

Measuring tourist perceptions of South Africa's tourism brand equity and identity

N Botha

 orcid.org/0000-0003-4701-3709

Dissertation accepted in fulfilment of the requirements for the degree [Master of Commerce in Tourism Management](#) at the North-West University

Supervisor: Prof E Slabbert

Graduation: June 2021

Student number: 23499524

***I dedicate this dissertation to my beloved grandmother and
cousin, Ouma Assie and Corné.***

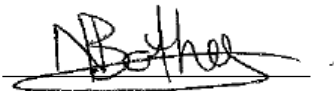
We miss you dearly – until we meet again.



DECLARATION

REGARDING INDEPENDENT WORK

I, Nicolene Botha, identity number: 930915 0100 085 and student number: 23499524, hereby declare that this research that is being submitted to the North-West University, for the MCom study: ***Measuring tourist perceptions of South Africa's tourist brand equity and identity***, is my own independent work; and complies with the Code of Academic Integrity, as well as other relevant policies, procedures, rules and regulations of the North West University; and has not been submitted before to any institution by myself or any other person in fulfilment (or partial fulfilment) of the requirements for the attainment of any other qualification.



Mrs. N Botha

Student

10/12/2020

Date

ACKNOWLEDGEMENTS

Thank you, **Heavenly Father**, for the opportunity and privilege to conduct this post-graduate study. Thank you for the power and wisdom you provided every step of the way. Nothing would be possible without You.

Thank you, Professor **Elmarie Slabbert**, for all the guidance and support you provided. I could have definitely not done it without you. This is not the end of the road for us... 😊

Thank you, my hubby, **Gerhardt Botha**, for all the love, support and motivation during the three years. Thank you for all the cups of coffee, and all the dinners you provided for. I dearly appreciate you.

Thank you, my **dearest parents**, for all the support and motivation. Thank you for the opportunity of undergraduate study – without you, I would not have been able to come this far. Special thanks for all the help and interest you showed during the distribution of the survey.

Thank you, my brother **Johann**, and sister **Jolene**, for your support and love. Johann, thank you for your help with capturing of the data. Thank you for allowing me to be mother's "smartest child."

Thank you, **Wilma Roos**, for the friend you are. Thank you for all the textbooks you lent me and, thank you for your interest in my physical and emotional wealth – especially over the last few weeks.

Thank you, **Mr. Cobus van den Berg** of Moditlo River Lodge; **Ian Munnik** of L'Amitie Estate; **Aunty Elmarie Holtzkamp** and **Thabiso Mabena** of Simbavati lodges; for your willingness to assist me in distributing the survey.

Thank you, **North-West University**, for the financial support. What a privilege to have been a granted multiple bursaries.

Thank you, **Centurion Academy**, for the financial contributions during the course of the three years.

Thank you, **Prof. Suria Ellis**, for the statistical analysis of the data.

Thank you, **Mrs. Valerie Viljoen**, for the language editing of the study.

ABSTRACT

Destinations are constantly competing for the valuable time and money of tourists in a competitive international arena. Consequently, destinations have turned to destination branding. Brand equity and brand identity play a pivotal role in the creation of strong, distinctive destination brands. Measuring tourist perceptions of South Africa's tourism brand equity and identity, is one of a few studies addressing the concepts of brand equity and identity. The study offers in-depth analyses of South Africa's brand equity and identity as a tourism destination, based on the perceptions of international tourists who have previously visited the country. This study is unique since it is the first to measure South Africa's tourism brand equity by means of brand awareness, loyalty, association, perceived quality and affinity. It is also the first to measure the country's tourism brand identity by means of the current tourism logo and slogan.

A thorough research process was followed to ensure that the goal of the study was achieved. The research followed a descriptive and causal design, based on the quantitative research method. Data was collected by means of an online survey, which was created on Google Forms and distributed via social media platforms, including Facebook, Instagram and Twitter. COVID-19 restrictions prevented the physical distribution of questionnaires as originally planned. A total of 386 usable responses were recorded. The data was captured in Microsoft Excel and analysed with SPSS.

