



Marketing of tourism destinations: A misapprehension between place and nation branding in Zimbabwe tourism destination

Dr Farai Chigora*
Director of Postgraduate Studies
Faculty of Commerce
Catholic University of Zimbabwe
E-mail: fchigora@yahoo.com

Professor Muhammad Hoque
Graduate School of Business and Leadership
University of KwaZulu-Natal, South Africa
hoque@ukzn.ac.za

Corresponding author*

Abstract

The study was based on understanding the relationship between place branding and nation branding. This was with an aim to uplift the performance of Zimbabwe tourism destination brand, through an improved global market identity and visibility. This helped in coming up with elements that supports place branding and nation branding separately, then use them to develop a composite framework for destination branding. The study used a sequential mixed methods by starting with a qualitative research then followed by a quantitative research. The findings from the qualitative research helped in coming up with themes that guided in the development of a survey questionnaire. This means that the research instruments were both in-depth interviews and survey questionnaires. The themes for the study were developed as: political stability of a country; economic balance of a country; social well-being of the societies; infrastructure development in a country; international publicity of a country; tourists' attractions in the country; hospitality of the people; accessibility of the places of attractions; and international relations of the country. They were further investigated using a survey in order to separate place branding elements from nation branding. The outcome showed that place branding can be promoted through hospitable people, touristic attractions and accessibility to areas of touristic activity. For nation branding the variables were mainly connected to the country's operating environment spearheaded by political and economic issues. There was a point of similarity between these two concepts which is societal well-being that equally influence both concepts. A composite framework for place, nation and destination branding was then produced as a contribution to destination marketing and branding. The study recommended that destination marketers should not work with the two concepts of place branding and nation branding in isolation. Also the study recommended that to achieve an effective destination branding through combining two concepts there should be: high infrastructure development, accessibility to areas of touristic activity, international positive media publicity about the country and its offerings, improved stakeholder involvement, that is considering local people as brand ambassadors and advocates, improving of general international relations and improved social amenities and well-being of the societies.

Keywords: Nation branding, destination branding, place branding, Zimbabwe, Tourism

Introduction

There is an increased competition in the development of tourism across the world which is now requiring more effective destination branding (Ribeiro da Costa, 2013). Besides that, tourism has



become a pillar for investment and a source of revenues as an export, such that many governments are concentrating on improving identity of their tourism destinations for positive reputation and image (Paliaga, 2008, 10). It has become a global strategy not only to create a reputable brand but all to maintain and protect it from market rivals (Kapferer, 2012). Zimbabwe as a tourism destination has faced a downfall in its reputation mainly due to the political upheavals and other socio-economic issues that have transpired since the year 1999. This is supported by Gartner (2014:2), who postulated that destination brands are at a high risk since they can be affected by both human and non-human activities or events which need them to be modified to stand such market pressures.

The Zimbabwean case has therefore resulted in the potential tourists regarding the destination and its brand to be unsafe for any touristic activities, leading to a reduction in tourists' inflows and revenues. Dinnie (2008) concurred by relating reputation and image of a destination to be the same with that of a product, since they can both be criticized or appreciated from the performance of their country. In this case Zimbabwe's socio-economic and political negative publicity have eroded the destination brand value. In a drive to restore and strengthen a country brand Nicolescu, (2008), suggested that it is important to factor out the critical issues and pillars that impact directly on the performance of a destination brand. For this study, it was important to critically assess the relationship between place branding and nation branding as the main pillars for establishing and strengthening an effective Zimbabwe tourism destination brand. This is in line with some world successful tourism destination brands as postulated by Morgan et al. (2011) that they were voted by their peers to be India, New Zealand, Australia and Spain. These tourism destinations have achieved a positive brand performance spearheaded by effective marketing and promotion of their places and as nations. The study therefore helped to produce a composite framework for destination branding in Zimbabwe based on place and nation branding.

