# Forside

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# Attracting Danish tourists to Portugal
## // A case study of Campina de Faro



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# Abstract

The purpose of this study is to investigate how the area Campina de Faro in the Algarve region in Portugal can attract more tourists. This area is one of the ten pilots that is part of the EU project, INCULTUM. To delimit the scope of a master's thesis, this study focused on the potential of attracting new Danish tourists. This project therefore seeked out to investigate how Campina de Faro can attract more Danish tourists through destination branding and image building of the area. This is primarily a qualitative study, where the primary data collection consists of four parts. First, two surveys were included as an exploratory tool. Consequently, the results from the surveys created the foundation for the interview guide to the qualitative interviews. Lastly, in addition to the self-conducted interviews, an interview with the pilot representatives is included as well. These parts form the basis for the analysis and discussion.

In the analysis, the image of Portugal and Campina de Faro were analyzed in the eyes of Danish tourists who have visited Portugal. The analysis showed that Danish tourists have a general positive image of Portugal as a holiday destination. Regarding Campina de Faro, none of the interviewed Danish tourists knew anything about the area and thereby no image existed prior to the interviews. However, after being presented to the area through photos and a description, the informants now seem to have a mixed image of Campina de Faro on that basis. The locals' image of Campina de Faro was also analyzed to investigate where the images were in alignment and where they were not. The analysis showed that the locals have an overall positive image of Campina de Faro.

The findings from the analysis were discussed to determine which initiatives Campina de Faro should make to create a stronger image among Danish tourists and thereby how to attract more of them. Different initiatives are recommended for Campina de Faro to implement for this purpose. These are divided into short term and long term.

In the short term Campina de Faro should add a Danish sub name to emphasize and explain what Campina de Faro is, as there is a lack of knowledge about this among Danish tourists. Both in the short term and in the long term, Campina de Faro should involve the local communities. However, they should begin by focusing on local farmers and restaurants, where they should help them develop the whole tourist experience and support them with

day-to-day service. To stimulate agritourism and showcase the local Portuguese cuisine, it is recommended that they organize bus trips from the more popular locations at the Algarve coast to the local farmers and local restaurants in Campina de Faro and invite the tourists for a delicious meal and the opportunity to stay for the night. Moreover, they should get a food stall at the popular food market Tavira, where they could sell local dishes and hand out vouchers that the tourists can use for local restaurants. From the food market to the local restaurants in the area they could organize easy transportation options to make it convenient for the tourists to visit. Finally, they should sell local products that the tourists can bring home and share with their friends and family, as this will stimulate word of mouth, hence, improve the destination image and visibility of the destination.

In the long term, they should continue to involve the local communities and stakeholders to improve the tourist experience. Moreover, they could improve their public transportation options and include a meal or other local experiences in the price the tourists pay for the transportation. They could also host a two-day food festival once a year in the peak season to attract a lot of tourists at once and thereby enhance the visibility of the area in general but also to showcase what the destination can offer in terms of local Portuguese cuisine. Finally, it is recommended that they create overnight accommodation that better matches the concept of agritourism, as this in itself can attract tourists.

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# Part 1: Introduction

Tourism is one of the sectors that has been most affected by the Covid-19 pandemic, impacting economies, livelihoods, public services and opportunities on all continents (UNWTO, 2021). All parts of its value-chain have been affected (UNWTO, 2021) International tourist arrivals meaning overnight visitors have decreased by 62% in Europe compared to pre-pandemic levels (UNWTO, 2022a). Today, a gradual recovery is happening globally with the termination of Covid-19 related restrictions (UNWTO, 2022b). However, new challenges for tourism have emerged from the recent war in Ukraine (UNWTO, 2022b). The war has for the time being resulted in increased prices on several products, but also on more essential things like fuel and heat (Energi Danmark, 2022; Kastberg, 2022). Consequently, consumers might be more cautious with their spending in general but also in relation to travel due to safety concerns. Once again, the tourism industry suffers under a global crisis. It has therefore never been more relevant and serious to focus on how current destinations, but also new destinations can attract tourists.

During the Covid-19 pandemic new types of holidays have emerged. Some tourists have discovered the beauty in their own country and others have discovered that a holiday in the nearby countries is as good or even better than travelling through time zones and several borders (see James & Rens, 2021). Moreover, a recent study found that interest in nature tourism increased during Covid-19 and that interest in city tourism declined (Hardt & Glückstad, 2022). These new patterns have made tourist organizations aware of the importance of tourism for both the local and global economy and the wealth and wellbeing of the locals. This has also led to new tourism initiatives around the world. One of those is the European Union project, INCULTUM.

## INCULTUM - Pilot: Campina de Faro

The INCULTUM project deals with the challenges and opportunities of cultural tourism (INCULTUM, n.d.) It aims at furthering sustainable social, cultural and economic development (INCULTUM, n.d.). The project consists of 10 local pilots from 9 different countries which are all peripheral areas across Europe with different geographical locations and a diversity of socio-economic contexts and cultural-natural heritage (INCULTUM, n.d.). One of the pilots has been selected as a case for this thesis. The selected pilot is the area

Campina de Faro, which is located in the Algarve region in Portugal. The area of the pilot consists of three historical cities which are all located in the Faro district (INCULTUM, n.d.). These cities are Faro, Olhão and Loulé (Appendix 7). Combined the cities have approximately 175.000 citizens and cover an area of 1.000 square kilometers (Instituto Nacional Estatística Portugal, n.d.). The pilot is part of the coastal plain of the Algarve and has historical cities, traditional irrigation systems and old farms(INCULTUM, n.d.). The focus of this pilot is therefore centered around rural tourism, agritourism, and cultural tourism (INCULTUM, n.d.). The pilot wants to attract more tourists to create direct benefits for the local communities such as jobs, education and increase family income (Appendix 8).

Portugal is in general a well-known tourist destination. In 2019 it was on top 10 of most visited countries in Europe with 22.8 million visitors (Bajrami, n.d.). The Algarve region is also a well-attended area, as it had 5.1 million visitors in 2019 (Statista, 2020). Moreover, research found that rural tourism has increased considerably in the last years, but the amount of tourists choosing the Portuguese countryside as their holiday destination is still reduced when compared to sun and beach tourism (Eusébio et al., 2017, p. 202). Based on this, Campina de Faro is considered an interesting case to investigate further, because it is close to the very popular sun and beach destination, the Algarve coast, but also offers rural tourism which has increased in popularity in recent years. The main focus of the pilot within the INCULTUM project is to investigate how Campina de Faro can attract more tourists.

To delimit the scope of a master's thesis, a more specific segment of tourists has been selected. In order to be close to the selected segment and be able to interview them in their native language for the purpose of getting more real expressions and nuances, Danish tourists were selected as the main segment. Moreover, several characteristics of Danish tourists also made this specific segment interesting in the context of attracting tourists to a new destination. Danes are generally outward-looking and are keen travelers and 62% say it is important to experience other cultures (Passport, 2021d, p. 37). This indicates a potential for them to be interested in a new destination like Campina de Faro. Moreover, 32% of the Danes compared to 29% globally, plan to increase their spending on travel in the next year (Passport, 2021d, p. 37). Travelling is where most people want to increase their spending closely followed by spending on health and wellness, where 27% have intention to do so (Passport, 2021c, p. 46). Based on this, Danish tourists are interesting to focus on, in this thesis, because they are considered to be quite interested in travelling in general, but also to

explore new cultures and places. Moreover, Danish tourists can potentially be used as an example for the Nordic countries, as these cultures are quite similar.

Several previous studies have investigated something similar. One study investigated the tourist destination brand image development, based on a case study from Southland, New Zealand, where the focus was on stakeholders' perception (Ashton, 2014). Here, it was found that the brand image development comprises five main components, being; overall product attribute, particularly places, local products, locals' character, and tourist infrastructure (Ashton, 2014). Another study investigated the image of Mexico as a holiday destination where all the respondents were potential visitors. This study found that the most important attributes considered by the respondents in relation to Mexico were sanitation and safety. The most positive attributes were related to climate and low costs (Crompton, 1979). Another study selected a different approach when investigating the image of the Alps as it is perceived in the minds of the accommodation providers of the region (Zehrer et al., 2007).

Common to these studies is that they investigate destination images based on case studies. However, the target group for each study is different. Some focus on stakeholders, some on potential tourists and others on accommodation providers. This thesis also aims to investigate the image of Campina de Faro as it is perceived by potential Danish tourists, but also the locals from the area. Moreover, what makes this thesis interesting is the peripheral location of Campina de Faro and the type of tourism the area can offer. This is an interesting specific manifestation of a general problem that peripheral tourist destinations have and the findings from this investigation might be applicable to other destinations with similar challenges. However, the focus on Danish tourists and Campina de Faro makes this study unique, as this has never been investigated before.

All of this leads to the following problem statement, which this thesis seeks to answer.

## Problem statement

*How can the area Campina de Faro in Portugal attract more Danish tourists through destination branding and image building of the area?*

Sub questions:

- *What image do Danish tourists that have visited Portugal, have of Portugal and Campina de Faro?*

- *What image do the locals from the area have of Campina de Faro?*

- *How can Campina de Faro get a stronger image among Danish tourists?*

## Structure of thesis

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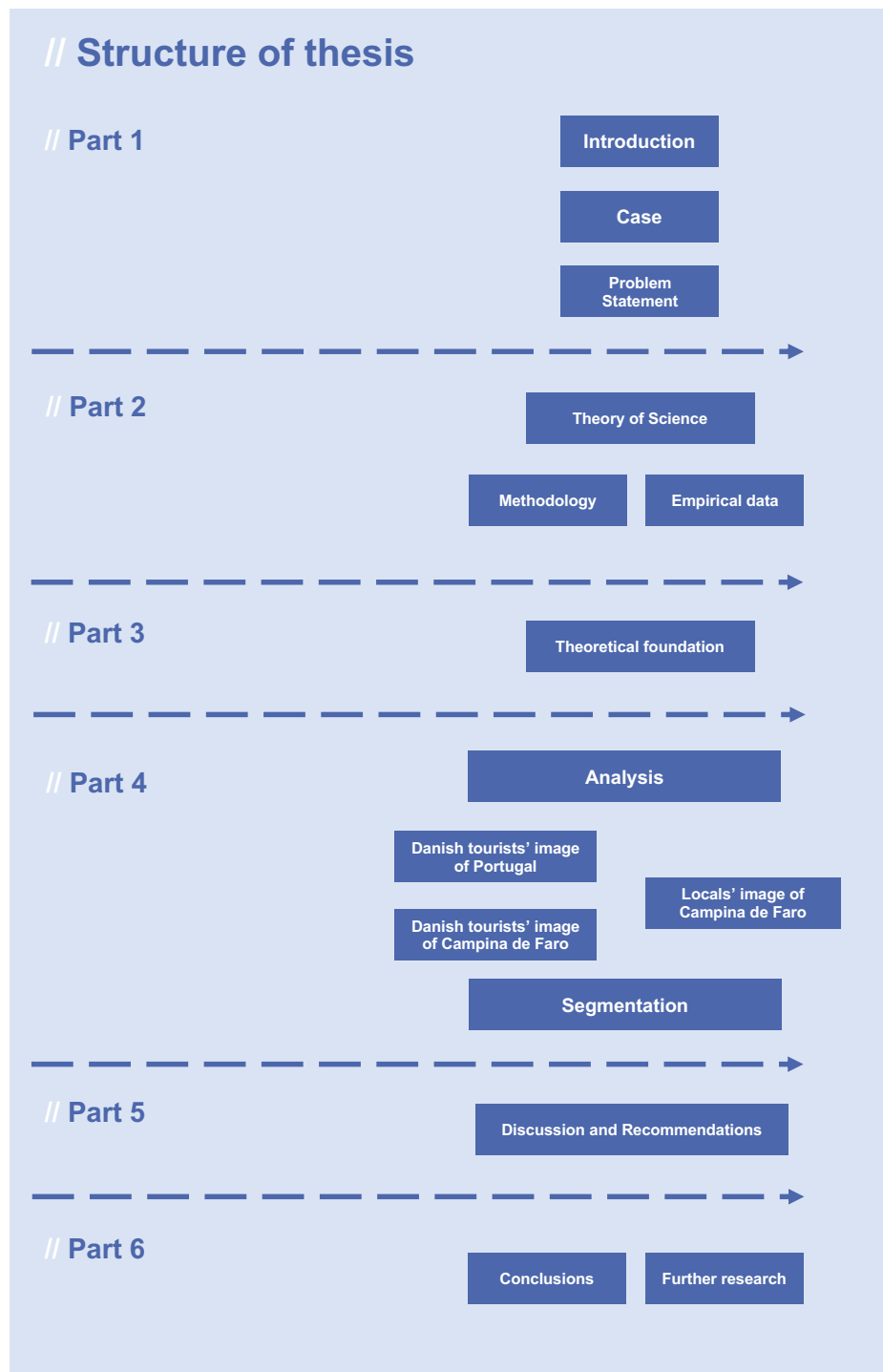
# Part 2: Methodology & Empirical data

In the following part, I will elaborate on and explain the methodological considerations and present the empirical data collected for this thesis. This includes strategic and methodological decisions that the research design and collection of primary data are based on. Firstly, the theory of science will be presented, as this creates the foundation of the project and influences the approach to information and collection of data. Secondly, I will set out and account for the method of the project and how primary data has been collected in order to clarify the research design of the project. Here, the findings from the collected empirical data will also be presented. Finally, I will discuss selected quality criteria such as validity and reliability.

## Theory of science

The purpose of this project is to investigate how Campina de Faro in Portugal can attract more Danish tourists. This is done based on two exploratory surveys and through an analysis of in-depth interviews. These are made based on the hermeneutical theory of science.

However, other approaches could also have created the foundation of this project. Phenomenology is an approach that is highly related to the hermeneutical approach and could to some extent have been included more in this project. Phenomenology is a descriptive theory about the world's phenomena and the experiences with them (Juul & Pedersen, 2012, p. 65). The theory states that the researcher must directly study the empirical data to learn something new about the people you study (Juul & Pedersen, 2012, p. 422). Which is why qualitative interviews and observation are natural methodologies to utilize with this approach.

Bracketing is a preliminary step in phenomenology that describes the act of suspending judgment about the natural world and the researchers own preconceived opinions (Juul & Pedersen, 2012, p. 403; Tufford & Newman, 2012). The problem statement of the project was developed based on the assumption that Danish tourists do not know anything about Campina de Faro in Portugal. With this problem statement, I as a researcher, attempt to get confirmed that this is the truth, as I try to get my pre-assumptions confirmed or acquire new knowledge leading to new pre-assumptions. By doing this, I did not suspend my assumptions, but the opposite, I included my assumptions, which is in line with the hermeneutical approach.

Another approach that also could have been more included in this project is social constructivism. According to social constructivism, human development is socially situated, and knowledge is created through human interaction with language and concepts (Juul & Pedersen, 2012; Detel, n.d.). Discourse analysis is a highly used analysis tool when investigating something on the basis of social constructivism. This could also have been applicable in my context. Here, a discourse analysis could have been made in relation to my interviews in order to figure out the prevailing discourse. A lot of posts including comments etc. could also have been gathered dealing with tourists mentioning Portugal on social media. However, these methods would have been more applicable if the focus of my project was solely on Portugal and not on a specific and unknown area like Campina de Faro.

As mentioned above, this project is made based on the hermeneutical theory of science. In the following, I will introduce and further elaborate on the hermeneutical approach and how it affects this project.

## Hermeneutics

Hermeneutics deals with the theory of interpretation (Bingham, 2010). There are several hermeneutic movements which are differentiated based on their understanding of the hermeneutical approach and interpretation (Juul & Pedersen, 2012, Chapter 4). This project is inspired by philosophical hermeneutics. This was created based on the work of Hans-Georg Gadamer and Martin Heidegger (Juul & Pedersen, 2012, p. 121). They argued that as a researcher you cannot step out of the world you live in to interpret something without prejudices and pre-understandings (Juul & Pedersen, 2012, p. 121). Interpretation is the main focus of the hermeneutical theory of science, and it has a moderate realistic ontology (Juul & Pedersen, 2012, Chapter 4).

According to the hermeneutical approach, the world consists of interpretive individuals meaning that the perception of ourselves and the world around us is not something that is easily accessible but is something we need to interpret in order for it to be available for us (Juul & Pedersen, 2012, Chapter 4). This heavy focus on interpretation means that there are several answers and explanations for the same matter, meaning the epistemology is subjective, as the hermeneutic researcher seeks to extend his knowledge rather than finding one universal truth (Juul & Pedersen, 2012, Chapter 4).

This is also in line with the purpose of this project, as the purpose is not to find one universal truth about Danish tourists but to get an understanding of Danish tourists and their thoughts about Portugal and Campina de Faro. This lack of one universal truth will, however, suggest that the results of this project would have been different if including other Danish tourists than the ones included.