The descriptive results revealed that the respondents were mainly professionally employed females, originating from the UK, with an average age of 51 years. They obtain travel news about South Africa through electronic media. They visited South Africa recently for the first time for leisure purposes, where they preferred to travel by air and stay in lodge accommodation. They had overall favourable perceptions regarding the country's brand equity; but less favourable perceptions regarding the country's brand identity. The exploratory and inferential results revealed that older respondents had more positive perceptions of South Africa's brand equity and identity. Higher-educated respondents evaluated the country's brand equity and identity more critically. Those who obtain travel news about South Africa from electronic and printed media, have positive perceptions of the country's brand equity. Respondents who obtain travel news about South Africa from friends and family; prefer to stay with friends and family during their visit; and those who travelled to SA to visit friends and family, held less positive perceptions of the country's brand equity. International tourists that visit South Africa for nature and adventure reasons, perceive the country's brand equity favourably. Those who visit for leisure purposes, hold positive perceptions of the country's brand identity. The country's brand equity and identity are interrelated, where the South African tourism logo makes the strongest contribution to the country's brand equity.

Key words: *Brand, Destination branding, Brand equity, Brand identity, International tourists*

OPSOMMING

Bestemmings is konstant besig om mee te ding vir toeriste se waardevolle tyd en geld in 'n mededingende internasionale arena. Gevolglik, het bestemmings hulself toegespits op bestemmingshandelsmerke. Handelsmerkekwhiteit en handelsmerkidentiteit speel 'n noodsaaklike rol in die skep van sterk, kenmerkende bestemmingshandelsmerke. Die meet van toeriste se persepsies van Suid-Afrika se toerisme handelsmerkekwhiteit en -identiteit, is een van 'n paar studies wat die konsepte van handelsmerkekwhiteit en -identiteit aanspreek. Die studie bied in-diepte analyses van Suid-Afrika se handelsmerkekwhiteit en -identiteit as 'n toerisme bestemming, gebaseer op die persepsies van internasionale toeriste wat die land voorheen besoek het. Hierdie studie is uniek aangesien dit die eerste is om Suid-Afrika se toerisme handelsmerkekwhiteit te meet aan die hand van handelsmerkbewustheid, lojaliteit, assosiasie, waargenome kwaliteit en affiniteit. Dit is ook die eerste om die land se toerisme handelsmerkidentiteit te meet aan die hand van die huidige toerisme logo en slagspreuk.

'n Deeglike navorsingsproses was gevolg om te verseker dat die studie se doelwitte bereik word. Die navorsing het 'n beskrywende en oorsaaklike ontwerp gevolg, gebaseer op die kwantitatiewe navorsingsmetode. Data is ingesamel deur middel van 'n aanlyn opname, wat geskep is deur Google Forms, en versprei is deur sosiale media platforms insluitend Facebook, Instagram en Twitter. COVID-19 beperkings het die fisiese verspreiding van vraelyste verhoed soos oorspronklik beplan. 'n Totaal van 386 bruikbare reaksies is aangeteken. Die data is vasgelê in Microsoft Excel en geanaliseer met SPSS (Statistical Package for Social Sciences).

Die beskrywende resultate het aangedui dat respondente hoofsaaklik vroue in professionele poste was, afkomstig van Brittanje met 'n gemiddelde ouderdom van 51 jaar. Hulle bekom reisnuus oor Suid-Afrika deur elektroniese media. Hulle het onlangs Suid-Afrika vir die eerste keer besoek vir ontspanningsdoeleindes, waar hulle verkies het om per lug te reis en in lodge akkommodasie oornag. Hulle het oor die algemeen gunstige persepsies gehad rakende die land se handelsmerkekwhiteit, maar minder gunstige persepsies rakende die land se handelsmerkidentiteit. Die verkennende en afleidende resultate het uitgewys dat ouer respondente meer positiewe persepsies oor Suid-Afrika se handelsmerkekwhiteit en -identiteit gehad het. Hoër-opgeleide respondente het die land se handelsmerkekwhiteit en -identiteit meer krities geëvalueer. Die wat reisnuus van Suid-Afrika bekom deur elektroniese en gedrukte media, het positiewe persepsies van die land se handelsmerkekwhiteit. Respondente wat reisnuus oor Suid-Afrika bekom deur vriende en familie; wat verkies om by vriende en familie te bly gedurende hulle besoek; en wat na SA gereis het om vriende en familie te besoek, hou minder positiewe persepsies van die land se handelsmerkekwhiteit. Internasionale toeriste wat Suid-Afrika besoek vir natuur en avontuur redes,

neem die land se handelsmerkewkiteit gunstig waar. Die wat besoek vir ontspanningsdoeleindes, hou positiewe persepsies van die land se handelsmerkidentiteit. Die land se handelsmerkekweiteit en -identiteit is onderling verwant, waar die Suid-Afrikaanse toerisme logo die sterkste bydrae lewer to die land se handelsmerkekweiteit.