Research objectives

- To understand the connection between the concept of place branding and nation branding
- To highlight on the factors that helps in improving place branding and nation branding
- To discuss how place branding and nation branding influence a positive Zimbabwe tourism destination brand
- To produce a composite framework that integrates place branding and nation branding and ultimately influencing a positive tourism destination brand in Zimbabwe and globally

Problem statement

Globally, there are debates on the relationship between place and nation brand, with some researchers acknowledging that they have the same meaning and others disputing. Even with vast literature and researches in destination branding (Pike, 2008; Balakrishnan, 2009; Morgan & Pritchard, 1998; Hankinson, 2004) the connection of place, nation and destination branding is still unclear. However, tourism destinations, in specific Zimbabwe tourism destination, rely on the positive repute of places and the nation at large in becoming attractive with vibrancy. Zimbabwe as a tourism destination has faced a setback in attracting tourists over the years, mainly attributed to the socio-economic and political upheavals, as discovered by other previous researches. In line with the plunge in performance, little research has been carried out focusing on the misconnection of these branding concepts from a Zimbabwean perspective. Emphasis being to establish the pivot of symbiosis amongst place, nation and destination branding. It is in line with this disintegration, this study sought to find an auspicious relationship of these branding concepts in uplifting Zimbabwe tourism destination brand to a prime state.



Literature review

Destination branding

In general, a brand was derived from the term “brandr” which is an old Scandinavian word that means “to burn” (Khan & Mufti, 2007:75). Traditionally a brand has been referred more to products than destinations (Wood, 2000:664). If a brand is to be viewed as an asset and tool for competitiveness and market longevity, then a destination can also be viewed as a product (Duarte, 2014). Moving from a generic branding of products to organisations have helped in improving the use of the concept in non-manufacturing organisations (Hankinson, 2012:304). In this case it has resulted in the evolution of destination branding with a main focus on destinations rather than products. The concept of destination branding has gained popularity in the late 90’s (Oppermann, 2000). This shows that the concept is still at its infancy since many related researches and investigations in the area have less than two decades (Konecnik, 2014:9).

In order to come up with a definition Ritchie & Ritchie (1998:18) postulated that destination branding refers to the use of a name, a symbol, a logo, a word mark or any other graphic that helps in improving both identity and differentiation of the destination from others. The authors also further postulated that the concept is based on promising a memorable travel with unique association, recollection of pleasurable memories and experience with the destination. Armstrong & Kotler (2014) factored out a brand name as a tool for promise that is used by the sellers in order to convince the buyers. As a focus of this study, the concept of destination branding has been disturbed by various factors mainly political instability, especially in the case of Zimbabwe. Hornskov (2014), announced that politics has downplayed the effectiveness of destination branding. This has resulted in destination marketers searching for new views and strategies to strengthen the concept. For this study, place and nation branding were investigated in relation to Zimbabwe tourism destination brand ascendancy.

Place branding

Branding of places is a process that is derived from destination branding strategies (Caldwell & Freire, 2004). This is a concept that has seen destination marketers concentrating on branding of cities and regions (Kemp et al., 2012:508). In this regards, corporate branding as a development from product branding was then developed to place branding as they share almost the same characteristics (Kavaratzis, 2004). However, there is need for more experience in order to deal with place branding in comparison to other forms (Anholt, 2010). The main goal for place branding is to add on to the identity of places so that they become more attractive, but in this perspective driven by a representing brand rather than just a name in general (Rainisto 2001). The composition of a place is its initial selling point and can help a place to be identified, by its belongings. Morgan et al. (2011) referred these to be “soft factors” which include art, general environment, hospitable local people, culture and leisure which are increasingly becoming vital in connecting investors and tourists.

According to Ginting & Wahid (2015) continuity in the provision of urban heritage tourism has helped in providing a strong identity for a place thus improving on place branding. It is also a process of collaborated effort through participation made by local residents in uplifting the brand (Eshuis, et al., 2014). This is because, when a place is branded it will improve awareness and hopefully create a lasting association with the tourists (Keller, 1998). It is then important to note that place branding is made up of feelings, expectations and thoughts that help in convincing potential tourists to visit a place (Baker, 2012). There is little information with regards to place branding and overall destination brand performance in Zimbabwe. Lack of crafted a framework

for place branding in Zimbabwe might be the reason failure to attract more tourists and investors. Kotler & Gertner (2011) postulated that strategic marketing of places should a drive for countries that intent to have a better position in the growing global tourism market. Therefore, place branding maybe an effective catalyst to position Zimbabwe tourism destination on the global market.