## The hermeneutic circle

The hermeneutic circle describes the process of understanding a text or context hermeneutically (Juul & Pedersen, 2012, pp. 110–112). It is based on the idea that one's understanding of a text as a whole is established by reference to the individual parts and one's understanding of each individual part by reference to the whole (Juul & Pedersen, 2012, pp. 110–112). This means that nothing can be understood without reference to one another which makes it a circle (Juul & Pedersen, 2012, pp. 110–112). Comprehension is thereby an endless process. According to above mentioned philosophical hermeneutics, it is this process that the researcher cannot step out of. In other approaches it is the relation between the whole and the different parts of an object that are interesting to investigate, but in this approach, it is the relation between the researcher and the object that are of interest. Based on this, the philosophical hermeneutical approach states that it is not possible to observe the world from the outside (Juul & Pedersen, 2012, Chapter 4). This idea can be related to this project, where it is argued that the different parts of the project cannot be understood solely without having the understanding of the whole project and the problem statement.

As mentioned, the researcher cannot step out of the world (s)he lives in and thereby interpret it without prejudices and pre-understandings. In other theory of science positionings, this might be negative, but it is not in the hermeneutical approach. For this approach pre-understandings are a prerequisite and an essential part of research, as it will contribute to new comprehension and understandings of the world (Juul & Pedersen, 2012, pp. 122–124). However, it is still essential that the research and interpretation are reflective and critical throughout the whole process.

## Collection of primary data

The hermeneutical approach utilizes qualitative methods. Due to this, qualitative methods are the primary method used in this project. However, two surveys were also included in my primary data collection as an exploratory tool. Consequently, the results from the surveys created the foundation for the interview guide to the qualitative interviews. This methodological triangulation was made in order to enhance the validity of my findings. Further explanation of the structure and methodological considerations regarding the surveys and interviews will be elaborated in the following sections.

Another important thing to point out concerning this project, is that I have never visited Campina de Faro, and the informants and majority of respondents included in this project have not either. Moreover, only 5 respondents in my survey have heard about the area, and 3 of them have visited it. This is a very important point in itself, as it shows there is a lack of knowledge about the destination among the selected segment and thereby a need for e.g., branding initiatives if wanting to attract Danish tourists to the destination.

## Survey

The first survey (Appendix 1) targeted Danish tourists that have visited Portugal within the last five years. The survey consisted of 21 closed-end questions and four open questions that were all formulated as short and precise as possible to minimize the likelihood of a large non-response rate (see Albrechtsen & Jakobsen, 2018). Initially, the limit for the visit was set to three years ago, but due to the restricted travel opportunities during the last two years because of the Covid-19 pandemic, it was evaluated to raise the limit for the visit to five years. The survey was used in the initial research as an exploratory tool to investigate why Danish tourists that have visited Portugal, got attracted by the destination, where they went and in which season. The survey was also used to get insights about how many of the Danish tourists that have been in Portugal, know about the case destination Campina de Faro, and what they associate the name with. Demographic questions were included as well, in order to map out characteristics of the Danish tourists, who have already visited Portugal.

The second survey (Appendix 2) targeted all Danish tourists and consisted of 19 closed-end questions and one open question. They were all formulated as short and precise as possible to

minimize the likelihood of a large non-response rate, similar to the first survey (see Albrechtsen & Jakobsen, 2018). The purpose of this was to investigate Danish tourists' decision-making process when selecting a destination for holiday. This included questions regarding where they find inspiration for their holiday, which factors they find important when they travel, with whom they travel etc. (Appendix 2). The survey also included a question regarding what three European destinations would you like to visit (Appendix 2). Here, all European countries were listed in alphabetical order to avoid bias. This question was asked to test if Portugal was selected in order to give an indication of the Danish tourists' interest in the case destination country. Demographic questions were also included in this survey, as it will contribute to the segmentation analysis, where a more specific market segment will be selected. This will create the foundation for the discussion about how Campina de Faro can get a stronger image among the market segment and thereby attract more Danish tourists.

Both surveys were shared on social media by me and my network. They were also shared in closed Facebook groups with people that have a great interest for travel and new holiday destinations. By sharing the surveys this way, a snowball effect was triggered (see Metodeguiden, n.d.). Even though the surveys were shared in groups with people I do not know, and some people in my network also shared it with their network, it is still likely that the respondents of the surveys are limited to individuals within my online social network. This resulted in a majority of women answering the surveys and also most respondents in the age of 18-30 years old.

## Results survey 1: Danish tourists that have visited Portugal

As described above, this survey was used as an exploratory tool to investigate why Danish tourists that have visited Portugal got attracted by the destination, where they went and in which season. The survey was also used to get insights about how many of the Danish tourists that have been in Portugal know about the case destination Campina de Faro and what they associate the name with. All the results from the survey can be found in appendix 1.

Even though the survey was shared on social media like Facebook and LinkedIn and in larger groups with people who love to travel and who travel a lot, only 117 responses were collected. However, this survey can still give an indication about Portugal as a destination and if Danish tourists know about Campina de Faro. There can be several reasons why this survey did not receive more responses, but it can simply also be evidence which indicates that not many Danish tourists have visited Portugal within the last five years. Below a demographic overview can be seen.

### Demographic overview – Survey 1

**Gender**

30% Men

70% Women

**Age**

| | |
|---|---|
| 18-30 | 42% |
| 31-40 | 16% |
| 41-50 | 19% |
| 50+ | 18% |

**Income**

13% >50.000 DKK

14% 30.000-34.999 DKK

21% 35.000-50.000 DKK

41% <30.000 DKK

**Education**

| | |
|---|---|
| High school degree or less | 14% |
| Degree (1-2 years) | 4% |
| Bachelor's or Advanced Degree | 76% |

**Occupation**

22% Student

9% Part-time

53% Full-time
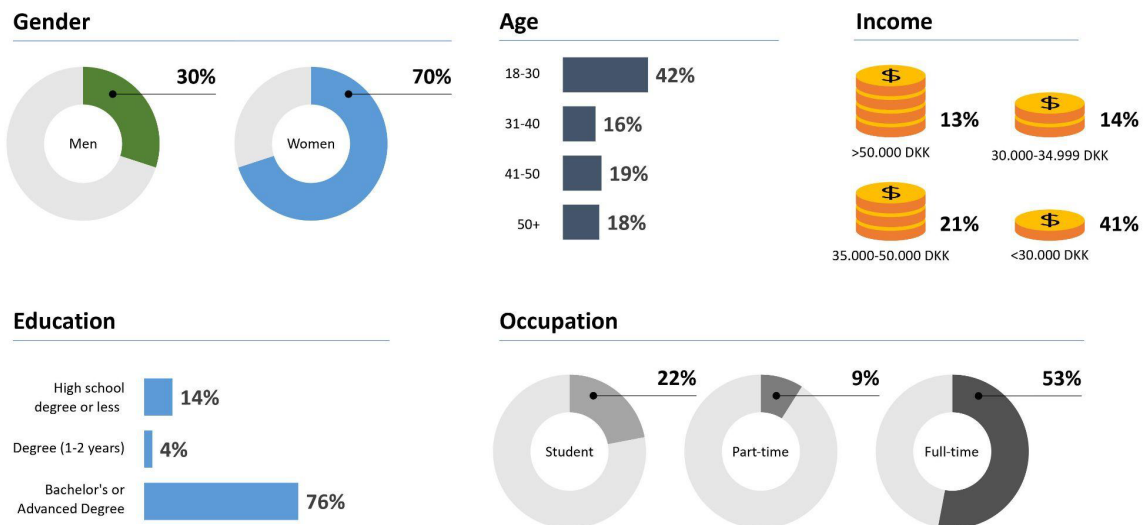
40% of the respondents have visited two or more destinations in Portugal (Appendix 1.1). The most popular destinations in Portugal are Lisbon, Porto, and the Algarve region. Here, 59% of the respondents visited Lisbon, 30% visited Porto, and 34% visited the Algarve region (Appendix 1.1).

| Destination | Percentage |
|---|---|
| Algarve region | 34% |
| Porto | 30% |
| Lisbon | 59% |
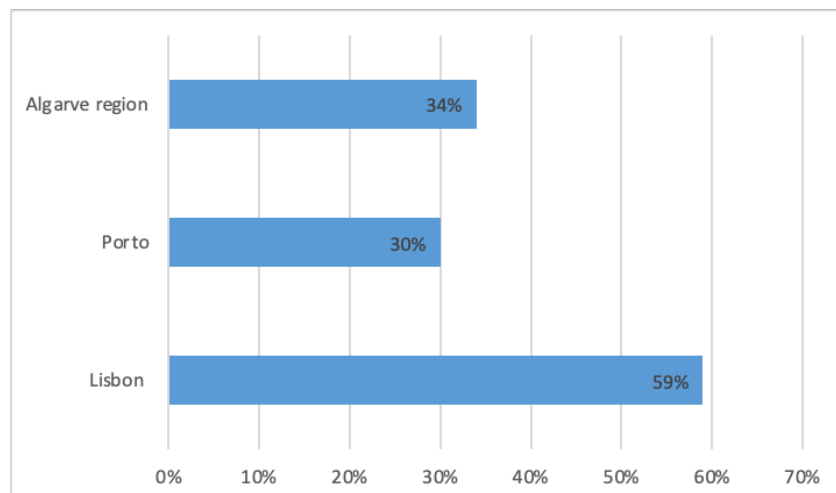
The top five reasons for Danish tourists to visit Portugal were (1) sun and warm weather, (2) interesting cultural life and historical places (3) low-priced (4) recommendation from friends/family (5) Portuguese food and gastronomy (Appendix 1.1). 56% visited Portugal during summer, 30% visited during winter, 28% visited during fall, and 25% visited during spring (Appendix 1.1). This indicates that Portugal is attractive to visit throughout all seasons of the year.

Only 4%, equal to five people, knew about Campina de Faro where 3 out of these 5 people have visited the place (Appendix 1). Here, one of the visitors stated that he would visit the place again, as he finds Campina de Faro to be a lovely place (Appendix 1). The two other visitors would not visit Campina de Faro again stating: *"It's beautiful but would rather see something new next time*" and *"There are more exciting places in the country"* (Appendix 1, p. 28). This suggests that Campina de Faro as it is right now is not attractive to Danish tourists, as very few people have visited and those who have would not return.

The respondents were also asked to describe what they think of when they hear the name Campina de Faro. Here, 59% answered something like *"I don't know*", *"Never heard of it"*, *"Nothing"* etc. (Appendix 1, p. 18-23). 10% of the respondents answered that they thought Campina de Faro had something to do with Camping, while 23% think it is an area in the Algarve region close to the city Faro (Appendix 1). Only 3 out of 117 people suggest that it is a rural ancient place (Appendix 1). This shows that very few actually know about Campina de Faro and that the name by including "Faro" to some extent helps Danish tourists to determine where it is located, but also that the word "Campina" confuses Danish tourists, as it is close to the word "camping".

## Results survey 2: Danish tourists in general

The second survey targeted Danish tourists in general and received 348 answers (Appendix 2). The purpose of this was to investigate Danish tourists' decision-making process when selecting a destination for holiday. This included questions regarding where they find inspiration for their holiday, which factors they find important when they travel, with whom they travel etc. (Appendix 2). The survey also included a question regarding which three European destinations they find the most appealing to visit (Appendix 2).

This question was asked to test if Portugal was selected in order to give an indication of the Danish tourists' interest in the case destination country. Below a demographic overview can be seen.

## Demographic overview – Survey 2

**Gender**

15% Men

85% Women

**Age**

| | |
|---|---|
| 18-30 | 38% |
| 31-40 | 12% |
| 41-50 | 22% |
| 50+ | 29% |

**Income**

21% >50.000 DKK

12% 30.000-34.999 DKK

25% 35.000-50.000 DKK

42% <30.000 DKK

**Education**

| | |
|---|---|
| High school degree or less | 16% |
| Degree (1-2 years) | 11% |
| Bachelor's or Advanced Degree | 71% |

**Occupation**

26% Student

11% Part-time

46% Full-time
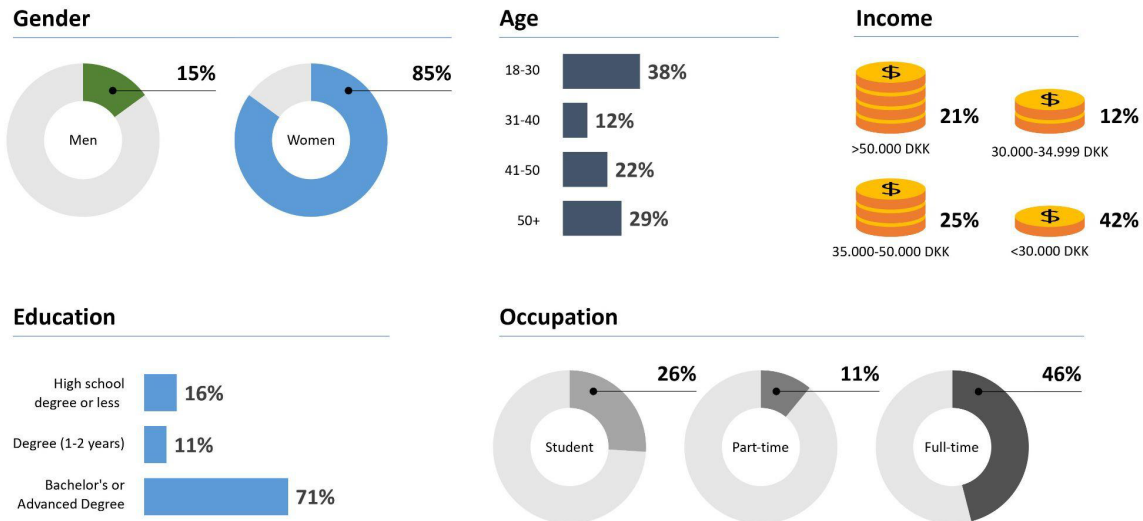
When asked about where the respondents got inspiration for their latest holiday 66% answered by searching the internet, 41% recommendation from friends and family, and 20% answered through social media, which includes posts/stories both from influencers and famous people but also their own friends and family (Appendix 2). In terms of which holiday type Danish tourists prefer is the following the top 5 types: city holiday (54%), longer holiday outside of EU (53%), charter holiday (39%), visit friends or family abroad (23%), and nature/hiking holiday (22%) (Appendix 2).

When asked about which characteristics that are most important when selecting a holiday destination, most respondents value relaxation (41%), but also culture and historical areas are important (33%) while also having the opportunity to get close to the locals and the local culture (28%) (Appendix 2). Finally, climate (26%) and having beach and city close to each other (25%) is also of great importance (Appendix 2).

The duration of most of the respondents' holiday is 5-7 days (36%), and they primarily travel with their partner (72%), own children (41%) or friends (39%) (Appendix 2). The respondents were also asked if they prefer to stay at the same location during their whole

holiday or change location one or more times. Here, 43% answered that they prefer to stay at the same location during the whole holiday, 32% answered that they prefer two locations, 8% prefer three locations, and finally 16% prefer three or more locations during their holiday (Appendix 2).

In the final section of the survey, the respondents were asked to select the three European destinations that they find the most appealing to visit. Here, Italy (38%), Greece (38%), and Spain (33%) were the top three selected destinations. Where 13% corresponding to 46 persons selected Portugal as a destination they would like to visit (Appendix 2). 57% answered that they wanted to visit the selected destinations because they have visited the destination before and would like to go back, whereas 38% answered that they have not visited the destination before and want to try something new (Appendix 2). Only 5% answered because it is close to Denmark, which indicates that travelling far away from home is not a concern for Danish tourists.

## Interviews

For this project, in-depth single interviews are selected, as this method is suitable to obtain information about people's opinions, attitudes, and evaluations of topics that are available through questioning (Launsø et al., 2017, Chapter 5). In this case, the interviews were made to get an understanding of how Danish tourists, that have visited Portugal perceive Portugal and what their immediate thoughts are about Campina de Faro and the experiences the destination can offer. In addition to the interviews, I conducted myself, I have also included an interview with the pilot representatives. However, this interview was not conducted by me, but student assistant Caroline Agha Raad, who is part of the INCULTUM project team. This interview can be found in appendix 7.

In-depth single interviews are used to gather qualitative data (Launsø et al., 2017, Chapter 5). This method seeks to investigate people's subjectivity in the form of their experiences, understandings, opinions, feelings, thoughts, and motivations (Launsø et al., 2017, p. 136). This type of interview is included in this project to answer the problem statement as described in the introduction.

## Interview guide and structure

The interviews for this project are semi-structured, as the questions were defined in advance but also provided the researcher with the opportunity to ask clarifying questions during the interview (Launsø et al., 2017, Chapter 5). This low degree of structure ensures that the questions can be answered based on the informant's own pre-understandings (Launsø et al., 2017, Chapter 5). Moreover, even though this project is written in English the interviews were conducted in Danish. The reason for this was that Danish tourists were interviewed and for them to be able to express themselves in the best possible way and get more nuances in their answers, it was decided that they should be interviewed in their native language.

The interview guide was created based on the results from the surveys, which was used as an exploratory tool. In relation to the hermeneutics and the hermeneutical circle, it is argued that the survey was made on the researcher's pre-understandings about Danish tourists' decision-making process. Here, some patterns were identified, but due to the closed nature of surveys, the respondents' underlying thoughts and reflections were not available (Launsø et al., 2017, p. 127). From the interpretation of the surveys new pre-understandings including new questions arose, which was then included in the in-depth interviews. In contrast to the closed surveys, the interviews provided the opportunity for the informants to elaborate on their answers, while I, as the researcher, also got the opportunity to ask clarifying questions.