Sleuteltermes: *Handelsmerk, Bestemmingsmerk, Handelsmerkekweiteit, Handelsmerkidentiteit, Internasionale toeriste*

TABLE OF CONTENTS

Chapter 1: Introduction and Problem statement

1.1	INTRODUCTION	1
1.2	BACKGROUND TO THE STUDY.....	2
1.3	PROBLEM STATEMENT	15
1.4	GOAL AND OBJECTIVES OF THE STUDY	19
1.4.1	Goal	19
1.4.2	Objectives.....	19
1.5	METHOD OF RESEARCH	20
1.5.1	Literature study.....	20
1.5.2	Empirical research.....	20
1.5.2.1	Research design and method of data collection	20
1.5.2.2	Population and sampling	21
1.5.2.2.1	<i>Population.....</i>	21
1.5.2.2.2	<i>Sampling.....</i>	21
1.5.2.2	Development of the measuring instrument and distribution thereof	22
1.5.2.3	Statistical data analysis	23
1.5.2.4	Ethical considerations	24
1.6	DEFINING THE KEY CONCEPTS	25
1.6.1	Brand	25
1.6.2	Destination branding	25
1.6.3	Brand equity.....	26
1.6.4	Brand identity.....	26
1.6.5	International tourists	26
1.7	CHAPTER CLASSIFICATION.....	27

Chapter 2: Understanding Destination Branding

2.1 INTRODUCTION	29
2.2 AN OVERVIEW OF MARKETING AND BRANDING	30
2.2.1 The main principles of marketing	32
2.2.1.1 Consumer behaviour	33
2.2.1.2 Market segmentation	33
2.2.1.3 Market targeting	34
2.2.1.4 Market positioning	35
2.2.1.5 Marketing mix	36
2.2.1.6 Branding	36
2.3 UNDERSTANDING DESTINATION BRANDING	38
2.3.1. Characteristics of destinations	40
2.3.1.1 Destinations are collectively owned	41
2.3.1.2 Destinations are multi-faceted	42
2.3.1.3 Destinations are experiential goods	44
2.3.1.4 Destinations are vulnerable	44
2.3.2 The advantages of destination branding	46
2.3.2.1 The advantages of branding for the destination	46
2.3.2.2 The advantages of destination branding for the tourist	47
2.3.3 Destination brand building	48
2.3.3.1 Morgan, Pritchard and Pride's (2004) destination branding process	48
2.3.3.2 UNWTO's (2007) destination branding process	50
2.3.3.3 Morrison's (2019; 2013) destination branding process	53
2.3.4 The six P's of destination branding	56
2.3.4.1 Purpose	57
2.3.4.2 People	58
2.3.4.3 Performance	58
2.3.4.4 Products	58
2.3.4.5 Positioning	59
2.3.4.6 Process	59

2.4 CONCLUSION	60
-----------------------------	-----------

Chapter 3: Analysis of Brand Equity and Brand Identity

3.1 INTRODUCTION	61
3.2 UNDERSTANDING BRAND EQUITY	62
3.2.1 Defining brand equity	62
3.2.2 The benefits of consumer-based brand equity	63
3.2.3 Measuring brand equity	64
3.2.3.1 Aaker’s (1991) brand equity model.....	64
3.2.3.2 Keller’s (1993) basic brand equity model.....	73
3.2.3.3 Keller’s (2009; 2003; 2001) extended consumer-based brand equity pyramid.....	75
3.2.3.4 The BRANDZ™ model or Brand Dynamics Pyramid	78
3.2.3.5 Konecnik and Gartner’s (2007) consumer-based brand equity model for destinations	80
3.2.4 The role of destination brand affinity	83
3.2.4.1 Defining destination brand affinity	84
3.2.4.2 The importance of destination brand affinity	85
3.3 EXPLAINING DESTINATION BRAND IDENTITY	86
3.3.1 Defining brand identity and its value	87
3.3.2 Logo as a prominent destination brand element	88
3.3.2.1 Defining logos and their value	88
3.3.2.2 Types of logos.....	89
3.3.2.3 The role of graphic elements and colours in logo design.....	91
3.3.2.4 Attributes of a destination logo	93
3.3.3 Slogan as a prominent destination brand element	95
3.3.3.1 Defining slogans and its value.....	95
3.3.3.2 Types of slogans	97
3.3.3.3 The power of including brand names in slogans.....	99
3.3.3.4 Attributes of a destination slogan	99
3.4 CONCLUSION	102