Nation branding

Professor Simon Anholt was the first to introduce the term nation branding in 1996. The concept of nation branding helps country not to be branded by others, which might make it difficult to have an own re-branding strategy in the future (Van Ham, 2001). It means that failure to have an own brand will result in other countries, institutions and/or individuals branding your destination through perceptions and usually they give a negative brand. According to Farooqi (2009) implementation of the nation branding concept has gained popularity over the years and has helped destinations to improve foreign direct investment, trade and tourism. This is because nation branding has the supremacy of connecting a nation with the world (Kerrigan et al., 2012) considered nation branding as a means for connecting a nation to the rest of the world (Fetscherin, 2010, p.467). It is a process that helps in creating a positive image of the country so as to improve its reputation in targeted international markets (Fan 2010:101). This mean that nation branding models are a strategic tool which is used to achieve a sustainable competitive advantage in the marketing of destinations (Lee, 2009). However, Olimpia (2008) specifically announced the main components that can be used to achieve an effective nation brand as culture, sporting, politics and businesses. Anholt (2007b) further informed that nation branding refers to the perceptions that people have about the country and its residents, strengthened by nation assets or competence which are; Investment, tourism, Governance, Exports, People, Heritage and Culture. In 2007 Anholt the produced a nation branding hexagon as presented in Figure 1.1 below.

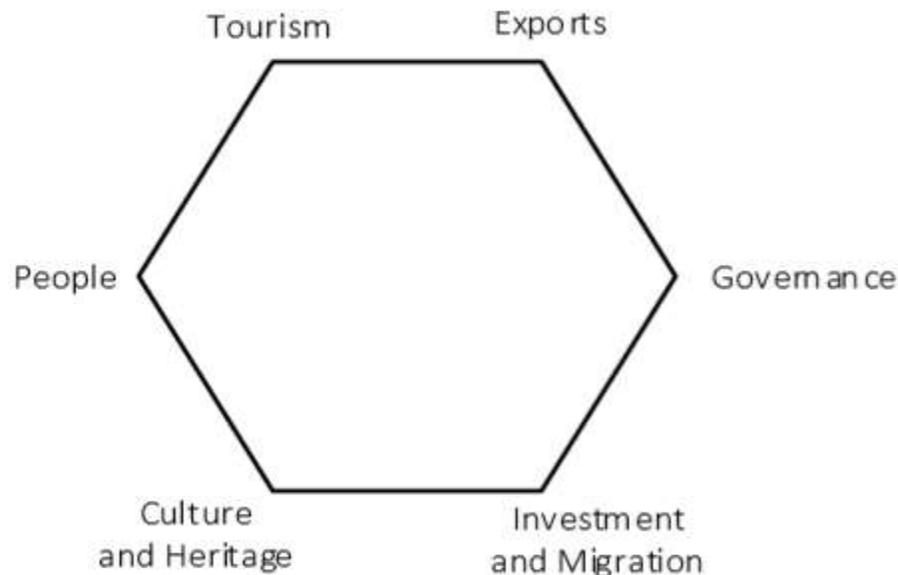


Figure 1.1 Nation Brand - Anholt's Hexagon Source: Anholt (2007)

The presentation in Figure 1.1 above aligns with the aim of the study to strengthen Zimbabwe tourism destination brand, through an effective nation branding activity. The hexagon shows that tourism is one of the main drivers in developing nation branding. The Zimbabwean tourism industry has however experienced a downturn over the years impacting negatively on nation branding and ultimately destination branding. Also in relation to the available literature, this study intended to add clarity on the relationship between nation branding and destination branding that is, finding which comes first or they develop concurrently.

A relationship between nation branding and place branding was also assessed by this study since there is little research in the available literature. Fan (2005) provided a model as presented in Figure 1.2 as the main components for enhanced nation branding. Of interest, the model shows that a place can help in nation branding, suggesting that place branding is a sub-component of nation branding.