The questions in the interview guide were made to get an understanding of how Danish tourists that have visited Portugal perceive Portugal and what their immediate thoughts are about Campina de Faro, and the experiences the destination can offer. All the informants were shown a tourist video from Visit Portugal showing clips from the Algarve region, where Campina de Faro is located (Visit Portugal, 2018). Photos from Campina de Faro including a description of what you as a tourist can experience there, were also included in the interview, in order to give the informants, the best conditions to evaluate and explain their thoughts and reflections about the destination. The interview guide can be found in appendix 3, the photos of Campina de Faro can be found in appendix 4, and the full description of Campina de Faro used in the interviews can be found in appendix 5.

## Pre-test

To ensure the validity of the interview guide, a pre-test of the interview was made in advance of the actual interviews. A pre-test can be made to identify ambiguity, challenges, or deficiencies in the interview guide (Launsø et al., 2017, p. 145). During the pre-test the questions were verified in terms of ease of understanding, ambiguity and if the key concepts of the interviews were understood in the same way by the researcher and the informants (Launsø et al., 2017, p. 145). Based on the pre-test some of the questions were adjusted to be more specific and easier to understand. For the pre-test other Danish tourists that have visited Portugal were asked.

## Selection of informants

The purpose of the interviews was to get an understanding of how Danish tourists that have visited Portugal perceive Portugal and what their immediate thoughts are about Campina de Faro and the experiences the destination can offer. The main criterion that the informants were selected based on was therefore, that they should have visited Portugal. Here, the limit for the visit was also set to five years, like it was in survey 1. This was based on the same considerations about restricted travel opportunities during the last two years due to the Covid-19 pandemic. A limit was set to make sure that the informants would remember something about the decision-making leading up to the visit in Portugal and also the experience at the destination. In addition to this criterion, I wanted to have a diversified group of informants in terms of age, gender, educational background, and occupation. The informants were recruited through social media i.e., Facebook and LinkedIn.

## Interview results

As mentioned above, in-depth interviews were made to investigate and get a better understanding of how Danish tourists that have visited Portugal perceive Portugal, and what their immediate thoughts are about Campina de Faro and the experiences the destination can offer. Eight Danish tourists that have visited Portugal within the last five years were interviewed. Four female informants and four male informants. The full overview of the informants can be found on the next page in table 1.

Primary findings from the interviews:

- Overall positive associations with Portugal

- Danish tourists do not know the area Campina de Faro

- Very different opinions and evaluations about the experiences Campina de Faro can offer

Further elaboration of the findings from the interviews will be explained during the analysis. A complete transcription of all interviews can be found in appendix 6.

| Overview of informants | | | |
|---|---|---|---|
| Informant 1 | Male, 73 years old | Cand mag., retired | Visited primarily Lisbon and the surrounding area more than 10 times. |
| Informant 2 | Female, 26 years old | Performance & Customer Insights Analyst (Master in IBC Intercultural Marketing) | Visited Albufeira one time and Lagos two times. |
| Informant 3 | Male, 55 years old | Office assistant | Visited several places several times including: Lisbon, Porto, Madeira, Algarve, Azores, Porto santo. |
| Informant 4 | Female, 27 years old | Master's student (Education Science) | Visited Lisbon one time. |
| Informant 5 | Male, 31 years old | Engineer, Consultant | Visited Lisbon and Ericeira three times. Peniche one time. |
| Informant 6 | Female, 49 years old | Bachelor's in social education, off work sick | Visited Lisbon one time. |
| Informant 7 | Female 22 years old | Bachelor's student (Molecular Biomedicine) | Visited Lisbon one time. |
| Informant 8 | Male, 25 years old | Master's student (Veterinary medicine) | Visited Lisbon and Porto one time. |

Table 1

## Collection of secondary data

My analysis and discussion are based on the findings from my primary data. The secondary data are thereby collected to support and explain the findings from my primary data. The majority of my secondary data are research papers and statistics about tourism and how tourists select destinations for holiday. During the secondary data collection process, I have been vigilant with the reliability of the source by e.g., investigating the authors, the journal where it is published, number of cross-references etc.

When collecting data, I am aware that my pre-understandings shape the way I search and the search words I use. However, I have tried to anticipate this by using a lot of different search words, but also searching for different kinds of sources such as research papers, books, tourist organizations etc.

## Quality criteria

### Validity

Validity refers to the validity of the conclusion of a project and is about the accuracy of a measure questioning if you have really investigated what you seeked out to investigate (Juul & Pedersen, 2012, p. 426; Middleton, 2019). The type of validity and the requirement to it depends on the research approach. In this project the requirements for validity will be different compared to other projects that have a positivistic or critical realism approach.

According to the hermeneutical theory of science, validity is about argumentation and the validity of a study is therefore evaluated based on how substantiated, authenticated, and consistent an argumentation is (Juul & Pedersen, 2012, Chapter 4). Due to this, it is difficult to give a definitive answer, as there obviously exist other interpretations (Juul & Pedersen, 2012, Chapter 4). However, the purpose of the study is to show the applicability of the results to real life (Juul & Pedersen, 2012, Chapter 4). The validity of the conclusion of a project is apparent when the interpretation of the results are logically coherent (Juul & Pedersen, 2012, Chapter 4). Finally, the conclusion should make sense for others to understand and use. In this case, it is thereby essential that the findings and results are useful for the representatives from Campina de Faro and their goal of attracting more tourists to the area.

Validity can be divided into internal and external validity. Internal validity is the extent to which you know that a cause-and-effect relationship is established and cannot be explained by other factors (Bhandari, 2020). In a qualitative study, like this, it is ensured by preparing the questions thoroughly and by being critical and attentive to whether these questions really help me investigate how Campina de Faro can attract more Danish tourists. I tried to ensure this by making pre-tests.

External validity is the extent to which the findings of a study can be generalized to other situations, people, measures, and settings meaning whether or not the findings are applicable to a broader context (Bhandari, 2020a). Based on this, it can also be evaluated if the results can be generalized to the situation and population that the study seeks to investigate (Aarhus Universitet, n.d.). The external validity is thereby also dependent on the quality of the test sample. In this project, I have tried to increase the quality of the test sample by finding a representative and diverse group of informants with a variety in gender, age, and occupation.

## Reliability

Reliability is about consistency of a measure and tells about the extent to which the results can be reproduced when the study is repeated (Middleton, 2019). However, this is not completely the case when having a hermeneutical approach. As mentioned above, the hermeneutical approach means that the researcher cannot step out of the world (s)he lives in to interpret something without prejudices and pre-understandings and that interpretation is the main focus of the hermeneutical approach. This is also the case for this study and means that the results are based on my interpretation. Consequently, this means that other researchers might get other results, as they will have other pre-understandings than I have. When having a hermeneutical approach, it does thereby not make sense to have requirements for reliability, as the approach is based on interpretation.

Regarding this project, reliability is about transparency about my fundamental assumptions and methodological considerations (see Juul & Pedersen, 2012, chapter 11). I have tried to comply with this by being open and explicit in every aspect of the process.

# Part 3: Theoretical foundation

In the following part, I will explain and elaborate on the theoretical foundation of the project. Here, I will present and explain relevant elements and theories regarding the focus area of the project. This includes research about tourism, decision-making, and place branding. Further elaboration and explanation of specific concepts will be done during the analysis and discussion part of the project, where it is applied to the specific context.

With point of departure in these theories and research, I will analyze and investigate the brand image and brand identity of Portugal and Campina de Faro both in relation to Danish tourists and the locals from Campina de Faro. Moreover, a segmentation will be made in order to investigate types of Danish tourists and their interests and characteristics. This theoretical foundation will also contribute to the discussion about how Campina de Faro in Portugal can get a stronger image among Danish tourists and thereby attract more of them.

## Defining tourists and tourism

In order to investigate and work within the topic of tourism, it is essential and interesting to look into the definitions hereof. According to the Oxford dictionary, tourism is defined as follows: *"the business activity connected with providing accommodation, services and entertainment for people who are visiting a place for pleasure"*(Oxford Dictionary, n.d.-a). Whereas a tourist is defined as: *"a person who is traveling or visiting a place for pleasure"* (Oxford Dictionary, n.d.-b).

Since the 1930's, governments and tourist industry organizations have tried to characterize and monitor the tourist market. In order to do so, they needed a definition of a tourist to distinguish him/her from other travelers (Leiper, 1979). Consequent to this, the first tourist definition was adopted by the League of Nations Statistical Committee in 1937, which described an international tourist as someone who *"visits a country other than that in which he habitually lives for a period of at least twenty-four hours"* (Leiper, 1979, p. 393). This definition has been the basis for later definitions henceforth (Leiper, 1979).

The definition of tourism and a tourist have had its origin based on the nature of its implications. Several researchers with different backgrounds and thereby different focus have proposed various definitions over time (see Getz, 2008; Leiper, 1979; Lundberg, 1975;

Mazanec et al., 2007). One of them is Leiper (1979) who argues that the definition of tourism should be based on five isolated elements: tourists, three geographical elements (generating region, transit route, and destination region), and a tourist industry (Leiper, 1979): *"a tourist can be defined as a person making a discretionary, temporary tour which involves at least one overnight stay away from the normal place of residence, excepting tours made for the primary purpose of earning remuneration from points en route"* (Leiper, 1979, p. 396). This definition implies that the geographical element is of great importance when delimiting the scope of tourists and tourism.

In addition to this, it is interesting to include the definition of tourism by the World Tourism Organization (UNWTO): *"Tourism is a social, cultural and economic phenomenon which entails the movement of people to countries or places outside their usual environment for personal or business/professional purposes. These people are called visitors (which may be either tourists or excursionists; residents or non-residents) and tourism has to do with their activities, some of which involve tourism expenditure."*(UNWTO, 2008). Here, it is interesting to notice that the definition by UNWTO differs from Leiper's definition of a tourist, as they include both personal and business purposes in the realm of tourism. However, UNWTO's definition of a tourist is to some extent similar in that they both emphasize that the trip should include an overnight stay.

The purpose of this project is to investigate how Campina de Faro can attract more Danish tourists. This means non-resident people who include an overnight stay during their trip due to distance. The following will therefore consider tourists and tourism based on this.

## Decision-Making in Tourism

Understanding how tourists determine their holiday destination is crucial when wanting to promote a new area. There are different approaches to understanding information processing and decision-making. Common to all the approaches is that people consume products and services not only based on the utilitarian value but also based on what they represent, mean, and symbolize (Fill & Turnbull, 2019, p. 101). People therefore make purchase decisions either consciously or subconsciously in alignment with how they wish to be seen (Fill & Turnbull, 2019, p. 101).

The classical way of understanding consumer decision-making is that the purchase decision follows a particular rational, sequential, and logical pathway (Fill & Turnbull, 2019, p. 118). Here the process is as follows; (1) problem recognition, (2) information search, (3) evaluation of alternative solutions, (4) purchase decision, (5) post-purchase evaluation (Fill & Turnbull, 2019, p. 118). During this process, many factors affect the different steps (Fill & Turnbull, 2019, pp. 118–120)Kotler et al., 2016, Chapter 7).

One aspect to be considered is whether the purchase is of high or low involvement and if it is something the consumer has previous experience with or not (Fill & Turnbull, 2019, pp. 118–120). Involvement can be described as *"the degree of personal relevance and risk perceived by consumers when making a particular purchase decision"* (Fill & Turnbull, 2019, p. 119)(Rossiter & Percy, 1991). A low involvement purchase therefore represents little risk or threat for the consumer, and is often a low-priced item and something that is bought often like toilet paper, soap etc. (Fill & Turnbull, 2019, p. 119). The need for information search is therefore very low and consumers often try the product or service before attitude development (Fill & Turnbull, 2019, p. 120).

In contrast is high-involvement purchase, which is purchase of high personal relevance that also represents a high level of perceived risk and threat (Fill & Turnbull, 2019, p. 119). It is often infrequent purchases that are high involvement such as buying a car, a tv or a house (Fill & Turnbull, 2019, p. 119). In these cases, the high risk refers to the financial aspect of the item, but risk can also be related to social risks. Due to this, items such as clothing, perfume, bags etc. can also be considered high-involvement purchases, as these contribute to how you are perceived by others (Fill & Turnbull, 2019, p. 119). The need for information search is in this context extensive and the attitude development happens before the product or service is purchased (Fill & Turnbull, 2019, p. 120). Type of involvement is crucial to understand in terms of which information and to what degree it needs to be provided in a marketing context (Fill & Turnbull, 2019, p. 121). Several studies argue that travel is a high-involvement purchase because it is a purchase of high personal relevance and often associated with different kinds of risks both financially and socially (see Andereck, 2009; Cai et al., 2004).

In relation to this, Kotler argues that marketing communication should not only be adjusted to the level of involvement, but also other aspects such as culture, social groups, and the individual consumer (Kotler et al., 2016, p. 218). Moreover, it is also important to notice that

since the classical theories about decision-making were developed, there have been a lot of changes to purchase behavior due to changes in technology, society and culture (Fill & Turnbull, 2019, p. 136). Especially, the increased use of social media has affected the types of perceived risks among consumers, but also how organizations and companies can reduce this risk (Fill & Turnbull, 2019, p. 138). All this needs to be taken into consideration when promoting a tourist destination and forms the basis for consumer behavior and decision-making.

The foundation for understanding consumer behavior, is the stimulus-response model. In short, marketing and other environmental stimuli enter the consciousness of the consumer and a set of psychological processes combines with consumer characteristics which result in decision processes and purchase decisions (Kotler et al., 2016, p. 227). To influence consumer responses, it is essential to understand four key psychological processes: motivation, perception, learning and memory. A marketer should therefore seek to understand what happens in the mind of the consumer between the arrival of outside marketing stimuli and the ultimate purchase decision (Kotler et al., 2016, p. 227). Regarding motivation and Maslow's hierarchy of needs, it is argued that the need for travel belongs at the top of the pyramid. For some it might belong in the esteem needs (4), as travel can be linked with status and recognition. For others it might belong in the top i.e., self-actualization needs, as travel can be a way of developing yourself and realize dreams.

## Segmentation

There are different levels of market segmentation. One strategy can simply be mass marketing where the market offerings are directed towards all buyers (Kotler et al., 2016, p. 330). Another and more used strategy today is micromarketing which can be divided into four levels: *segments, niches, local areas, and individuals* (Kotler et al., 2016, p. 330).

A market segment consists of a group of customers who share a similar set of needs and wants (Kotler et al., 2016, p. 330). At this level, the segments should rather be identified than created and it is the organization's task to decide which one (s) to target (Kotler et al., 2016, p. 330). Market segments can be characterized in several ways. One way is to identify the preferences of the segment (Kotler et al., 2016, p. 331). This can be *homogeneous preferences* meaning all in the segment have roughly the same preferences. Another way can be *diffused preferences* where their preferences vary greatly (Kotler et al., 2016, p. 331).

Finally, it can be *clustered preferences* where natural market segments emerge from groups of customers with shared preferences (Kotler et al., 2016, p. 331). Customers should be divided into groups based on the needs and factors that drive purchase decisions (Kotler et al., 2016, p. 331).

A niche market consists of more narrowly defined customer groups that seek a distinctive mix of benefits and values (Kotler et al., 2016, p. 331). Niche segments are usually identified by dividing a market segment into sub-segments (Kotler et al., 2016, p. 331). Characteristic of a niche market is that customers have a distinct set of value requirements and are willing to pay a premium price for the product or service (Kotler et al., 2016, p. 331). Niche markets are in general fairly small in terms of volume (Kotler et al., 2016, p. 331). Local marketing is a marketing strategy tailored to the needs and wants of local customer groups close to the trading area or store (Kotler et al., 2016, p. 331). The objective of this type of marketing and segmentation is to get a relation to the customers that is as close and personal as possible (Kotler et al., 2016, p. 331).

The final and ultimate level of segmentation is referred to as "segments of one" or "customized marketing" (Kotler et al., 2016, p. 336). Today, customers are much more individualized when determining what to buy and how to buy (Kotler et al., 2016, p. 336). This tendency shows that customized marketing can attract another mix of customers, but also reduce the time spent in the pre-purchase phase of the decision-making process (Belloni et al., 2012; Kaur, 2019; Wu & Ma, 2022).

In addition to the above market segmentation strategy, micromarketing, it is also relevant to include the major segmentation variables for Europe. These are geographic, demographic, psychographic and behavioral segmentation (Kotler et al., 2016, p. 337-338). In geographic segmentation, the customers are divided into different geographical units e.g., nations, regions, cities etc. (Kotler et al., 2016, p. 337). In demographic segmentation, the customers are divided into groups based on variables like gender, age, education, family size etc. (Kotler et al., 2016, p. 339). In psychographic segmentation, the customers are divided into groups based on their personality traits, lifestyle, values etc. (Kotler et al., 2016, p. 346). Finally, in behavioral segmentation, the customers are divided into groups based on their attitude towards, knowledge of, usage etc. (Kotler et al., 2016, p. 348). The segmentation can also be

a mix of the abovementioned segmentation variables where two or more variables are combined (Kotler et al., 2016, Chapter 10).