Chapter 4: Research Methodology

4.1 INTRODUCTION	104
4.2 RESEARCH DESIGN AND METHOD OF DATA COLLECTION.....	104
4.3 RESEARCH PROCESS	105
4.3.1 Literature review	106
4.3.2 Empirical research	106
4.3.2.1 Population	106
4.3.2.2 Sampling and description of the sample	107
4.3.2.3 Development of the measuring instrument and the distribution thereof.....	109
4.3.2.4 Collection of data	111
4.3.2.5 Statistical data analysis	112
4.4 CONCLUSION.....	114

Chapter 5: Results and Findings

5.1 INTRODUCTION	115
5.2 DESCRIPTIVE RESULTS.....	115
5.2.1 Socio-demographic profile of respondents.....	116
5.2.2 Travel behaviour of respondents	118
5.2.3 Brand equity of South Africa as a tourism destination.....	120
5.2.4 Brand identity of South Africa as a tourism destination.....	123
5.2.4.1 Word association with South Africa	123
5.2.4.2 South African tourism brand.....	124
5.2.4.3 South African tourism logo	124
5.2.4.4 South African tourism slogan	126
5.2.4.5 Other recommendations regarding South Africa's brand identity	127
5.3 EXPLORATORY AND INFERENTIAL RESULTS	128
5.3.1 An in-depth analysis of brand equity	128
5.3.1.1 Reliability of brand equity factors.....	128
5.3.1.2 Aspects influencing brand equity	130

5.3.1.2.1 Relationships between brand equity factors and demographic characteristics ...	130
5.3.1.2.2 Relationships between brand equity factors and travel behaviour variables.....	132
5.3.2 An in-depth analysis of brand identity	143
5.3.2.1 Reliability of brand identity factors.....	144
5.3.2.2 Aspects influencing brand identity	144
5.3.2.2.1 Relationships between brand identity factors and demographic characteristics..	144
5.3.2.2.2 Relationships between brand identity factors and travel behaviour.....	146
5.3.3 The relationship between brand equity and identity	153
5.4 CONCLUSION	155

Chapter 6: Conclusions and Recommendations

6.1 INTRODUCTION.....	157
6.2 CONCLUSIONS.....	158
6.2.1 Conclusions concerning Objective 1: To analyse marketing, branding and the practice of destination branding through an in-depth literature study.	158
6.2.2 Conclusions concerning Objective 2: To conduct an in-depth literature review based on the phenomena of brand equity and brand identity with applications to the tourism industry.....	159
6.2.2.1 Conclusions pertaining to brand equity.....	159
6.2.2.2 Conclusions about brand identity	160
6.2.3 Conclusions concerning Objective 3: To empirically analyse brand equity and brand identity concerning South Africa’s tourism brand from the perspective of international tourists who visited the country.....	161
6.2.3.1 Conclusions concerning the socio-demographic profile and travel behaviour of respondents.....	161
6.2.3.2 Conclusions with regard to brand equity results	162
6.2.3.3 Conclusions concerning brand identity	164
6.2.3.4 Conclusions with regard to the relationship between brand equity and brand identity	165
6.3 RECOMMENDATIONS	166
6.3.1 Recommendations to improve South Africa’s tourism brand with reference to brand equity and identity.....	166

6.3.2 Recommendations with regard to future research opportunities	168
6.4 LIMITATIONS	168
6.5 VALUE OF THE STUDY	169
LIST OF REFERENCES.....	170
APPENDICES.....	194