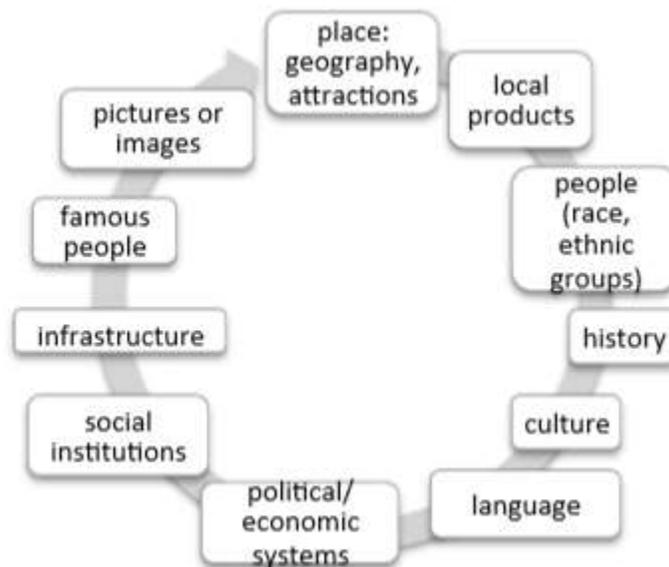


Figure 1.2 Components of Nation Branding Source: Fan (2005)

In relation to the gaps in literature and interpretation of nation branding and place branding Olins and Hildreth (2011) postulated that the concept of nation brand is misunderstood by various experts and government officials, such that they want to enjoy its benefits but without knowing how nation branding place. This study therefore was based on adding to the available literature, by modelling place, nation and destination branding for improved Zimbabwe tourism performance.

Research Methodology

The study applied a mixed methods in constructing the data. This is a method that is based on integrating qualitative and quantitative methods in a single study (Creswell & Plano Clark, 2011; Wisdom et al., 2012). The study however, started with a qualitative research and was followed by a quantitative research, referred to as a QUAL to QUAN mixed methods. This helped in first developing themes using a qualitative method that were then used to produce a survey instrument for quantitative research. Hamshire, et al., (2013) announced that in their study they used



interviews as a way of gathering informed qualitative data that was further used to develop survey instrument. The reason being that qualitative is narrative and cannot be arranged in a descriptive form hence need for a further numeric presentation and analysis of data (Hayes et al., 2013).

Population and sampling procedure

The participants to the in-depth interviews were 6 informed practitioners in destination marketing and branding representing accommodation, travel and resorts as the main three sectors of the Zimbabwe tourism industry. They were selected using a purposive judgmental sampling based on their years of work experience, professional title and general understanding of destination marketing. Kvale (1996:174) announced that in-depth interviews helps in developing and gathering real life interpretations from the interviewee. Berg (2007:96) concurred by expressing that the use of interviews further helps to get real expressions whereby the voice of the interviewee driven by feelings, opinions and thoughts provides an answer to build a certain phenomenon. Table 1.1 below shows the profiles of participants for in-depth interviews that is based on their organisation, position and industry type.

Table 1.1 Profile of Interviewees

ORGANISATION	n	POSITION	INDUSTRY TYPE	DURATION	DATE
Zimbabwe Tourism Authority	1	Principal Destination Branding Officer	Destination Marketing Organisation	1 hour 55 minutes	22/06/18
Victoria Falls Hotel	1	Marketing Officer	Hotel and Accommodation	1 hour 11 minutes	13/08/18
Ministry of Tourism	2	Principal Nation Branding Officer	Government Ministry	45 minutes each	05/07/18
Cresta Hotel	1	Front Office Manager	Hotel and Accommodation	1 hour 12 minutes	07/09/18
Parks and Wildlife Authority	2	Consumptive Tourism Officers	Resorts	50 minutes each	19/08/18

The in-depth interviews were important in initiating the study and providing a basis for a further survey. This was supported by Blaxter et al (2006:96) who informed that in-depth interviews are vital in the sense that they provide information and ideas which cannot not be obtained using other techniques like questionnaires.

Surveys

The respondents to the survey questionnaires were selected using a stratified random sampling method, and they were grouped according to their sector and the three main sectors for the survey research were: accommodation, travel and resorts. In these sectors a further convenience sampling was done in order to come up with the actual sample size for the research. Convenience sampling is haphazard and non-probabilistic which can help when researching a target population that is not easily available, working with only those willing to participate, considering the geographical proximity and easy to access (Dörnyei, 2007), which was the case with this study as the industry is spread all over the country with people always moving from one place to another. The total sample (n) for the research is as presented in Table 1.2 below.



Table 1.2 Survey sample size for all sectors

SECTOR	SAMPLE (n)
Accommodation	30
Travel	20
Resorts	10
TOTAL SAMPLE (n)	60

Table 1.2 shows the sample size of the respondents to the research, grouped by sector as 30 from the accommodation sector, 20 from travel sector and 10 from the resorts. The total number that contributed to the survey research was n=60.