## Place branding

Place branding and place marketing are a relatively new research area (Freire, 2009; Gertner, 2011; Kaefer, 2021). The concept originated from the idea that places similar to businesses compete with each other (Gertner, 2011, p. 113). In a literature review by Gertner (2011), it is argued that most of the existing literature in this area is rather descriptive instead of being in a normative stage of building theoretical knowledge (Gertner, 2011, p. 112). The main objective of the early literature within place branding and place marketing was to establish the concepts and argue that cities, regions, and countries are marketable products (Kotler et al., 2016; Freire, 2006, p. 68; Gertner, 2011, p. 118). This led to new literature investigating case studies of specific places where it was acknowledged that country image is a determinant for product purchase decisions (Papadopoulos & Heslop, 2000). Hereafter, new research appeared, arguing that a nation or place is not as simple as a product, and can therefore not be treated and marketed as one (O'Shaughnessy & O'Shaughnessy, 2000).

Following this, recognized marketing and branding people like Kotler and Aaker began to show interest in this area as well and predicted that the interest and scope would only grow during the coming years (Gertner, 2011, p. 120). Aaker's personality dimensions suddenly became applicable and relevant in the context of place branding and place marketing due to the realization of emotional impact on destination image (Gertner, 2011, p. 121). This is supported by recent literature that refers to the term "place brand" like *the defined DNA of a place, that is, its unique, distinctive character, marked by what we perceive as its personality and identity. A place brand therefore represents a place's identity (what we see, such as architecture and the built environment) and its image (people's perceptions of the place)."* (Kaefer, 2021, p. 7).

Another interesting and important aspect in the area of place branding is the research by Freire (2006). He tested and found evidence that "other tourists" might be a factor used to evaluate differences in place brands (Freire, 2006). He found that it is better to have a mix of nationalities, including national tourists, than having a big concentration of one foreign nationality at the destination (Freire, 2006, p. 82). Moreover, if the destination was overly

tourist oriented, and thereby appealing to foreign tourists, the place would be seen as having inferior value (Freire, 2006, p. 82). In addition, he also investigated the influence of local people in the destination brand-building process (Freire, 2009). He concluded that consumers use their knowledge of local people to evaluate differences in destinations and this thereby support and influence their decisions about tourism consumption (Freire, 2009). Moreover, he found that much of a place's image is likely to be created by stereotyping the typical local people (Freire, 2009, p. 420). Here, local people were used as a factor, not only to justify consumption but highly used to differentiate positively and negatively distinct other offers in the market (Freire, 2009, p. 433).

Additionally, relevant for this project, his study used the Algarve region as the main empirical geo-brand where Campina de Faro is located. This study did, however, focus on British tourists that have visited the Algarve region (Freire, 2009). Yet, the findings are still applicable and will be used as a point of reference in this project. Freire found that Algarvian people were characterized as having family-oriented values, high willingness to help and having time to talk (Freire, 2009, p. 433). These were all positive characteristics. The Algarvian employees were also characterized as being less pushy and commercially aggressive, which also contributed positively to the image of the Algarve region (Freire, 2009, p. 433). All of the above research is important and highly relevant knowledge when deciding how to position and communicate about a tourist destination, which is the aim of this project.

## Destination brand building

When analyzing image and identity it is important to distinguish between the two. In a traditional marketing context Kotler defines brand identity as: *"the way a company aims to identify or position itself or its product or service in the minds of the consumer"* (Kotler et al., 2016, p.426). Brand image is: *"the way the consumer actually perceives the visual or verbal expressions of a brand, which leads to the psychological or emotional associations that the brand aspires to maintain in the mind of the consumer"* (Kotler et al., 2016, p. 426).

Here, it is crucial to notice the main difference between the two, which is that identity is company planned while image is in the mind of the consumer (see Kotler et al., 2016, p.426). It is of high importance to be aware of brand identity and brand image, as they are the

foundation of brand equity being *"the added value the brand gives a product or service as compared with its generic equivalent"* (Kotler et al., 2016, p.426). These definitions from the broader field of marketing are included, as they form the basis for research within the field of place branding.

In addition to this, it is relevant to include the distinction between destination image and destination brand and how they influence each other. Here, Tasci & Kozak's (2006) model of destination brand, destination image and interrelationships between the two are included as an overall framework for the following analysis and discussion. They argue that the destination brand is created through the destination image, and that the destination brand tends to be more sustainable than the destination image meaning that the creation and destruction hereof takes more time (Tasci & Kozak, 2006, p. 304). Their model illustrates the projected destination image, which is argued to be in line with Kotler's definition of brand identity, as it is how the destination projects their image towards consumers (see Tasci & Kozak, 2006, p. 313). The model also illustrates the received destination image which is argued to be in line with Kotler's definition of brand image, as this is how the consumers actually perceive the destination (Tasci & Kozak, 2006, p. 313). Tasci & Kozak (2006) further argue that the fit between the two would depend on the success of the destination marketing activities and in the long term also the consumer satisfaction when visiting the destination (Tasci & Kozak, 2006, p. 305).

## Destination brand building pyramid

In relation to Tasci & Kozak's model, it is relevant to include a more application-oriented model which maps out four concepts that determine the brand image of a destination and at the same time constitute the sources of potential brand building elements (Kouris, 2009, p. 164). This model is called the *"destination brand building pyramid"* and consists of destination performance imagery, emotional imagery, experience imagery, and tourist imagery (Kouris, 2009).

The first concept, destination performance imagery, involves features, attributes, and benefits regarding the product offerings of the destination (Kouris, 2009). This is the core of the destination's brand and is the main reason why tourists select one location over another and contribute to what they expect to experience during their visit (Kouris, 2009). The features

are functional and concrete offerings e.g., sun and beach, mountains etc. Attributes are the descriptive characteristics of the destination's offerings e.g., clear blue water, most skiing tracks in Europe etc. Finally, benefits are how attributes add value to tourists' experience. These might explain that the attribute "most skiing tracks in Europe" creates a feeling of "endless discovery". Benefits can be manifested in different ways. They can be emotional, functional, or symbolic (Kouris, 2009). Most frequently associated with destinations are discovery, adventure, pleasure, fun, fantasy, escapism, challenge, relaxation, new experiences, romance, dream fulfillment, cultural edification, indulgence, freedom, and exploration (Kouris, 2009, p. 165).

Features are the basic elements of the design of attributes and benefits. Due to this, features are very important. However, usually destinations cannot build their brand solely by listing their features. In order to identify what a destination can offer tourists, it is advised to separate destination performance imagery into two categories, points of difference (POD) and points of parity (POP). PODs are attributes and benefits that are uniquely associated with the destination and that tourists believe they cannot find in other destinations (Kouris, 2009, p. 165). They are valuable brand assets that add value to the destination brand and should be selected based on what the location can deliver superior value on for a prolonged period of time (Kouris, 2009, p. 165).

POPs are features, attributes or benefits that are not uniquely associated with the destination. These do not add value to the competitiveness of the location but must be present to create a legitimate and credible offering (Kouris, 2009, p. 165). This could be transportation, bank facilities, accommodation etc. (Kouris, 2009, p. 165). These are essential features in tourists' decision-making process making them important, even though it is not something the destination differentiates on, it is still something that is needed in order to attract tourists. It is further argued that POPs are important when positioning a new destination, as these can contribute to a "break even" among competitors (Kouris, 2009, p. 165). Based on this, it makes sense for a new destination like Campina de Faro to focus both on their PODs and POPs.

Related to PODs are Unique Selling Propositions (USPs). According to Fill & Turnbull, for a very long time USPs have been the focus of advertising and it was thought that advertising worked most effectively when the message said something about a product that no competitor brand could offer (Fill & Turnbull, 2019, p. 418). The USPs were then thought to be sufficient enough alone to persuade consumers to purchase (Fill & Turnbull, 2019, p. 418). However, the technological developments have made it easier for products and services to quickly copy and imitate each other (Fill & Turnbull, 2019, p. 418). This makes it harder to differentiate in the same way, and brands thereby need to consider other ways to differentiate and persuade consumers to purchase. This is why it is relevant to both look at points of difference and points of parity, as it is a combination of these that ultimately persuade consumers to purchase.

The second concept of the destination brand building pyramid is destination emotional imagery (Kouris, 2009). After potential tourists have established an understanding of the functional attributes and benefits related to the destination brand, it is necessary to explore deeper how the destination's PODs relate to tourists' higher values, personal goals and motivations (Kouris, 2009, p. 166). As mentioned above, it is argued that the need for travel belongs at the top of Maslow's hierarchy of needs. For some it might belong in the esteem needs, as travel can be linked with status and recognition. For others it might belong in the top i.e., self-actualization needs, as travel can be a way of developing yourself and realize dreams.

The third concept is destination experience imagery. Here, brand elements are brought to life in the imagination of potential tourists in order to evoke feelings of movement, surprise, relevance, and anticipation (Kouris, 2009, p. 166). To stimulate this, the destination needs to make the proposed experiences real and easily accessible for the majority of the target tourists (Kouris, 2009, p. 166).

The final concept in the destination brand building pyramid is tourist imagery. According to Kouris: *"this brand element aims to capture the way people should think about the brand abstractly in terms of who visits the destination and why."* (Kouris, 2009, p. 166). These associations are created through different sources of visual stimuli in the destination's communication (Kouris, 2009). In order to create specific associations about who visits the destination and why it is advised to include images of tourists that have the desired specific

demographic and sociocultural profiles. Additionally, these tourists should be shown, where they are involved in situations that tourists can experience at the destination to stimulate the brand distinctiveness of the destination (Kouris, 2009, p. 167). Moreover, when building a destination image, it is advisable to create a short statement that embraces the distinctive meaning of the destination i.e. the brand essence (Kouris, 2009).

## Components of place branding success

When developing a strategy to brand a place, it is essential to think about how and when the selected initiatives are successful. According to Kaefer's (2021) research, there are five key components to place branding success (Kaefer, 2021, p. 19). These are: (1) educate and communicate, (2) Leadership: involve the right partners, (3) ensure adequate funding, (4) ensure brand authenticity through involving the community, and (5) define, measure, and monitor success (Kaefer, 2021, p. 19).

Educate and communicate are about making sure that key stakeholders understand the meaning of the place brand and its promise, including how their efforts support its delivery. Kaefer argues that this is best done by involving a place branding specialist from early on (Kaefer, 2021, p. 20). Leadership is about making sure to have a high level of collaboration between the Municipal body, the private sector, and the civil society (Kaefer, 2021, p. 20). Another important aspect of leadership is to have strong leaders, who are internally motivated and who want to envision, protect, and nurture the brand (Kaefer, 2021, p. 20).

Related to this, is the aspect of ensuring adequate funding. There are different types of funding models to finance place branding. It can be public sector funded, private sector funded, public-private sector partnership and civic sector-driven. Every model has its benefits and downsides, so it is about finding the right balance for the specific destination (Kaefer, 2021, pp. 20–24). The funding model can obviously also evolve and change over time as the brand evolves. Important to keep in mind, when ensuring adequate funding is to think about who the sponsors are and their agendas and if this fits with the destination's agenda (Kaefer, 2021, p. 24).

Another key component to place branding success is to ensure brand authenticity through involving the community. It is argued that the place brand should not make stories that are fancy make-believe stories, but stories that the local community can relate to that grasps the

spirit of the place, and its essence (Kaefer, 2021, p.25). Based on this, it is advised to continuously involve the local stakeholders and citizens to express their ideas and opinions in relation to the brand building process (Kaefer, 2021, p. 25).

Finally, it is argued that you cannot improve what you cannot measure (Kaefer, 2021, p. 25). In order to do so, it is required to have clear objectives and agree on key performance indicators (KPIs). Place branding effectiveness and impact can be measured in different ways. It can, however, be difficult to measure, as place branding tends to be concerned with the overall perception or attractiveness of a place, which is influenced by many factors that are beyond the direct control of the destination (Kaefer, 2021, p. 26). In relation to Campina de Faro, which is a fairly unknown place, it is argued that initially simple metrics like number of visitors, travel duration, money spent etc. can indicate the effectiveness and impact of the place branding.

# Part 4: Analysis

In the theory section, the *"destination brand building pyramid"* by Kouris (2009) were presented. This will create the theoretical foundation for the analysis.

In the following analysis, the perceived destination image (brand image) and the projected destination image (brand identity) will be analyzed. Then, the fit of the two will be discussed in relation to Danish tourists in the discussion section of the project based on the framework by Tasci & Kozak (2006). The purpose of the project is to investigate how the area Campina de Faro in southern Portugal can attract more Danish tourists. In order to do so, it is important to know how Danish tourists that have visited Portugal perceive Portugal and the area Campina de Faro. An analysis of the perceived destination image (brand image) is therefore conducted to discover how the image of Portugal and Campina de Faro are in the eyes of Danish tourists. Moreover, the projected destination image (brand identity) will also be analyzed to determine what is special about the area and what it can offer tourists. Here, data from the INCULTUM project and an interview with the pilot representatives will be included.

Finally, a segmentation will be made in order to investigate types of Danish tourists and their interests and characteristics. How Campina de Faro should approach them will be further discussed in the discussion part of the project.

# Danish tourists' image of Portugal

Here, Portugal's perceived destination image (brand image) will be analyzed based on the concepts from the *"destination brand building pyramid"* (Kouris, 2009) including statements and results from the survey and interviews with Danish tourists that have visited Portugal within the last five years.

According to Kouris (2009), the core of the brand is the destination performance imagery, which consists of features, attributes, and benefits.

## Features

Regarding features, different aspects were found in both the survey answered by Danish tourists that have visited Portugal, but also in the in-depth interviews. In the survey, 71% of the respondents answered that they chose Portugal as a destination due to the climate being sunny and warm (Appendix 2). This was also stated by some of the informants. Informant 2, 3, 5 and 7 all mentioned that they chose Portugal as a holiday destination due to sun and warm weather (Appendix 6). Informant 2 was especially excited about trying a new destination and got attracted by the beautiful beaches and nice weather: *"Portugal was an exciting new destination we had not been to before. Then we saw pictures of their rocky beaches and sun and it looked pretty nice just like you want a summer holiday to be"* (Appendix 6, p. 12, ll. 37-38).

When informant 5 was asked why he chose Portugal as a holiday destination, he answered: *"To surf and because of the good weather. So basically, because it is the world's best surf, it's really good weather and because it's close to Denmark. So, it is actually for me in Copenhagen faster and easier to get there than it is for example to go to Thy in west Jutland"* (Appendix 6, p. 37, ll.41-44). So, for him, it was also the nice weather and beaches but also good opportunities for surfing and convenience regarding transportation options. Another informant also mentioned that direct flight connection from Copenhagen airport to Faro

airport made it easy for her to visit the destination, which also was one of the reasons why she chose Portugal as her holiday destination (Appendix 6, p.14, ll. 25-27).

4 out of 8 informants also mentioned that they got attracted to Portugal due to the relatively low price (Appendix 6). This is also supported by the answers by the respondents in the survey. Here, 39% chose *"low cost"* as a main reason for choosing Portugal as a holiday destination (Appendix 1.1). Two of the informants also addressed the importance of good overnight accommodation, and how it contributed to why they wanted to visit Portugal: *"So, I look at the price and it also matters to me, but I also look at the amenities of the hotels. It is very important to me that I can stay in a safe space. I would rather pay more money for the hotel and spend less money during the trip e.g. on food and shopping"* (Appendix 6, p. 43, ll. 26-32).

## Attributes

In relation to the above features are attributes, which are descriptive characteristics of the above offerings. In the survey, 48% of the respondents stated that interesting cultural life and historical places were one of the main reasons for visiting Portugal (Appendix 1.1). Several of the informants did also mention interesting culture as a reason why they decided to visit Portugal (Appendix 6). This is supported by a study of Portugal that showed that the feeling of cultural enrichment is a contributing factor to the willingness to visit and revisit a destination (Valle et al., 2011).

There was no agreement about the buildings and architecture. 2 informants (Informant 4 & 7) stated that they found the buildings to be shabby and broken due to lack of maintenance and repair: *"I was surprised about how shabby Lisbon was in general… It felt like it had had its great period and now a lot of the stores were closed, and the tourists were gone"* (Appendix 6, p. 30, ll. 41-50). However, 5 informants stated that they saw some nice buildings and fortresses during their trip in Portugal (Informant 2, 3, 5, 6 ,8). This seems to influence Portugal's image positively, as the nice buildings and fortresses were part of the good experience in the country. This did, however, not apply to two of the informants where the lack of maintenance of the buildings seemed to repel them from visiting the exact same place again: *"I do want to visit Portugal again, but not Lisbon right away. I think there are other and more nice places to see"* (Appendix 6, p. 31, ll. 28-31).

Additionally, 29% of the respondents in the survey stated that Portuguese food and gastronomy contributed to their reason for visiting Portugal (Appendix 2). There was no complete agreement among the informants about the Portuguese food. One informant was very enthusiastic about Portuguese food: *"I really like Portuguese cuisine and food… It is a bit of homely plain food"* (Appendix 6, p. 4, ll. 10.11). Whereas others did not know anything about what to expect and did not have any special comments about the food (Informant 2 & 6). Additionally, one informant did not really like the food, he found it to be very bad and boring and not something he would return to Portugal for (Appendix 6, p. 38, ll. 21-25). However, one thing that Portugal is famous for is their Port wine, which was mentioned by several of the informants.

