for generalization and adjustment of results.

- Replicate hankinson's study (2005) in more than one city with the historical characteristics that define the city of Guimarães.

- Deepen the nature of the qualitative study in methods used, also using both Focus Group methodologies with potential tourists, and the Delphi Method with the decision-makers of tourism agencies in the region/city.

- Also replicate this study with a b2b sample, i.e., collecting indications from professionals in the sector (tour operators, travel agents, etc.) to better capture the degree of coherence between the attributes of the Brand Image of destinations valued by tourists and those created and offered by the offer.

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