Data collection

Data collection instruments for the study were in-depth interviews for qualitative research and survey questionnaires for quantitative research. The participants and respondents to the study were chosen from the three main sectors of the Zimbabwean tourism industry which are the accommodation, travel and resorts.

Data analysis

A content analysis was done on the data obtained through in-depth interviews. This helped in establishing themes that were then used to construct a survey research instrument. For the quantitative research component, the data was analysed by converting frequencies of responses into percentages which were then tabulated for analysis.

Findings and discussions

The research was initiated by in-depth interviews with the representatives from the three main sectors of the tourism industry in Zimbabwe namely, accommodation, travel and resorts. The outcomes from these in-depth interviews helped as themes that were used to further develop a survey questionnaire. The findings from the in-depth interview shows that destination branding is affected by:

- Political stability of a country;
- Economic balance of a country;
- Social well-being of the societies;
- Infrastructure development in a country;
- International publicity of a country;
- Tourists' attractions in the country;
- Hospitality of the people;
- Accessibility of the places of attractions; and
- International relations of the country.

The response from in-depth interviews became themes for a survey research and the outcome from the respondents are as presented in Table 1.3. The presentation shows a separation of the above themes in order to group those for nation branding and place branding separately. This is in line with the objectives of the study that is: to understand the connection between the concept of place branding and nation branding; and to highlight on the factors that helps in improving place branding and nation branding.



Table 1.3 Responses on the destination branding elements that relates to place and nation branding

POSITIVE DESTINATION BRANDING ELEMENTS	PLACE BRANDING (n=60)		NATION BRANDING (n=60)	
	F	%	F	%
1. Political stability of country	5	8.33%	55	91.67%
2. Economic balance of a country	15	25%	45	75%
3. Social well-being of societies	30	50%	30	50%
4. Infrastructure development of the country	35	58.33%	25	41.67%
5. International publicity of the country	20	33.33%	40	66.67%
6. Tourists attractions in the country	50	83.33%	10	16.67%
7. Hospitality of the people	40	66.67%	20	33.33%
8. Accessibility of the attractions in a country	45	75%	15	25%
9. International relations with other countries	10	16.67%	50	83.33%

The presentation in table 1.3 above shows that the majority of the respondents (91.67%) informed that political instability of the country has a great impact on nation brand branding rather than place branding (8.33%). This might be due to the fact that a nation is known around the world due to environmental factors spearheaded by politics. This is supported by Nicolescu (2008) who informed that the image of a country is an outcome of its political state. Various researches have referred the dire state of Zimbabwe's tourism destination brand to its political instability. Also the responses shows that the economic balance of a country affects national branding (75%) more than place branding (25%). This might be due to the fact that all economic issues of a country are addressed from a national governmental level. Zimbabwe has been labelled as one of the most expensive destinations around the world thus impacting negatively of the national brand and overall destination brand. Gilmore (2002) concurred that economy issues of a country have a direct impact on the nation brand.

The presentation in Table 1.3 shows that societal well-being has an equal effect to both place (50%) and nation (50%) branding. This might be due to the fact that the way people are organized in a society and how they interact have a direct effect on the visitors. In environments that have a health hazardous or high crime rate, tourists will feel unsafe and will not visit the destination or get attraction from the destination brand. The slight variance between responses for national branding and place branding shows that the concepts are almost similar especially with regards to infrastructure development with a variance of only 16.66%. Place branding has more responses in the following aspects: Tourists attractions in the country (83.33%); Accessibility of the attractions in a country (75%); and Hospitality of the people (66.67%). The responses might be due to the fact that tourists attractions exists in specific places with a country or tourism destinations whilst in these in these places, areas of touristic activities should be easily accessible. Also when tourists visit a place of touristic activity they associate with people such that the hospitability of these people will improve place branding. This was supported by Vasudevan (2008) who postulated that internal stakeholders, mainly the people in a tourism destination influence place branding.

The other objective of this study was to come up with a composite framework for place and nation branding that will influence a positive tourism destination branding. Figure 1.3 below presents the established model for destination branding from both a nation and place branding perspective.