Also, the accommodating and friendly local people is something 6 out of 8 informants noticed and stated when they talked about their experience in Portugal (Informant 1, 2, 3, 4, 5, 7). One of the informants actually stated that the friendly local people was one of the main reasons for him to keep returning to Portugal: *"I felt comfortable and was really well received by the local people. I simply felt at home from the first trip there why I wanted to return "* (Appendix 6, p. 3, ll. 14-16). This is supported by research by Freire (2009), who found that knowledge about local people is used as a factor to differentiate positively but also negatively distinct other offers in the market (Freire, 2009). This positive experience with the locals, does in this case seem to differentiate Portugal positively from other destinations. In relation to this, several of the informants also stated that Portugal being a safe and secure country also contributed to them wanting to visit again and thereby influencing the image of Portugal positively (Informant 3, 5, 6).

Moreover, several of the informants also use the word *"exotic"* about Portugal describing it as a new unexplored area in comparison to other popular holiday destinations in southern Europe e.g., Spain and Italy. Informant 8 said: *" I think Portugal is a bit more exotic than many other European cities, because it has some Middle Eastern inspiration in both their architecture and in their culture"* (Appendix 6, p. 64, ll. 25-27). He further explained how this was one of the main reasons he chose Portugal instead of Berlin, which he also considered visiting for the same holiday (Appendix 6, p. 64-65). This image of Portugal being exotic thereby contributed positively to Portugal's image and ultimately made another tourist visit the country.

## Benefits

All these described attributes add value to tourists' experience. According to Kouris (2009) this value is called benefits and they explain the emotions and feelings tourists can get from the attributes (Kouris, 2009). Based on the above analysis, it is argued that different emotions can arise in connection with the described attributes. The attribute interesting cultural life and historical places including buildings and architecture can arise feelings like adventure, discovery, cultural edification, and escapism. Some of these things were described by one of the informants: *"When going on shorter trips like the one I went on recently in Lisbon, I wanted to escape from the mundane everyday life and get some new cultural impressions"* (Appendix 6, p. 28, ll. 30-35).

As mentioned, there was no complete agreement among the informants about the Portuguese food. Some liked it a lot, which could induce positive emotions, and some did not like it at all, which could induce negative emotions. The majority of the informants did not have any specific relation or comments about the food. This makes it hard to evaluate how the Portuguese food and gastronomy influence the image of Portugal. However, it is argued that due to lack of knowledge about Portuguese cuisine it is not something that contributes positively to the image and not something that is the main reason for tourists to visit. The only specific thing that was mentioned in relation to Portuguese cuisine was Port wine. The majority of the informants stated that they thought the local people were very friendly and made them feel welcome, and in the same connection they also stated that Portugal is a safe and secure country. 6 out of 8 informants even stated that this made them want to visit Portugal again and that it made them relax during their trip (Informant 1, 2, 3, 4, 5, 7). The local people thereby contributed positively to Portugal's image.

Finally, Portugal being described as *"exotic"* by several of the informants is argued to influence Portugal's image positively, as it contributed to reasons why they wanted to visit Portugal initially. In relation to this, several of the informants also stated that they love to visit new places every time they travel and like to do a lot of activities and experience new things during their holiday. The description of Portugal as *"exotic"* could thereby evoke positive feelings associated with adventure, discovery, fun and exploration. This thereby influences Portugal's image positively.

## PODs & POPs

Destination performance imagery can be divided into two categories: points of difference and points of parity (Kouris, 2009). Points of difference describe the aspects that are uniquely associated with the destination, whereas points of parity describe what is necessary for a destination to offer (Kouris, 2009). Based on the above, some points of difference and some points of parity can be detected.

| Points of difference | Points of parity |
| --- | --- |
| Low price compared to other places in Europe | Climate: sunny and warm |
| "Exotic" | Safe and secure country |
| Friendly local people | Good overnight accommodation |
| Portuguese cuisine (Port wine) | Nice and beautiful beaches |
| Cultural life and historical places (incl. buildings and architecture) | |
| Surfing options | |
| Direct flight connections from Copenhagen | |

## Summary

Based on the above analysis of the findings from survey 1 (Appendix 1; Appendix 1.1) and the in-depth interviews (Appendix 6), the image of Portugal is argued to be a combination of its points of difference and points of parity.

Altogether, Danish tourists have an overall positive image of Portugal as a holiday destination. The **low price** is especially one of the reasons for choosing Portugal as a holiday destination. Several of the informants also use the word ***"exotic"*** about Portugal describing it as a new unexplored area in comparison to other popular holiday destinations in southern Europe e.g., Spain and Italy. Also, the accommodating and **friendly local people** is something the informants noticed and stated when they talked about their experience in Portugal. There was no agreement about the **buildings and architecture**, some found them

to be shabby and broken due to lack of maintenance while others found them to be nice and beautiful. 3 informants found the **Portuguese food** very special, whereas others found it fine but could not mention anything specific about it and one informant even found the food to be very bad. The climate being **sunny and warm** is also something that was part of the main reason why the respondents from the survey visited Portugal and something that contributed to the choice of Portugal as a holiday destination for 50% of the informants. Also, **nice and beautiful beaches** were something several of the informants stated as positive about their stay in Portugal. **Easy and accessible transportation** options from Copenhagen also seem to influence Portugal's image positively. Finally, Portugal being a **safe and secure country** also contributed to a positive image. Yet there are still some aspects that could be improved such as the image related to the buildings and architecture and Portuguese food.

## Danish tourists' image of Campina de Faro

Only 4%, equal to 5 people of the respondents in survey 1 knew about Campina de Faro where 3 out of these 5 people have visited the place (Appendix 1, p. 24-25). Here, one of the visitors stated that he would visit the place again, as he finds Campina de Faro to be a lovely place (Appendix 1, p.28). The two other visitors would not visit Campina de Faro again stating: *"It's beautiful but would rather see something new next time"* and *"There are more exciting places in the country"* (Appendix 1, p. 28). This suggests that Campina de Faro as it is right now is not attractive to Danish tourists, as very few people have visited and those who have would not return.

When recruiting informants for the in-depth interviews, I tried to find someone who has visited Campina de Faro in order to get more specific insights about the image of the place in the eyes of Danish tourists. However, this was not possible, and another method thereby had to be utilized. As described in the methodology section, all of the informants had visited Portugal within the last five years, but none of them had visited Campina de Faro. All the informants were therefore shown a tourist video from Visit Portugal showing clips from the Algarve region, where Campina de Faro is located (Visit Portugal, 2018) Photos from Campina de Faro including a description of what you as a tourist can experience there were also included in the interview, in order to give the informants, the best conditions to evaluate and explain their thoughts and reflections about the destination. The description of Campina de Faro was based on materials from the INCULTUM project (Appendix 7, 8, 9). The

interview guide can be found in appendix 3, the photos of Campina de Faro can be found in appendix 4, and the full description of Campina de Faro used in the interviews can be found in appendix 5.

In the following analysis, Campina de Faro's perceived destination image (brand image) will be analyzed based on the concepts from the *"destination brand building pyramid"* (Kouris, 2009) including statements from the interviews with Danish tourists that have visited Portugal within the last five years.

## Features

Regarding the first concept, features, different aspects were found during the in-depth interviews. The majority of the informants stated that they thought the nature and the area in general look nice and a place they would like to visit. However, several informants stated that they could only imagine themselves visiting the place for around one day: *"I think the area looks really nice, but it is not something I would spend much more than a day on"* (Appendix 6, p. 40, ll. 9-10). In relation to this, one of the informants seemed more interested in visiting the nearby national park Ria Formosa than Campina de Faro itself: *"The national park is sublime. I could easily see myself doing that. I often go from national park to national park when I am on holiday"* (Appendix 6, p. 67, ll. 17-18).

The fact that Campina de Faro is located near the Algarve coast, but a little away from the popular tourist places, actually appeals to several of the informants stating that it can be nice to take a break from the very touristy areas (Appendix 6). This can be related to research by Freire (2006) who found that destinations overly tourist oriented were seen as having inferior value (Freire, 2006, p. 82). This could to some extent explain why the informants would like to go away from the very touristy areas, suggesting that they want to visit a place of higher value and possibly better quality.

Another interesting feature in Campina de Faro is the presence of hydraulic heritage including traditional irrigation systems (Noria, wells, aqueducts, tanks, canals) and old farms, which should stimulate agritourism, rural tourism and cultural tourism (INCULTUM, n.d.). This feature was presented to the informants in the interview where there were different thoughts and opinions about this. All the informants would be interested in visiting the area to

some extent. In terms of the full concept of agritourism i.e. *"For a tourist, agritourism means* **familiarizing oneself with agricultural production or recreation in the agricultural** **environment** *or it may include* **an opportunity to help with farming tasks during the visit***."* (Sznajder et al., 2009, p. 3). One informant directly said: *"...agritourism where I help some* *farmers. That does not do anything for me"* (Appendix 6, p. 67, ll. 1-3). 6 out of 8 informants found the concept of visiting the area and different cultural routes on a guided tour to be interesting and something they would spend around one day or less on (Informant 1, 2, 3, 4, 5, 6). Only one informant found the full concept of agritourism exciting and something she would spend around a week on: *"It is definitely something I would do. I actually tried* *something similar in Peru. And I just found it amazing to get the opportunity to come in and* *live with the locals and get insights about how they live their lives and be part of this. Both* *culturally, but also on a personal level. It's super amazing"* (Appendix 6, p. 57, ll. 10-14).

Additionally, there were two features some of the informants addressed as something they would worry about in relation to visiting Campina de Faro. These were overnight accommodation and transportation. Here, one of the informants stated that if there were no hotels nearby, he would not include overnight stay in the area: *"Once you have tried a five* *star hotel, you will never choose anything else"* (Appendix 6, p. 24, ll. 32-33). On the contrary, 4 out of 8 informants state that they in general are interested in Airbnb accommodation, which suggests that this is also a popular type of accommodation (Informant 2, 4, 5, 7).

Regarding transportation, several of the informants express that easy and accessible transportation both to and during their stay is something that they consider when selecting a holiday destination. 3 out of 8 informants asked about transportation opportunities to and from Campina de Faro when presented for the location in the interview (Informant 3, 5, 6). Here, two informants also stated that in order for them to visit a place like Campina de Faro, they should be able to go there without renting a car (Informant 3 & 8). One of the informants actually mentioned it as the first thing when asked about what would make him visit Campina de Faro: *"Easy access from the airport either by train or bus. I generally like to not be* *required to rent a car when going on different trips during my holiday, as it can end up being* *really expensive in the end"* (Appendix 6, p. 67, ll. 29-32). So, these features were not clear for the informants, but seemed to be concerns both in general when selecting holiday destinations, but especially also for Campina de Faro, as it is located away from the popular

tourist places. This could indicate that if Campina de Faro is not clear about these features and informs visiting tourists about it, it can potentially hurt the image of Campina de Faro and hence prevent new tourists from visiting.

Finally, another important aspect to include when analyzing Campina de Faro's image, is what Danish tourists think of when hearing the name "Campina de Faro". In the survey 59% answered something like *"I don't know"*, *"Never heard of it"*, *"Nothing"* etc. (Appendix 1). The same was the case for 3 of the 8 informants (Informant 4, 5, 6). 10% of the respondents in the survey answered that they thought Campina de Faro had something to do with Camping, which was also the case for two of the informants (Appendix 1, p.19-23; Informant 2 & 6). 23% of the survey respondents thought Campina de Faro is an area in the Algarve region close to the city Faro (Appendix 1.1). This was also the case for 3 of the informants (Informant 3, 7, 8).

Only 3 out of 117 people in the survey suggested that it is a rural ancient place (Appendix 1, p.19-23). Here, only one informant stated similar thoughts about the place, where it is worth noting that the informant talks and understands the Portuguese language and can thereby translate "Campina " into "meadow" and through that get proper associations. Altogether, this shows that very few actually know about Campina de Faro and that the name by including "Faro" to some extent helps Danish tourists to determine where it is located, but also that the word "Campina" confuses Danish tourists, as it is close to the word "camping".

## Attributes

In relation to the above features are attributes, which are descriptive characteristics of the above offerings (Kouris, 2009). As mentioned above, the concept of agritourism in Campina de Faro was presented to the informants. Here, one of the informants described the experience as something like a fairytale implying that she found it to be an idyllic place (Appendix 6, p. 32, ll.35-37). This is supported by research by Silva et al. (2016) who found that one of the most common representations of Portuguese rural areas are as idyllic and as a place of well-being (Soares da Silva et al., 2016). In continuation of this, others thought it would be nice to try something else and found the experience interesting due to the authenticity: *"Yes, I think it would be nice to get down to earth in Campina and then the next*

*day go to the beach and eat some luxury seafood. Then you get a little bit of everything"* (Appendix 6, p.6, ll. 17-19).

Another informant, found it appealing to get insights about the production of local food and something he would like to bring home like a souvenir: *"The part of the concept of going to a farm and do some things would be appealing to me if it was something where you can see e.g. how do we end up with a bottle of port wine or something like that which is very characteristic for Portugal… And then you can bring it home and be like - it is actually really cool that we took part in making this"* (Appendix 6, p. 39, ll. 47-50). 7 out of 8 informants stated that working on a farm or similar is not something they associate with holiday: *"I think it sounds like a bit too much work when I am on holiday"* (Appendix 6, p. 25, l. 6). These descriptions and reactions of Campina de Faro and agritourism indicate that the traditional concept of agritourism is not something the majority of Danish tourists would be interested in or at least not the ones included in this study. This suggests that it is very important how this concept is angled in order for it to strengthen and support Campina de Faro's image.

Only one of the informants addressed something about local Portuguese food when introduced to Campina de Faro both in terms of him wanting to try local dishes, but also wanting to do a cooking class: *"Why not also make a cooking class an option? Learn some simple cooking in Portugal with the locals. To me that would be very appealing"* (Appendix 6, p. 6, ll. 6-8). As mentioned earlier, the majority of the informants had not anything special or specific to say about their experience with Portuguese food. Due to this general lack of knowledge about Portuguese cuisine, it is argued that at the moment it is not something that strengthens neither Portugal's nor Campina de Faro's image. However, several of the informants stated that local cuisine is something they consider when selecting their holiday destination and this could therefore be one way to strengthen the image of Campina de Faro. This will be further discussed and elaborated on in the discussion part of the thesis.

## Benefits

All these described attributes add value to tourists' experience. According to Kouris (2009) this value is called benefits and they explain the emotions and feelings tourists can get from the attributes (Kouris, 2009). Based on the above analysis, it is argued that different emotions can arise in connection with the described attributes. The attribute agritourism was described

as something like a fairytale and very authentic and local, it can be argued that this arises positive feelings associated with adventure, discovery, fun, exploration and maybe even romance which possibly influence Campina de Faro's image positively. On the contrary, the attribute agritourism could also arise negative feelings associated with lack of freedom, challenge, and boredom. If understood this way, then the concept of agritourism will instead influence Campina de Faro's image negatively.

As found above, there was a general lack of knowledge about Portuguese cuisine for the majority of the informants and only one mentioned something about it when introduced to Campina de Faro. It can therefore be argued that this attribute does not add any value to tourists' experience as it is at the moment. However, the one informant mentioning Portuguese cuisine and suggesting a cooking class learning about local dishes and simple cooking seems to connect it with positive emotions and associations: *"You could for example make a lovely soup… That is something I have enjoyed a lot during my trips to Portugal"* (Appendix 6, p. 6, ll. 8-13). This indicates that if tourists are presented with more information about local Portuguese cuisine, it could potentially influence Campina de Faro's image positively.

## PODs & POPs

As mentioned, destination performance imagery can be divided into two categories: points of difference and points of parity (Kouris, 2009). Based on the above, some points of difference and some points of parity can be detected in relation to Campina de Faro and Portugal.

| Points of difference | Points of parity |
|---|---|
| Beautiful nature and area | Climate: sunny and warm |
| Agritourism, rural tourism, cultural tourism (irrigation systems and old farms) | Safe and secure country |
| Less touristy and more authentic | **Uncertain Points of parity** |
| Close to national park Ria Formosa | Overnight accommodation in Campina de Faro |
| Local Portuguese cuisine | Transportation options to/from Campina de Faro |
| Special buildings and architecture | |

## Summary

Based on the above analysis of the findings from survey 1 (Appendix 1; Appendix 1.1) and in-depth interviews, the image of Campina de Faro is argued to be a combination of its points of difference and points of parity.

Altogether, none of the interviewed Danish tourists knew anything about Campina de Faro and thereby no image existed prior to the interviews. However, after being presented to the area through photos and a description, the informants now seem to have a mixed image of Campina de Faro on that basis. The **beautiful nature**, the nearby **national park Ria Formosa** and the idea about a **less touristy place** including a more authentic experience appeal to the informants to a greater or lesser extent suggesting that these aspects influence Campina de Faro's image positively. On the contrary, the full concept of **agritourism** and the uncertainty regarding **overnight accommodation** in Campina de Faro and **transportation** there are things that can influence Campina de Faro's image negatively. Moreover, there seems to be a general lack of knowledge about **Portuguese cuisine**. The one informant mentioning the local Portuguese cuisine did, however, seem to connect it with positive emotions and associations. This indicates that if tourists are presented with more information about local Portuguese cuisine, it could potentially influence Campina de Faro's image positively.

Finally, another important aspect to include when analyzing Campina de Faro's image, is what Danish tourists think of when hearing **the name "Campina de Faro"**. The above analysis shows that very few actually know about Campina de Faro and that the name by including "Faro" to some extent helps Danish tourists to determine where it is located, but also that the word "Campina" confuses Danish tourists, as it is close to the word "camping". What Campina de Faro should do about this will be further addressed in the following discussion where concrete recommendations regarding the name will be suggested.

## The locals' image of Campina de Faro

In the following analysis, Campina de Faro's projected destination image (brand identity) will be analyzed based on the concepts from the *"destination brand building pyramid"* (Kouris, 2009). The analysis will be based on material from INCULTUM and other data and

material in relation to this. An interview with the pilot representatives will be included as well.

## Features

Regarding the first concept features, different aspects were found in the materials from the INCULTUM team. The area Campina de Faro is located in the heart of the Algarve region, an established and popular tourist region (Statista, 2020; Visit Portugal, n.d.). This makes the area peripheral to mass tourism, however, the locals believe that this location is also beneficial as the area can leverage and utilize that there already are a lot of tourists in the nearby area (Appendix 7, p. 3). In an interview with the pilot representatives, it is clear that the most important features according to them is their water heritage and traditional agriculture: *"it has a rich and diversified cultural heritage associated with the traditional irrigation system and historic farms that give heritage value and cultural interest to our pilot"* (Appendix 7, p.2-3).

Additionally, they also find their Mediterranean heritage very important and distinctive for the area: *"The history and memory of this place is effectively differentiating, marked by the Mediterranean culture which is associated with the Roman presence (Milreu, Óssonoba) and the Islamic presence (Faro, Loulé)"* (Appendix 9). This suggests that the locals' image of Campina de Faro is very positive and strongly based on the history of the place.

The Danish tourist's image of Portugal including Campina de Faro was among other things influenced by the climate being sunny and warm during summer, which was something the majority of the informants valued as a feature in Portugal. Here, the representatives for the Campina de Faro pilot has other thoughts about seasonality for tourists: *"it is expected that the arrival of tourists to Campina may occur in the different seasons of the year, particularly in spring/summer and autumn, when planting activities are carried out, watering and harvesting vegetables and citrus fruits"* (Appendix 7, p. 4). The focus for the locals is therefore not on how the weather is, but more on how it fits with planting activities.
The two features overnight accommodation and transportation was something that could potentially influence Campina de Faro's image negatively in the eyes of Danish tourists. The locals believe that their public transportation options will to some extent fit with the needs and expectations of the tourists: *"In part, yes. There is a public transport network (bus,*

*train), there are several car and bicycle rental companies…Infrastructure improvements are needed. Some are viable in the short or medium term, its implementation and conclusion are scheduled for 2027"* (Appendix 7, p.5). This indicates that the transportation options are not optimal and also something that to some extent influences the locals' image of Campina de Faro negatively.

Regarding overnight accommodation, the locals find the options in the area to be suitable and ready for more tourists at the moment: *"The three cities related to the pilot have a diversified offer of hotels, inns, and local accommodation (Airbnb). There is a high-quality Inn in one of the villages located in Campina de Faro (Parador)."* (Appendix 7, p.6). This suggests that overnight accommodation is something that influence the locals' image of Campina de Faro positively, because they offer different kinds of accommodation in terms of price level and quality. However, it is argued that even though the locals find the options to be diversified and suitable most of them have might not even tried the options themselves, as they live in the area.

## Attributes

In relation to the above features are attributes, which are descriptive characteristics of the above offerings (Kouris, 2009). As mentioned above, distinctive, and important for the locals of Campina de Faro are their cultural heritage including Mediterranean heritage, water heritage and traditional agriculture. Regarding these features, different characteristics are connected with them according to the pilot representatives:

*"Rural communities, farmers and small local agricultural companies will be able to combine agricultural and livestock activities with tourist activities, receiving tourists in their rural homes, promoting their participation in new experiences associated with carrying out agricultural activities (planting, watering and harvesting vegetables and fruits) or serving as guides on cultural visits to the old Farms, to the hydraulic heritage and to the tasting of traditional foods and drinks in small restaurants and markets of local products associated with the Mediterranean diet"* (Appendix 7, p.6).

In relation to this, it is suggested that there should be established cultural routes that will give visibility and prominence to the hydraulic heritage (waterwheels, aqueducts, tanks, canals,

etc.) and to local agricultural products (vegetables, fruits) (Appendix 7, p.3). This should serve as a basis for the development of community based cultural tourism (Appendix 7, p.3). Here, interactive tourism-supporting functionalities are intended to be developed, in order for tourist to follow the routes by themselves making the offers appeal more broadly in terms of types of tourists: *"They (the digital maps) will have associated Story-map features that will allow tourists to follow the marked routes and understand the history of the landscape, learn about the hydraulic heritage and the role and importance of sustainable water management today."* (Appendix 7, p.15). Based on all this, it is argued that the attributes agritourism, rural tourism and cultural tourism, are very central for what Campina de Faro can offer intended tourists and seems to be the essence of Campina de Faro's image in the eyes of the pilot representatives.

## Benefits

All these described attributes add value to tourists' experience. According to Kouris (2009) this value is called benefits and they explain the emotions and feelings tourists can get from the attributes (Kouris, 2009). Based on the above analysis, it is argued that the pilot representatives seek to appeal to different emotions and associations.

According to the pilot representatives, the attributes of agritourism, rural tourism and cultural tourism, seek to increase tourists' interest and awareness of the role and importance of cultivation and techniques related to historic irrigation water management and efficient use (Appendix 9). But also give tourists the experience to taste high-quality food products like jam, sweets, and ice cream (Appendix 9). It is argued that the increase of interest and awareness regarding Campina de Faro's hydraulic heritage and the experience to taste high-quality food products are intended to create positive emotions that could be associated with discovery, new experiences, knowledge, high-quality, adventure and cultural edification. All with the purpose of creating a stronger image of Campina de Faro.

## PODs & POPs

As mentioned, destination performance imagery can be divided into two categories: points of difference and points of parity (Kouris, 2009). Based on the above, some points of difference and some points of parity can be detected in relation to the locals' image of Campina de Faro.

| Points of difference | Points of parity |
|---|---|
| Agritourism, rural tourism, cultural tourism (Landscape and water heritage, Mediterranean heritage, Traditional agriculture) | Overnight accommodation in Campina de Faro |
| Local Portuguese cuisine | **Uncertain Points of parity** |
| Seasonality: particularly spring/summer and autumn, but heavily dependent on when planting activities are carried out | Transportation options to/from Campina de Faro |

## Summary

Based on the above analysis of the findings from material from INCULTUM and an interview with the pilot representatives, the image of Campina de Faro is argued to be a combination of its points of difference and points of parity.

Altogether, the locals have an overall positive image of Campina de Faro. Their offer of **agritourism** related to their hydraulic heritage and traditional agriculture is something that is the essence of Campina de Faro's image. The **local Portuguese cuisine** and production of local products also seem to be attributes that are supposed to create positive emotions and associations all with the purpose of creating a stronger image of Campina de Faro. In addition, there are still some aspects that could be improved such as the transportation options in the area and information regarding overnight accommodation.

## Segmentation

As mentioned in the theoretical foundation, there are different levels of market segmentation. One strategy can simply be mass marketing where the market offerings are directed towards all buyers (Kotler et al., 2016, p.330). Another and more used strategy today is micromarketing which can be divided into four levels: *segments, niches, local areas and individuals* (Kotler et al., 2016, p.330).

Altogether, it is argued that it does not seem attractive for Campina de Faro to focus on a niche segment nor on a local segment, as the objective is to increase the volume and number

of visitors. This means that the levels *segments* and *individuals* could be relevant for Campina de Faro when discussing how to create a stronger image among the market segment. Regarding the segmentation variables, they could all be relevant when dividing Danish tourists into groups. All this will be further analyzed in the following sections.

## Characteristics of Danish tourists

The purpose of this project is to investigate how Campina de Faro can attract more Danish tourists. This means non-resident people who include an overnight stay during their trip due to distance ((Leiper, 1979; UNWTO, 2008). The following will consider tourists in accordance with this.

There are several things that characterize Danish tourists. Danes are generally outward-looking and are keen leisure travelers (Passport, 2021d, p. 37). 62% say it is important to experience other cultures (Passport, 2021d, p. 37). Moreover, 32% of the Danes compared to 29% globally plan to increase their spending on travel in the next year (Passport, 2021d, p. 37). Travelling is where most people want to increase their spending closely followed by spending on health and wellness, where 27% have the intention to do so (Passport, 2021c, p. 46).

As mentioned, Danes are keen leisure travelers, but during the pandemic their attention has shifted to holiday destinations close to home (Passport, 2021a, p. 40). However, my survey shows that only 5% would visit a new destination because it is close to home (Appendix 2). In terms of how Danes spend their time when they are on holiday, 27% say that they select nature and outdoor activities, 19% select trips that highlight arts and heritage and 33% say that they simply seek relaxation when selecting holidays (Passport, 2021a, p. 40). This is overall in accordance with my survey data as well (Appendix 2). This shows a general potential for Campina de Faro to create a stronger image for Danish tourists, as they are interested in nature and heritage.

According to research by Passport, there are five consumer types in Denmark (Passport, 2021b). Here, it is only two of them that directly address something about their travel habits, which is why only the following two are included: Empowered Activists, and Self-care Aficiando. 25% of Danish consumers are Empowered Activists: "*Consumers with this profile are invested in experiences and are likely to spend their time and money on activities that*

*promote their own happiness. This might be through holidays and cultural experiences as well as helping those in need through volunteering work, charity support and joining protests."* (Passport, 2021b, p. 15). 16% of the Danish consumers are Self-care Aficionados: "*This consumer type is unlikely to spend much on materialistic possessions, they highly prioritize spending on international travel and cultural experiences*" (Passport, 2021b, p. 23). The characteristics and preferences of these two consumer types can be of value for Campina de Faro, as these types fit with some of the points of difference that Campina de Faro has to offer tourists and these types also account for a fairly great amount of the Danish consumers.

There are also some characteristics regarding Danish tourists that have visited Portugal within the last five years as found in my survey (Appendix 1; Appendix 1.1). 53% of the respondents have only visited Portugal one time. The most popular destinations in Portugal are Lisbon, Porto and the Algarve region. Here, 59% of the respondents have visited Lisbon, 30% have visited Porto, and 34% have visited the Algarve region (Appendix 1.1). This shows that the Algarve region, where Campina de Faro is located, is already a place that Danish tourists are familiar with. 56% visited Portugal during summer, where 30% visited during winter, 28% visited during fall, and 25% visited during spring (Appendix 1.1). This indicates that Portugal is attractive to visit throughout all seasons of the year. This fits well with the points of difference found in the above analysis of the locals' image of Campina de Faro, where they emphasize that they want visitors during all year, as the tourist offerings are heavily dependent on when planting activities are carried out.

## Selection of segments

As found in the above image analysis of Campina de Faro, it is evident that its point of difference is strongly related to landscape and heritage and traditional agriculture. This means that the tourists Campina de Faro should try to attract is someone who seeks new experiences that are associated with local culture in the context of leisure and recreational activities that are linked to agritourism, rural tourism and cultural tourism (see Appendix 9). Previous studies of the Algarve region, show that tourists who visit based on their attraction to sun and beach, actually also make use of cultural offers, and that the experience with the cultural offer make them more willing to return (Valle et al., 2011)This indicates that the segments interested in sun and beach could also be of interest for Campina de Faro. This is also supported by the findings in my interviews where one of the informants were primarily

interested in sun and beach, but she also found it appealing to get some new cultural experiences and take a break from the very touristy areas (Informant 2).

All of the informants stated that they to some extent selected holiday destinations based on the activities you can do there. It is therefore relevant to segment the Danish tourists based on an activity-based segmentation. In relation to this it is interesting and relevant to include Eusébio et al. 's (2017) research that did an activity-based segmentation analysis of the rural tourism market in Portugal. They found four segments based on activities carried out in Portuguese rural areas (Eusébio et al., 2017). These are: 1) The Active Visitors, 2) The Passive Nature Observers, 3) The Summer Family Vacationers and 4) The Inactives (Eusébio et al., 2017).

| Name of segment | The Active Visitors | The Passive Nature Observers | The Summer Family Vacationers | The Inactives |
|---|---|---|---|---|
| Characteristics | Explore several dimensions of the Portuguese countryside and undertake almost all activities available. | Explore the Portuguese countryside in a relatively superficial manner. Undertake limited number of activities mainly landscape observation and resting. | See the Portuguese rural areas as more disadvantaged places, but also as idyllic and spaces of wellbeing. | Reveal the most passive attitude when visiting the Portuguese countryside. |
| Activities | Engage in nature related activities, resting and cultural activities. | Brief stays in rural areas with a larger number of excursionists. | Go to the beach, but are also interested in cultural enrichment through contact with typical local products (local cuisine, local wines, buying local agricultural products etc.) | Engage in few activities, mainly resting and visiting relatives or friends. |
| Engage with locals | Engage more than other segments with the local residents. | Low tendency to interact with locals. | Relatively higher tendency to interact with locals. | High familiarity levels with rural areas and the locals there. |
| Accommodation | More likely to use rural tourism accommodation. | Hotel away from the rural area. | Rent house or room (Airbnb). | Other types of hotel. |

Source: Eusébio et al., 2017

Based on the above characteristics of Danish tourists including data from Passport reports, my surveys, and interviews, it is argued that these segments are applicable for Danish tourists as well.

The segment, active visitors, fits with the characteristics of Danish tourists showing that they are very interested in nature and heritage. Also, the findings in my interviews show that several of the informants are interested in engaging with the residents (Informant 1 & 7). One informant was also interested in rural tourism accommodation which also fits with the characteristics of this segment.

The segment, passive nature observers, fits with the characteristics of several of the informants (Informant 2, 3, 6, 8). They stated that they only wanted to visit Campina de Faro for one day or less, which indicates that they want to explore the Portuguese countryside in a relatively superficial manner. Here, one of the informants explicitly stated that he would be interested to go to Campina de Faro in a bus or similar with a larger number of excursionists (Informant 3). Moreover, some of these informants also stated that they value overnight accommodation of high quality (Informant 3 & 6), which also fits with the characteristics of this segment.

The segment, summer family vacationers, also fits with the characteristics of several of the informants (Informant 2, 4, 5). Here, especially two informants emphasized that they primarily go to the beach but are also interested in cultural enrichment during their holiday (Informant 2 & 5). One informant was really interested in trying typical local products and wanted to take part in the production process to bring a local product home as a souvenir (Informant 5). In terms of accommodation, these informants also preferred to rent through services like Airbnb, which also fits with the characteristics of this segment.

The segment, in-actives, is however not suitable for Danish tourists, because none of the data from the Passport reports, my surveys or interviews show that Danish tourists have high familiarity levels with rural areas and the locals there.

## Summary

Based on the above segmentation, three segments are found to be included in the following discussion about how Campina de Faro can get a stronger image among Danish tourists.

These segments are:
- The Active Visitors
- The Passive Nature Observers
- The Summer Family Vacationers

# Part 5: Discussion

The analysis showed that the perceived destination image among Danish tourists regarding Portugal and especially Campina de Faro does not correspond with the projected destination image among the locals. In this part of the project, it will be discussed which aspects of Campina de Faro could be emphasized and how these could be branded to create a stronger image among Danish tourists.

## Image of Campina de Faro

Due to the fact that none of the informants have visited Campina de Faro before and that the majority of the informants only wanted to visit the area as a tour for one day or less, it is considered relevant to include both the image of Portugal as a whole and Campina de Faro in the following discussion about how Campina de Faro can get a stronger image among the market segment.

To discuss which brand elements there should be linked to Campina de Faro in relation to Danish tourists, the most distinctive PODs and POPs from the image analyses are shown below. These will be elaborated on and discussed in the following sections.

| Points of difference | Points of parity |
|---|---|
| Agritourism, rural tourism, cultural tourism (Landscape and water heritage, Mediterranean heritage, Traditional agriculture) | Transportation options to/from Campina de Faro |
| Local Portuguese cuisine | Overnight accommodation in Campina de Faro |
| Name: Campina de Faro | |

This discussion has its starting point in the theories and research included in the theoretical foundation, however more and other concepts will be presented as they are included to further argue and support how Campina de Faro can get a stronger image.

As described in the analysis, none of the informants had visited Campina de Faro and only 4%, equal to 5 people of the respondents in survey 1 knew about Campina de Faro. There can be several reasons why this is the case. According to Windahl, S., & Sigtnitzer, B. (2009), there are three ways to solve a problem, these are; education, engineering, and enforcement (Windahl & Signitzer, 2009, p. 46). Education activities include marketing campaigns and other ways of informing an audience, engineering consists of environmental modification of equipment design, and enforcement involves using legal remedies to prevent the problem from happening (Windahl & Signitzer, 2009, p. 46).