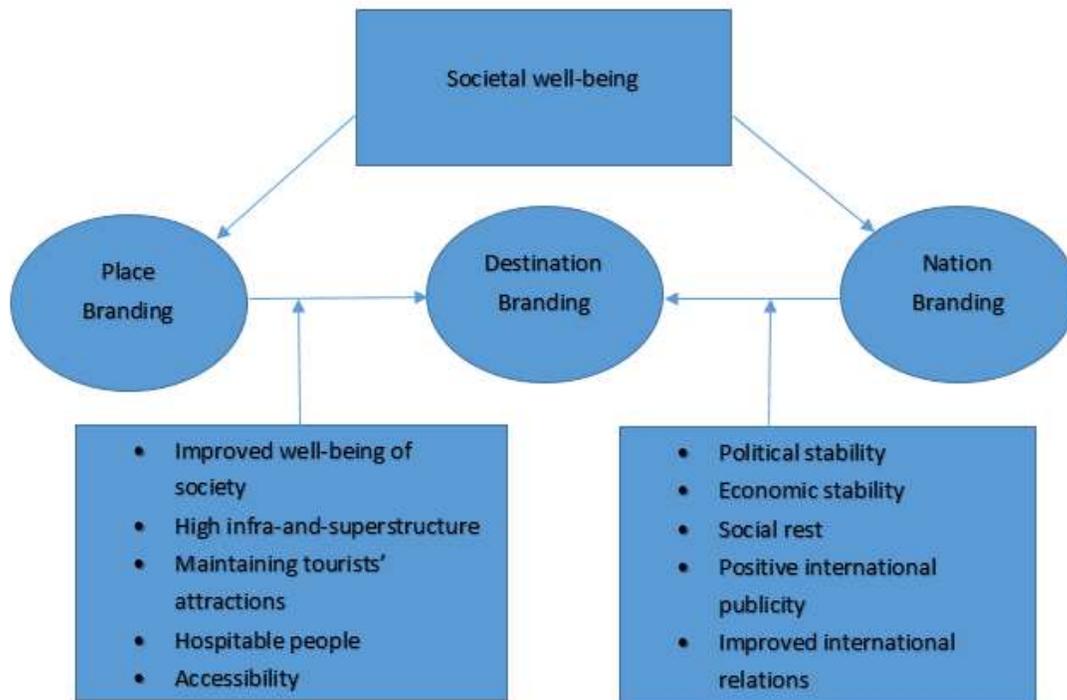


Figure 1.3 Contributing framework for place, nation and destination branding

The framework in Figure 1.3 above shows that, in order to achieve an effective destination branding, there is need to integrate both place and nation branding. The two concept cannot work in isolation. This is because even with a reputable nation brand that is supported by positive political stability, economic balance and good international relations there is still need to have hospitable people, improved accessibility to places, and well maintained touristic attractions. Therefore there is a symbiotic relationship between place, nation and destination branding.

Conclusion

The study was based on understanding the relationship between place branding and nation branding. This was with an aim to improve tourism destination branding using both concepts and provide a framework to be used by strategist and destination marketers in the future. The outcome of the study showed that there are variables that can be promote place branding such as the hospitable people, the attractions and accessibility. For nation branding it showed that the variables are mainly to do with the country's operating environment spearheaded by political and economic issues. However, there is a point of similarity between these two concepts and it is societal well-being that equally influence both concepts. Lastly the study discovered that in order to achieve an effective destination brand there should be an integration of the two concepts and a composite framework was provided by this study.

Recommendations

The study recommends that destination marketers should not work with the two concepts of place branding and nation branding in isolation. They should combine the two based on the fact that the construct of a place affects nations branding and destination brand as a whole. There are



factors that should be considered in order to improve on destination branding using place and nation branding, and these are:

- Infrastructure development;
- Promoting effective accessibility to areas of touristic activity;
- Promoting international positive media publicity about the country and its offerings;
- Improved stakeholder involvement, that is considering local people as brand ambassadors and advocates;
- Improving of general international relations; and
- Improved social amenities and well-being of the societies.

References

Anholt, S. (2007). *Competitive Identity: The New Brand Management for Nations, Cities and Regions*. New York: Palgrave Macmillan.

Anholt, S. (2010). Definitions of place branding – Working towards a resolution, *Place Branding and Public Diplomacy*, 6 (1): 1 – 10.

Anholt, S., (1998). Nation-Brands of the Twenty-First Century. *The Journal of Brand Management*, Marcas – País no século XX. London, 5, 394 406.