Based on the findings in the analysis it is argued that the problem in this case seems to be a combination of lack of knowledge about Campina de Faro i.e., education, and uncertainty about transportation options and overnight accommodation i.e., engineering. Due to the lack of knowledge about Campina de Faro, it is evaluated that this is a communication problem, which means "education" is part of the solution. The objective of the following discussion is to identify how Campina de Faro can create a stronger image in the eyes of Danish tourists in order to achieve the ultimate goal, which is to attract more tourists to the area.

## Naming & framing: Is Campina de Faro a camping site?

The name of the area is Campina de Faro, as mentioned in the introduction. This has several meanings for Danish tourists. The meaning of the name was investigated both in survey 1 and in the interviews. In the survey 59% answered something like *"I don't know", "Never heard of it", "Nothing"* etc. (Appendix 1, p. 19-23). The same was the case for 3 of the 8 informants (Informant 4, 5, 6). 10% of the respondents in the survey answered that they thought Campina de Faro had something to do with Camping, which was also the case for two of the informants (Informant 2 & 6). 23% of the respondents in the survey thought Campina de Faro is an area in the Algarve region close to the city Faro (Appendix 1.1). This was also the case for 3 of the informants (Informant 3, 7, 8). Only 3 out of 117 people in the survey suggested that it is a rural ancient place (Appendix 1). The analysis showed that very few actually know about Campina de Faro and that the name by including "Faro" to some extent helps Danish tourists to determine where it is located, but also that the word "Campina" confuses Danish tourists, as it is close to the word "camping".

In relation to this, it is relevant and interesting to include Viktor Smith's (2021) research about naming & framing. Naming & framing can be divided into four interrelated levels. Level 1 describes that simply by having a name for it, it has potential for becoming an object of human thinking and communication and the first precondition for meaning is thereby met (Smith, 2021). Regarding Campina de Faro, it is an unknown place, and the name does not exist in the minds of Danish tourists. The name itself does therefore not seem to have any advantages when it comes to Danish tourists. On the other hand, if some Danish tourists actually came to know the name that would make a positive difference due to the very fact that they would at least have (some) name for it.

Level 2, which is also referred to as the "Joyce-principle" describes how the word is lexically constructed, but also which associations, connotations or built-in motivations that naturally arise from just hearing or seeing the word (Smith, 2021, Chapter 2). In this case, it was very apparent among the respondents of survey 1 and the interview informants that "Campina" has some direct connotations to the word "camping", which made them suggest that Campina de Faro is a camping site in Faro (Appendix 1, p.19-23). Faro is, on the other hand, more well known among Danish tourists and the majority of them suggested that it was an area in the Algarve region due to their knowledge about the city, Faro.

Level 3, which is also referred to as the "Juliet-principle" describes how the meaning of words is dependent on contextual cues i.e., on how the word gets its meaning from the framing of it by other words, sentences, and nonverbal perceptual cues (Smith, 2021, Chapters 2 and 3). At the moment, Campina de Faro has not been framed in any way towards Danish tourists. For the name to operate on level 3, it would be necessary to frame it somehow. This could for example be done by adding a sub name in the campaign material to further explain what and where Campina de Faro is, so Danish tourists are not in doubt about what it means. This is further supported by Kouris (2009), who argues that when building a destination image, the destination should create a short statement that embraces the distinctive meaning of the destination (Kouris, 2009).

In relation to Campina de Faro, it is argued that the name should be descriptive, but also appeal to the aspects that Danish tourists find attractive. The analysis showed that the beautiful nature of the area and the fact it is less touristy compared to the rest of the Algarve region was very appealing to most of the informants. Some of the informants also referred to the area as dreamy and fairytale-like. The name should therefore embrace these aspects and aim for associations that are linked to this. Moreover, it is advised that the sub name is in Danish, as this will appeal to all Danish tourists removing all language barriers and will thereby not exclude anyone. By having the name in Danish, it is also ensured that it is understood correctly to a greater degree compared to English, as people's native language will always be the one, they understand the best. A suggestion for a sub name is: Campina de Faro - Smukke enge og landlig idyl midt i Faro distriktet.

Ideally, the name should operate on level 4. This would mean that all the associations and cues from the remaining levels would fit into a wider thematic sense of framing, awakening positive associations when encountering the name (Smith, 2021, Chapter 4). In reality, this would probably first happen when and if Campina de Faro becomes a well-known holiday destination, where Danish tourists encounter the name in different settings that goes beyond marketing and communication initiatives. However, it should also be noted that there are limitations when reality and practice are compared to theory. This distinction between the four levels of naming & framing is not necessarily as categorical due to the strong connection between the levels: *"we are dealing with an "ecosystem" where all four levels feed into each other"* (Smith, 2021, p. 32). Therefore, it is also difficult to evaluate which levels the name will go through in different individuals when being exposed to a potential campaign.

# PODs & POPs

As found in the image analysis and stated above, agritourism and local Portuguese cuisine are the two major points of difference also called unique selling propositions (USPs) (see Fill & Turnbull, 2019, p. 418) that Campina de Faro can offer tourists. Moreover, transportation and overnight accommodation were the most distinctive points of parity in both of the image analyses. In the following sections, it will be discussed how these PODs/USPs and POPs can contribute to the image building and destination branding of the area towards Danish tourists.

## Agritourism

The concept and idea of agritourism is that a tourist visits a farm and helps with farming tasks to a greater or lesser extent during the visit (Sznajder et al., 2009). This concept has increased over the last decades and promises increased growth in the future due to the great benefits it causes for farmers and visitors (Barbieri et al., 2016).

In the image analysis of the locals' image of Campina de Faro it seemed like the attributes agritourism, rural tourism and cultural tourism are the essence of what Campina de Faro can offer tourists. However, for the majority of the Danish tourists it was not the concept itself that they found the most appealing, but more the idea and opportunity to get a break from the very touristy places and go somewhere less touristy and more authentic. These findings influence how Campina de Faro should brand itself and its PODs.

### Involvement of local communities

When branding and promoting cultural tourism, there are several unique features that marketers should consider in the planning process (Mckercher & Cros, 2002, p. 204). One feature is that nonfinancial objectives often have an equal or stronger role in the overall objectives compared to financial goals (Mckercher & Cros, 2002, p. 204). Another feature marketers should be aware of and acknowledge is that tourists and local residents share the assets, and it is therefore crucial to balance and be mindful of both stakeholders (Mckercher & Cros, 2002, p. 204). An essential element of branding and developing cultural tourism is to gain community support from the locals (Mckercher & Cros, 2002, p. 204). This is done by ensuring that the tourist offerings do not compromise or impinge the needs of the locals (Mckercher & Cros, 2002, p. 204), but also by accommodating their wants e.g., for new jobs, increase in family income etc.

One way to comply with this is by ensuring that the content of the marketing initiatives is aligned with the locals' needs and wants. This idea is supported by Alonso & Nyanjom's (2017) research. Their research suggests that locals who have a proactive role in enhancing the sustainability of local tourism could be a powerful tool for communities seeking to build their destination image (Alonso & Nyanjom, 2017). In relation to this, another study found that residents affiliated with tourism are likely to perceive tourism impact more positively and the more positive their perception of tourism development, the more likely they feel satisfied with their lives (Woo et al., 2018, p. 260). Moreover, research found that a destination branding strategy that represents the residents' experience of the place, encourages the locals to have a more constructive and positive attitude towards their engagement with tourists, which ultimately enhances the quality of the tourist's experience (Campelo et al., 2014, p. 163).

Based on this, it recommended that Campina de Faro should make an effort to involve the local communities i.e., the local farmers, store owners, restaurants, hotels, taxi, and bus drivers etc. Both in order to build and strengthen their destination image, but also to make their residents feel satisfied with their lives. This could potentially also have a positive effect on the engagement and involvement of the locals regarding tourism initiatives. All these stakeholders are important players in relation to tourism, as they are all someone the tourists meet during their visit, and they thereby highly influence the tourist experience.

In this case, where there is a strong focus on agritourism, the local farmers will play a significant role because they will be hosting a central activity for the tourists. It is therefore crucial to guide and help the local farmers extensively and motivate them to be a good host for tourists. More specifically, the responsible tourist organization should help the local farmers develop the activities that tourists can participate in, set up a booking system of some kind, promote it, and very importantly make the locals fully comfortable with this new situation. This could for example be done by having some representatives from the local tourist office facilitating everything around the experience on the farm except the activity that the local farmers host. In the short term focus should be on the local farmers, as they are essential for the development of agritourism, but in the long term a similar guidance and help should also be provided for the other stakeholders in order to optimize all aspects of the tourist experience in Campina de Faro.

Another element that marketers should also be aware of when branding and developing cultural tourism, is the fact that the tourist facilities are attractions and therefore need to be managed and maintained in some way (Mckercher & Cros, 2002, p. 205). This is essentially a task for management, but something marketers should be aware of (Mckercher & Cros, 2002, p. 205). For the destination branding to be successful it is crucial that the messages and promises in the marketing of the place are in alignment with the experience that tourists actually get (Kaefer, 2021). Ultimately, this will enhance their experience and hopefully make them either recommend other tourists to visit the place and/or result in a higher amount of returning visitors. In this case it is the municipalities of the three cities in the area that are responsible for the general maintenance of the area such as roads, historical buildings etc. (Appendix 8). They should therefore be highly involved with the marketers to understand the importance of maintenance and how this influences the tourist experience.

## User-generated content

In relation to recommendations, it is interesting to include research about destination branding and user-generated content. Educaro Oliverira and Emese Panyik (2015) investigated how content created by tourists generates brand value and how this can be utilized in a destination branding strategy using Portugal as a case study (Oliveira & Panyik, 2015). User-generated content is:" any *form of content such as video, blogs, discussion forum posts, digital images, audio files and so on, created or posted by consumers or end-users and publicly available to other consumers and end-users"* (Kotler et al., 2016, p. 899).

Today, tourists of all ages are increasingly using digital technologies including social media to research, explore, interact, plan, book and share their travel experiences (Oliveira & Panyik, 2015, p. 54). These new opportunities are demanding new strategies in destination brand initiatives (Oliveira & Panyik, 2015, p. 54). Many argue that word-of-mouth (WoM) communication is the most powerful way of communicating marketing messages (Fill & Turnbull, 2019, p. 76). A study found that 33% of consumers trust online advertisements, 90% trust recommendations from friends and family and 70% trust electronic word-of-mouth (eWoM) (Fill & Turnbull, 2019, p. 77). Moreover, both WoM and eWoM are considered to be the primary driver of purchasing decisions making it a very important tool for organizations and their branding strategies (Fill & Turnbull, 2019, p. 77).

Despite that, Pan et al. (2007) argue that it is uncertain what the impact of WoM is on tourists' decision-making process (Oliveira & Panyik, 2015, p. 54). However, in my interviews all the informants stated that they either got inspiration or made the final decision about their holiday destination based on recommendations from friends and family (Appendix 6). 66% of the respondents of survey 2 and several of the informants also stated that their primary place to get information about a holiday destination was Google and that they searched for reviews and advice from other people not only official tourist sites (Appendix 2; Appendix 6). This suggests that WoM and eWoM are also essential drivers of purchasing decisions to some extent in the tourists' decision-making process in this study.

Even though it is not completely clear how WoM influences the decision-making process, it is still evident that it highly influences the destination image: *"Pre and after-trip interactions enrich tourists' virtual experience, enhance their destination image through strong virtual presence and cultivate their loyalty toward the destination."* (Oliveira & Panyik, 2015, p. 71). Finally, Oliveira & Panyik (2015) argue that this altogether means that tourists and travelers should be encouraged to co-create the brand content and support the destination branding process (Oliveira & Panyik, 2015, p. 71).

In relation to Campina de Faro and the selected segments of Danish tourists, it can be argued that they should encourage all the segments to take part in this co-creation in order to strengthen their image in general. The selected segments may take part in different ways. There would seem to be some grounds for expecting that the active visitors will probably be the ones representing and showcasing Campina de Faro the best regarding the full concept of agritourism because they are the ones engaging the most in the offered activities. Therefore, they will have the best possibilities to show the diversity in what tourists can experience in Campina de Faro. The passive nature observers will most likely show and tell about Campina de Faro in a relatively superficial manner focusing on the look of the landscape and less on the activities. The summer family vacationers will most likely show and tell about a mix of the landscape and activities combined with the local offerings.

Co-creation seems to influence a destination image positively, however, there is also evidence that it can harm destination brands. Lund et al.'s (2020) research address how co-creation also can create co-destruction of destination brands: *"Brand co-destruction occurs in consumer-to-consumer conversations in brand communities where negative comments about*

*a product or service are prevalent"* (Lund et al., 2020, p. 1506). Brand co-destruction can end up being a "vicious cycle" because shared negativity about a brand generates further negativity (Lund et al., 2020, p. 1506).When this happens social media can become the vehicle for anti-brand communities (Lund et al., 2020, p. 1507). However, negative comments do not necessarily have negative consequences, as all conversations about the brand contributes to higher visibility which strengthens the brand recognition (Lund et al., 2020, p. 1518). Brand co-destruction can therefore in some cases be viewed as value co-creation in terms of reach (Lund et al., 2020, p. 1518).

In relation to Campina de Faro, which is a very unknown place, it can be argued that even negative comments about the place will create visibility, which is crucial when building a destination brand from scratch. Negative comments could be comments about the things that make Campina de Faro special which makes tourists visit the place. It could be someone stating that it was boring or not worth the visit to go to a local farmer or that it was difficult to get there or similar. If the negative comments are about more practical issues like transportation or accommodation, then it is something that is simpler for Campina de Faro to fix, as they can adjust it based on the feedback.

The other negative comments regarding someone thinking that the activities offered are boring or not worth the visit are more difficult to fix directly. However, it can be turned into something positive. Firstly, it contributes to higher visibility, as it makes people talk about it. Secondly, Campina de Faro can again use the feedback and think about why it might be boring for some tourists and adjust the activities. Finally, they can somehow address it in their promotion of Campina, maybe with a humoristic angle where they state that it might be boring, but they will argue it is interesting due to different reasons. In this way they will pre-empt comments like this, as the tourists visiting will might be more positive and thoughtful about their decision about visiting the area.

### Storytelling

Lund et al. (2020) further argues that marketers can utilize storytelling to counteract brand co-destruction on social media. Storytelling in social media can be defined as *"a continuous on-going and collaborative process, made up of interlinked content"* (Singh & Sonnenburg, 2012, p. 192). Storytelling is thereby not only something that stem from the organization, but it is a collective co-creative process involving many stakeholders sharing activities that

enables social interactions and creates emotional shared experiences (Lund et al., 2020, p. 1509). These experiences then become central to the social media community's identity (Pera, 2017).

Based on this, it is widely accepted and acknowledged by scholars that storytelling is essential and imperative in branding, because it is the heart of how brands are shaped and part of what makes them distinctive (Lund et al., 2020). The findings of Lund et al.'s (2020) research showed that storytelling can both directly and indirectly counteract co-destruction. It can directly entice users to defend the brand narrative due to the emotional connections that are created through storytelling, which persuades them to take action (Lund et al., 2020). Indirectly it can divert the users' attention towards positive narratives (Lund et al., 2020).

Based on the above it is argued that Campina de Faro should utilize storytelling in their destination branding both to make the area distinctive from other places, but also to counteract potential co-destruction on social media. The story should be centered around their traditional agriculture and heritage of the area. If there exists any myths or similar stories about the area or a specific place in the area this should be included in the promotion to differentiate from other places. A well-known story would probably also make the local people proud and support the above-mentioned initiative about involving local communities.

## Local Portuguese cuisine

In recent years there have been a growing interest for tourism experiences and attractions related to food, which among other things have been stimulated by food and travel TV shows (Hjalager & Richards, 2002; Levitt et al., 2019).

In the image analysis of the locals' image of Campina de Faro it seemed like the attributes local Portuguese cuisine and production of local products were connected with positive emotions and associations. In relation to this, the locals want to give tourists a unique experience where they can taste high-quality food products that are produced locally (Appendix 7). Regarding the Danish tourists' image of Portugal and Campina de Faro, there seemed to be a general lack of knowledge about Portuguese cuisine, and it was only one informant that mentioned anything specific about it (Informant 1).

However, for several of the informants food and local cuisine were attributes they found interesting and considered when selecting holiday destinations. This thereby indicates that there is a potential for Campina de Faro to attract Danish tourists by branding their local Portuguese cuisine. The fact that Portuguese cuisine is overlooked has also been identified by different travel agencies. One of these, a Danish travel agency, argues that Portuguese cuisine is actually better than Spanish cuisine and that even Spanish people agree on this (Hansen, 2018). The foundation for Portuguese cuisine being something worth visiting Portugal for is thereby already to some extent established online.

When branding local food, recent literature agrees that most culinary tourists are interested in food culture rather than gourmet food (Maurer, 2019, p. 30). Moreover, it is also argued that local cuisine gives tourists a direct and authentic connection with their destination and that they experience local heritage, culture and people through food and drinks (Maurer, 2019, p. 30). As found in the analysis, there was only one informant that could mention something specific about Portuguese cuisine, whereas sun and sea were more prominent characteristics that they remembered. However, sun, sea and sea tourism are a largely undifferentiated product, where it is mainly the novelty of visiting a new place that attracts tourists (Okumus et al., 2007, p. 259). This makes the destinations substitutable, which ends up making them try to differentiate primarily on price (Okumus et al., 2007, p. 259).