Anholt, S., (2006). The Anholt Nation Brand Index, Special Report, Q3, Available at: <
<http://muzzlewatch.com/wp-content/brandisraelstudy.pdf>

Anholt, S., (2007b). Nation Brand Index, Q3 Report [pdf] Available at: <
<https://www.scribd.com/document/152541980/Anholt-Nation-Brands-Index-General-Report-2007-4Q3Germany-Overtakes-UK-to-Reach-No-1-Rank-Muslims-Prefer-America>

Armstrong, G., & Kotler, P. (2014). *Principles of marketing*. (15 ed.). New York, NY: Pearson Prentice Hall.

Baker, B. (2012). *Destination branding for small cities*. Oregon: Creative Leap

Balakrishnan, M. S. (2009). Strategic Branding of destinations: a framework, *European Journal of Marketing*, 43(5/6), 611-629.

Berg, B. L. (2007). *Qualitative research methods for the social sciences*. London: Pearson.

Blaxter, L., Hughes, C. & Tight, M. (2006). *How to Research*. (3rd Ed.) New York: McGraw-Hill Education.

Caldwell, N. & Freire, J. R. (2004). The differences between branding a country, a region and a city: Applying the brand box model. *Henry Stewart Publications 14791803, Brand Management*. 12 (1), 50-61.

Creswell, J. W. & Plano Clark, V. L. (2011). *Designing and conducting mixed methods research*, Thousand Oaks, California, Sage Publications.

Dinnie, K., (2008). *Nation branding: Concepts, issues, practice*. Oxford, UK: Elsevier

Dörnyei, Z. (2007). *Research methods in applied linguistics*. New York: Oxford University Press.

Duarte, M. M. F. (2014). *Design city branding cidade de Fátima*. Dissertação de mestrado, Faculdade de Economia da Universidade de Coimbra (UC).



- Eshuis, J., Klijn, E. & Braun, E. (2014). Place marketing and citizen participation: branding as strategy to address the emotional dimension of policy making. *International Review of Administrative Sciences*, 80(1), 151-171.
- Fan, Y., (2005). Branding the Nation: What is Being Branded? *Journal of Vacation Marketing*, 12, 1, 5-14.
- Fan, Y., (2010). Branding the Nation, Towards a Better Understanding. *Place Branding and Public Diplomacy*, 6, 2, 97-103.
- Farooqi R (2009). "Nation Branding: A Study of India's Brand Equity and Capabilities in Comparison to Two Other South Asian Countries", Pranjana: *The Journal of Management Awareness*, 12(2), 51-71.
- Fetscherin, M (2010). The determinants and measurement of a country brand: the country brand strength index. *International Marketing Review*, 27(4), 466-479.
- Gartner, W. C. (2014). Brand equity in a tourism destination. *Place Branding and Public Diplomacy*, 10(2), 108-116.
- Gilmore, F. (2002). A country--can it be repositioned? Spain--the success story of country branding. *Journal of Brand Management*, 9(4/5), 281-293.
- Ginting, N. & Wahid, J. (2015). Exploring Identity's Aspect of Continuity of Urban Heritage Tourism. *Procedia - Social and Behavioral Sciences*, 202, 234-241.
- Hamshire, C., Willgoss, T. G. & Wibberley, C. (2013). What are reasonable expectations? Healthcare student perceptions of their programmes in the North West of England. *Nurse Educ Today*, 33, 173-9.
- Hankinson, G. (2004). Relational Network Brands: Towards a Conceptual Model of Place Brands. *Journal of Vacation Marketing*, 10 (2), 109–21.
- Hankinson, G. (2012). The measurement of brand orientation, its performance impact and the role of leadership in the context of destination branding, *Journal of Marketing Management*, 28, (7-8), 974-999.
- Hayes, B., Bonner, A. & Douglas, C. (2013). An introduction to mixed methods research for nephrology nurses. *Renal Society of Australasia Journal*, 9, 8-14.
- Hornskov, S.B. (2014). The authenticity challenge. In N. Morgan, A. Pritchard & R. Pride (Eds.), *Destination brands: Managing place reputation* (3rd ed., pp. 105-116). New York, NY: Routledge-Taylor & Francis Group.
- Kapferer, J. N. (2012). *The new strategic brand management: Advanced insights and strategic thinking*. Kogan page publishers.
- Kavaratzis, M. (2004). From city marketing to city branding: Towards a theoretical framework for developing city brands, *Journal of Place Branding*, 1(1), 58 – 73.
- Keller, K.L. (1998). *Strategic brand management: building, measuring, and managing brand equity*. Upper Saddle River. Prentice Hall, New Jersey.
- Kemp, E., Childers, C. Y., & Williams, K. H. (2012). Place branding: creating self-brand connections and brand advocacy. *Journal of Product & Brand Management*, 21(7), 508–515.