Based on this, it is argued that food is a feature that many destinations can benefit from and differentiate on if utilized in their destination branding. When promoting food and local cuisine, the destinations should be aware that: *"true differentiation occurs when the differences between destinations are seen to be real and substantial from the tourists' perspective"* (Okumus et al., 2007, p. 259). In relation to this, several studies found that sophisticated promotional materials influence tourists' destination choices (Okumus et al., 2007, p. 259). This means that high-quality images and good information in these materials can help foster a positive destination image, whereas poorly designed materials seem to cause more harm than no materials at all (Okumus et al., 2007, p. 259). For Campina de Faro, local Portuguese cuisine is definitely something they should try to differentiate on. In doing so, they should invest resources in designing and producing high-quality promotional materials both in terms of photos and information about the food.

Research by Madaleno et al. (2017) found that contact with local food before and during the visitor's stay contributes to improved knowledge about the products and influences consumption positively. They also found that the opportunity to purchase local food products during the holiday are very important souvenirs for visitors that they share with family and friends (Madaleno et al., 2019, p. 659). This is also supported by my findings in the analysis, where one informant stated that he would be very interested in bringing home food products from Campina de Faro to share with his family and friends (Informant 5).

In this case, it would be beneficial for Campina de Faro to make it possible for tourists to buy souvenirs from the organic farming e.g. jam and liquors that they can bring home and share with their families and friends (see INCULTUM, n.d.).This sharing contributes positively to word-of-mouth (Madaleno et al., 2019, p. 659), which as mentioned earlier are considered to be an essential driver of purchasing decisions in tourists' decision-making process.

As mentioned in the agritourism section above about user-generated content, it was suggested that Campina de Faro should encourage all the segments to take part in co-creation in relation to agritourism. It is also suggested that Campina de Faro encourages co-creation in relation to food tourism. In the co-creation of food tourism different experience dimensions are found to be essential parts of the co-creation experience (Carvalho et al., 2021). These are: *interaction*, *participation*, *engagement,* and *personalization* (Carvalho et al., 2021). These dimensions contribute to the tourist experience and have the possibility to enhance the tourists' satisfaction, learning, experience, memorability, and loyalty towards a place (Carvalho et al., 2021).

These dimensions can be addressed in different ways by Campina de Faro in their branding. However, the dimensions are more directly related with the experience and Campina de Faro should therefore consider these, when designing the tourist offerings regarding local Portuguese cuisine. Additionally, Campina de Faro could also include storytelling when promoting their local Portuguese cuisine, as this contributes to its differentiation as described in the above section about storytelling. They could include stories about their heritage and traditional agriculture in relation to their local Portuguese cuisine.

## Food festivals

Another initiative Campina de Faro could consider when promoting their local Portuguese cuisine and strengthen their destination image is food festivals. Food festivals provide cultures and destinations an opportunity to create greater awareness of local foods and respect for their heritage (Hjalager & Corigliano, 2000, p. 29; Mckercher & Cros, 2002, p. 96). Food festivals and events also stimulate the reinvention of historical food traditions (Hjalager & Corigliano, 2000, p. 291), which is why it can be beneficial for Campina de Faro to host food festivals. There are several studies that have investigated the role of food festivals for destination branding and tourists' consumer behavior. Some found that tourists attending food festivals spent more than a third of their budget on food-related activities (Chase L. & Ogryzlo L., 2014). Others found that food festivals attract significantly more young female tourists (Okumus et al., 2007, p. 255), and another found that the quality of food and other facilities have overall the strongest influence on tourists' intention to revisit (Jung et al., 2015, p. 285).

There are therefore a lot of things Campina de Faro should consider if hosting a food festival. In the Algarve area there is already one food market called Tavira market, which is very popular among tourists according to reviews on TripAdvisor and the pilot representatives (TripAdvisor, 2022; Appendix 7, p.9). This market is located around 30 kilometers from Campina de Faro and has everything from fresh fruit and vegetables to seafood and honey where everything is locally produced (Municipal, n.d.).

In the short term, farmers and restaurant owners or similar from Campina de Faro should be present at this market and showcase some specialties from the area. They could have a food stall with local dishes that tourists can try and at the same time inform them about Campina de Faro and what they can experience there by talking to the tourists and giving them different kinds of promotional material e.g., flyers and vouchers for local restaurants. This will give the tourists an incentive to visit the area. Moreover, Campina de Faro could organize public transportation e.g., a bus from the Tavira market to a local restaurant where tourists can use their voucher, so it is easy for them to visit.

In the long term, Campina de Faro could make their own two-day food festival once a year in the peak season. Here, they should invite the sellers from the Tavira market, as they already

have a variety of products to sell. At the food festival, it should be possible to buy locally produced products, but also try local dishes and get mini courses in simple cooking as this characterizes this area (see SlowMed, 2015). During these two days, shuttle buses could be organized between the biggest hotels near the Algarve coast to the food festival in Campina de Faro to make it as easily accessible for tourists as possible.

According to research by Lee & Arcodia (2011) food festivals have been used as a destination attraction that contributed to enhancing an existing destination brand rather than creating a new (Lee & Arcodia, 2011). This indicates that it is questionable whether or not food festivals will be suitable for Campina de Faro, as they try to create a new destination brand from scratch. However, further research found that if food festivals are utilized for the purpose of contributing to the creation of a new destination brand, a number of conditions need to be met (Lee & Arcodia, 2011). These are: *longevity*, it should be a returning event, *number of visitors*, *government support*, *sponsors* and *media coverage* (Lee & Arcodia, 2011, p. 364).

For Campina de Faro this means that if the area wants to succeed with food festivals, they need to get support from the government, sponsors and it needs to be boosted by the media in order for it to get a high number of visitors. To attract Danish tourists, it is essential to select and make use of Danish media or other tourist media that target Danish tourists. Here, co-creation is also essential, as this can personalize the message for Danish tourists, which can lead to higher relevance making it more attractive for them to visit. The message can be personalized to Danish tourists by investigating what kind of food they like, how they like it to be served (e.g., fancy or casual setting) and when. Then, the message and serving could be adjusted to this to make it more appealing and increase the relevance and identification of the food, making it something Danish tourists want to try out.

Even though food festivals seem to contribute positively to the creation of a destination brand, another study revealed a different finding. Madaleno et al. (2017) found that in addition to restaurants, it is the home of friends and family that were the strongest drivers for discovering and introducing new local products (Madaleno et al., 2019, p. 659). Based on this, it can be argued that Campina de Faro could benefit from food festivals in creating awareness and enhancing their destination image. However, this finding regarding friends and family can be imitated through the concept of agritourism. By inviting tourists into the

homes of the locals, this finding suggests that there is a greater chance that tourists will discover new local products and thereby try them.

Another way to invite tourists to try the local Portuguese food in Campina de Faro is by organizing bus trips with tourists from the popular places in the Algarve coast to the local farmers or local restaurants/inns for a delicious meal with all sorts of local dishes including the opportunity to stay for the night. In the short term, this will make it easy for tourists that already visit the Algarve region to also visit Campina de Faro and thereby make them aware of the area and what it offers. In the long term, this concept should be adjusted to fit with the needs of tourists that do not buy organized trips like this. So, instead make it easy to visit the area by yourself with other means of public transportation or rent a scooter or a car, as the distance from the coast to Campina de Faro is approximately 10-15 kilometers (Google, n.d.).

To make sure that these tourists also visit the local farmers or local restaurants, it is recommended that a meal in a local place is included in the price the tourists pay for the transportation. By doing it this way, it is natural and convenient for the tourists to stop by a local place. This recommendation to not only focus on organized bus trips is based on my interviews, where several of the informants stated that they did not find organized bus trips appealing, as they would rather want a more authentic experience i.e., without 50 other tourists in the same bus.

## Transportation and overnight accommodation

In the image analysis of Campina de Faro, transportation and overnight accommodation were found to be features that could potentially hurt Campina de Faro's image and prevent new tourists from visiting.

Regarding transportation, several of the informants stated that they did not want to rent a car when going on holiday, but preferred public transportation options (Appendix 6). The locals also addressed that the transportation options to and from Campina de Faro could be improved. In an interview with representatives from the pilot it is stated that: *"the infrastructure needs improvements to meet tourist demand. Its financing is included in the proposal for the distribution of community funds for the "Portugal 2030" program and its implementation and conclusion is scheduled for 2027."* (Appendix 8). It is obviously positive

that infrastructure improvements are planned, however it is at the earliest done in 5 years. It is therefore recommended that they initiate other means of transportation in the meantime to accommodate tourists earlier. This consists of the earlier mentioned organized bus trips from the Algarve coast and the food market Tavira. This problem can thereby solely not be solved with education but does also need engineering cf. Windahl & Signitzer (2009).

Regarding overnight accommodation, it was found in the analysis that this was something that concerned the Danish tourists, as it is a less touristy place which often means limited selection of overnight accommodation. However, the locals found the options in the area to be suitable and ready for more tourists as it is at the moment (Appendix 7). Based on this, it is recommended that specific information about the overnight accommodation options is included in the promotional material to pre-empt this concern.

Finally, in the long term it is recommended that they create overnight accommodation that better matches the concept of agritourism, as special overnight accommodation in itself can attract more tourists (Axelholm, 2018). This could for example be by rebuilding a farmer's barn to a hostel, renovate his house to a Bed & Breakfast or build small cabins in the fields. This problem should thereby be solved with a combination of education and engineering. (see Windahl & Signitzer (2009).

## Summary

Based on the above discussion different initiatives are recommended for Campina de Faro to implement. These are divided into short term and long term and are summarized in the tables below. In addition to the specific initiatives, there are also some general recommendations regarding how Campina de Faro should be promoted in order to enhance their destination image. In general, they should make high quality promotional materials, as these influence tourists' destination choices. They should utilize storytelling in their promotional materials with a focus on their traditional agriculture and heritage of the area. This storytelling could include special myths or other stories about the area to differentiate from other holiday destinations. They should also include their local Portuguese cuisine in their branding because food is found to be a feature that destinations can differentiate on in their destination branding. Finally, they should encourage tourists to co-creation, as this can strengthen their image in general and provide higher visibility.

| Short term | |
|---|---|
| **Points of difference** | **Recommendations** |
| Name | Add sub name: <br> *Campina de Faro - Smukke enge og landlig idyl midt i Faro distriktet* |
| All | Involvement of local communities: primary focus on local farmers and restaurants. Help them develop the whole tourist experience including day-to-day service. |
| Agritourism and Local Portuguese cuisine | Organize bus trips from the more popular locations of the Algarve coast to Campina de Faro including a delicious meal and opportunity to stay the night in the area. |
| Local Portuguese cuisine | Offer food products as souvenirs that tourists can share with friends and family. |
| Local Portuguese cuisine | Food stall with local dishes at the popular food market Tavira. Hand out vouchers for local restaurants and organize easy transportation to Campina de Faro. |
| **Points of parity** | **Recommendations** |
| Overnight accommodation | Provide more information about the different offers in the area. |

| Long term | |
|---|---|
| **Points of difference** | **Recommendations** |
| All | Continuous involvement of all local communities i.e., local farmers, store owners, restaurants, hotels, taxi, and bus drivers etc. |
| Agritourism and Local Portuguese cuisine | Complement organized bus trips with better public transportation and rental of scooters/cars to make it easy to visit the area for those wanting to go by themselves. Include a meal for a local place or another experience in the price tourists pay for the transportation. |
| Local Portuguese cuisine | Two-day food festivals once a year in the peak season. |
| **Points of parity** | **Recommendations** |
| Overnight accommodation | Create offers that better match the concept of agritourism. |
| Transportation | Create better transportation opportunities. |

# Part 6: Conclusions

As part of the INCULTUM project, the area Campina de Faro in the Algarve region in Portugal wants to attract more tourists. This project seeked out to investigate how Campina de Faro can attract more Danish tourists through destination branding and image building of the area.

This was done by analyzing the image of Portugal and Campina de Faro in the eyes of Danish tourists who have visited Portugal. The analysis showed that Danish tourists have a general positive image of Portugal as a holiday destination. Regarding Campina de Faro, none of the interviewed Danish tourists knew anything about the area and thereby no image existed prior to the interviews. However, after being presented to the area through photos and a description, the informants now seem to have a mixed image of Campina de Faro on that basis. The beautiful nature, the nearby national park Ria Formosa and the idea about a less touristy place including a more authentic experience appeal to them to a greater or lesser extent, suggesting that these aspects influence Campina de Faro's image positively.

On the contrary, the full concept of agritourism, the lack of knowledge about Portuguese cuisine, and the uncertainty regarding overnight accommodation in Campina de Faro and transportation are things that seem to influence Campina de Faro's image negatively.

The locals' image of Campina de Faro was also analyzed to investigate where the images were in alignment and where they were not. The analysis showed that the locals have an overall positive image of Campina de Faro. Their offer of agritourism related to their hydraulic heritage and traditional agriculture is something that is at the core of Campina de Faro's image. Additionally, there are still some aspects that could be improved such as the transportation options in the area.

Different initiatives are recommended for Campina de Faro to implement to create a stronger image among Danish tourists.

In the short-term Campina de Faro should add a Danish sub name to emphasize and explain what Campina de Faro is, as there is a lack of knowledge about this among Danish tourists. Both in the short term and in the long term, Campina de Faro should involve the local communities. However, they should begin by focusing on local farmers and restaurants, where they should help them develop the whole tourist experience and support them with day-to-day service. To stimulate agritourism and showcase the local Portuguese cuisine, it is recommended that they organize bus trips from the more popular locations of the Algarve coast to the local farmers and local restaurants in Campina de Faro and invite the tourists for a delicious meal and the opportunity to stay for the night.

Moreover, they could get a food stall at the popular food market Tavira, where they could sell local dishes and hand out vouchers that the tourists can use for local restaurants. From the food market to the local restaurants in the area they could also organize easy transportation options to make it convenient for the tourists to visit. Finally, they should sell local products that the tourists can bring home and share with their friends and family, as this will stimulate word of mouth, hence, improve the destination image and visibility of the destination.

In the long term, they should continue to involve the local communities and stakeholders to improve the tourist experience. Moreover, they could improve their public transportation options and include a meal or other local experiences in the price the tourists pay for the

transportation. They could also host a two-day food festival once a year in the peak season to attract a lot of tourists at once and thereby enhance the visibility of the area in general but also to showcase what the destination can offer in terms of local Portuguese cuisine. Finally, it is recommended that they create overnight accommodation that better matches the concept of agritourism, as this in itself can attract tourists.

In general, they should make high quality promotional materials, as these influence tourists' destination choices. They should utilize storytelling in their promotional materials with a focus on their traditional agriculture and heritage of the area. This storytelling could include special myths or other stories about the area to differentiate from other holiday destinations. They should also include their local Portuguese cuisine in their branding because food is found to be a feature that destinations can differentiate on in their destination branding. Finally, they should encourage tourists to co-creation, as this can strengthen their image in general and provide higher visibility.

## Further research

This thesis seeked to investigate how the area Campina de Faro in Portugal can attract more Danish tourists through destination branding and image building of the area. Further research can be done based on these findings. The focus of this thesis was on Danish tourists. However, it can be argued that these findings may be applicable to other Nordic countries as well due to similarities between the cultures. Further research could make a similar study with a focus on another target group.

This thesis focus was primarily on the stakeholder, Danish tourists. To develop the destination image further it would be interesting to make a similar investigation but focus on other stakeholders such as the farmers, the accommodation providers, the restaurant owners etc. Their views and opinions are also an important aspect of the success of place branding as mentioned earlier cf. research by among others Campelo et al., 2014 who argues that *"the sense of place, as it is constituted and experienced by residents is at the center of the brand strategy to create an inclusive, collaborative, and effective branding process"* (Campelo et al., 2014, p. 163).

In this thesis, a limited number of people were interviewed. The findings suggest that only one informant was interested in the full concept of agritourism. Based on this it would be interesting to interview more Danish tourists in general to validate these findings. Moreover, it would also be interesting to interview Danish tourists who have experience with agritourism in order to investigate if this is a concept that could attract Danish tourists to a greater degree than the findings in this thesis suggest.

As mentioned in the theoretical foundation, it is essential to think about how and when the selected place branding initiatives are successful. Further research should therefore set up metrics and continuously evaluate the results to meet the objectives of the destination.

Finally, further research could also investigate other peripheral tourist destinations with similar brand challenges as Campina de Faro based on the findings from this thesis.

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# Appendix

## Overview of appendix

Appendix 1: Results from survey 1: Danish tourists who have been to Portugal within the last 5 years

Appendix 1.1: Calculations from survey 1: Danish tourists who have been to Portugal within the last 5 years

Appendix 2: Results from survey 2: Danish tourists in general

Appendix 3: Interview Guide

Appendix 4: Photos of Campina de Faro

Appendix 5: Description of Campina de Faro

Appendix 6: Transcription of interviews with Danish tourists

Appendix 7: Transcription of interview with Portuguese INCULTUM representatives

Appendix 8: INCULTUM Stakeholder map

Appendix 9: INCULTUM pre-workshop preparation