- Kerrigan F, Shivanandan J & Hede A M (2012). "Nation Branding: A Critical Appraisal of Incredible India", *Journal of Macromarketing*, 32(3), 319-327.
- Khan, S. & Mufti, O. (2007). The Hot History & Cold Future of Brands. *Journal of Managerial Sciences*, 1(1), 75-87.
- Konecnik, M., Antoncic, B., & Ruzzier, M., (2014). Cross-Cultural Model of Customer-Based Brand Equity for a Tourism Destination. *IUP Journal of Brand Management*, XI (1).
- Kotler, P. & Gertner, D. (2011). A place marketing and place branding perspective revisited. *Destination Brands*, 33-53.
- Kvale, S. (1996). *InterViews: An introduction to qualitative research interviewing*. Thousand Oaks, CA: Sage.
- Lee, K.M. (2009). *Nation Branding and Sustainable Competitiveness of Nations*, University of Twente, Page No. 232 Enschede, Elsevier .
- Morgan, A. Pritchard & R. Pride (2011). *Destination brands: Managing place reputation* (3rd ed., pp. 33 53). New York, NY: Routledge-Taylor & Francis Group.
- Morgan, N. & Pritchard, A., (1998). *Tourism Promotion and Power: Creating Images, Creating Identities*. Chichester: John Wiley & Sons Ltd.
- Morgan, N., Pritchard, A., & Pride, R. (2011). *Tourism places, brands, and reputation management*. In N. Morgan, A. Pritchard & R. Pride (Eds.), *Destination brands: Managing place reputation* (3rd ed., pp. 3 19). New York, NY: Routledge-Taylor & Francis Group.
- Nicolescu, L., (2008). *România sub lupă! Branding și rebranding de țară*, Editura ASE, București
- Olimpia, B. (2008). Variables of the image of tourist destination. *Annals of the University of Oradea*, 17(2), 559-564.
- Olins, W. & Hildreth, J. (2011). *Nation branding: Yesterday, today and tomorrow*. In N. Morgan, A. Pritchard & R. Pride (Eds.), *Destination brands: Managing place reputation* (3rd ed., pp. 55 68). New York, NY: Routledge-Taylor & Francis Group.
- Oppermann, M. (2000). *Tourism destination loyalty*. *Journal of Travel Research*, 39(1), 78-84.
- Paliaga M. (2008). *Branding i konkurentnost gradova*, ed. Marko Paliaga. Rovinj.
- Pike, S. (2008). *Destination Marketing An Integrated Marketing Communication Approach*, Butterworth Heinemann: Elsevier Science.
- Rainisto, S. (2001). *City Branding –Case Studies Lahti and Helsinki*. Helsinki University of Technology, Espoo.
- Ribeiro da Costa, A. (2013). *Destination branding: O papel dos stakeholders na gestão de uma marca destino – o caso da marca Douro*. Dissertação de mestrado, Universidade do Minho - Escola de Economia e Gestão.
- Ritchie, J. R. B., & Ritchie, R. J. B. (1998, September). *The branding of tourism destination: Past achievements and future challenges*. Presentation delivered at Annual Congress of the International Association of Scientific experts in tourism.
- Van Ham, P., (2001). *The Rise of the Brand State: The Postmodern Politics of Image and Reputation*. *Foreign Affairs*, 80, 5, 2-6.



Vasudevan S (2008). "The Role of Internal Stakeholders in Destination The IUP Journal of Brand Management, Vol. XV, No. 1, 201870 Branding: Observations from Kerala Tourism. *Place Branding and Public Diplomacy*, 4(4), 331-335.

Wisdom, J. P., Cavaleri, M. A., Onwuegbuzie, A. J. & Green, C. A. (2012). Methodological reporting in qualitative, quantitative, and mixed methods health services research articles. *Health Services Research*, 47, 721-745.