LIST OF TABLES

Table 1.1: Previous studies regarding destination brand equity research	4
Table 1.2: Previous research studies regarding destination brand identity	10
Table 1.3: Tourist arrivals and tourist expenditure from leading overseas countries to South Africa in 2019.....	16
Table 1.4: South African international tourist arrivals.....	16
Table 2.1: Definitions of marketing	31
Table 2.2: Types of destinations.....	39
Table 3.1: Different types of logos	90
Table 3.2: Types of slogans	97
Table 4.1: Probability and non-probability sampling.....	107
Table 5.1: Socio-demographic profile of respondents.....	117
Table 5.2: Travel behaviour of respondents.....	119
Table 5.3: Brand equity of South Africa as a tourist destination.....	121
Table 5.4: Frequency table for the South African tourism brand	124
Table 5.5: Frequency table for the South African tourism logo.....	125
Table 5.6: Frequency table for the South African tourism slogan.....	126
Table 5.7: Factor analysis for brand equity.....	129
Table 5.8: Correlation analysis for brand equity, and age and education.....	131
Table 5.9: t-test for brand equity by gender	131
Table 5.10: ANOVA for brand equity by marital status.....	132
Table 5.11: Correlation analysis for brand equity and, time of the last visit, number of times visited, size of the travel party and length of the last trip	133
Table 5.12: t-tests for brand equity by Travel news about South Africa as a tourism destination	135
Table 5.13: t-tests for brand equity by preferred accommodation types.....	138
Table 5.14: t-tests for brand equity by preferred modes of transport.....	140
Table 5.15: ANOVA for brand equity by main reasons for visiting.....	142
Table 5.16: Factor analysis for brand identity	144
Table 5.17: Correlation analysis for brand identity, and age and education	145
Table 5.18: t-test for brand identity by gender	146
Table 5.19: ANOVA for brand identity by marital status.....	146
Table 5.20: Correlation analysis for brand identity and, time of the last visit, number of times visited, size of the travel party and length of the last trip	147
Table 5.21: t-tests for brand identity by Travel news about South Africa as a tourism destination	148

Table 5.22: <i>t</i> -tests for brand identity by preferred accommodation types	149
Table 5.23: <i>t</i> -tests for brand identity by preferred modes of transport.....	151
Table 5.24: ANOVA for brand identity by main reasons for visiting.....	152
Table 5.25: Regression analysis, destination brand awareness against the brand identity factors	154
Table 5.26: Regression analysis, destination brand loyalty against the brand identity factors.....	154
Table 5.27: Regression analysis, destination brand association against the brand identity factors	154
Table 5.28: Regression analysis, destination perceived quality against the brand identity factors	155
Table 5.29: Regression analysis, destination brand affinity against the brand identity factors.....	155

LIST OF FIGURES

Figure 1.1: Conceptual framework for this study	15
Figure 2.1: Principles for marketing.....	32
Figure 2.2: The four most important role players for destination branding.....	41
Figure 2.3: Stakeholder collaboration in destination branding	42
Figure 2.4: The destination amalgam.....	43
Figure 2.5: External shocks and events impacting the tourism, hospitality and events industry....	45
Figure 2.6: Five phases in destination brand building.....	49
Figure 2.7: The branding process	51
Figure 2.8: Steps in destination branding.....	54
Figure 2.9: The six P's of destination branding.....	57
Figure 3.1: Aaker's (1991) brand equity model.....	65
Figure 3.2: The loyalty pyramid.....	66
Figure 3.3: The four levels of awareness	68
Figure 3.4: Types or classes of associations.....	71
Figure 3.5: Keller's (1993) basic brand equity model.....	73
Figure 3.6: Consumer-Based Brand Equity pyramid or Brand Resonance model.....	75
Figure 3.7: Brand Dynamics Pyramid.....	79
Figure 3.8: Creation of brand equity for a destination brand.....	81
Figure 3.9: Indonesia's official tourism logo and the meaning of its colours.....	92
Figure 3.10: Spain's official tourism logo and the meaning of its colours.....	93
Figure 4.1: Screening question results.....	110
Figure 5.1: Official South African Tourism Brand.....	124
Figure 5.2: South Africa's official tourism logo.....	125

CHAPTER 1

INTRODUCTION AND PROBLEM STATEMENT

1.1 INTRODUCTION

Tourism is a global phenomenon (George, 2015:3). The tourism industry has experienced continued growth over the past few decades and has become one of the fastest growing economic sectors in the world with a 10.4% contribution to the global gross domestic product (GDP) and providing one in every ten new job opportunities (WTTC, 2020a). The year, 2018, was the ninth consecutive year for sustained growth in international tourism (UNWTO, 2019:3). In South Africa, the situation is similar, with travel and tourism contributing 7% to the national GDP (about R359.9 billion) and 9.1% to total employment in the country (about 1,483,200 jobs) during 2019 (WTTC:2020b).

The latest issue of the UNWTO's World Tourism Barometer (January 2020b), indicated that global international tourist arrivals, once again, grew with 4% in 2019, following an increase of 6% in 2017 and 2018, respectively. Up to 2020, South Africa experienced annual increases in international tourist arrivals. From 2015 to 2016, there was a sturdy increase of 12.8% in international tourists to the country, following a smaller increase of only 2.4% in 2017 and 1.8% in 2018 (SAT, 2018a:7; 2017a:1; 2016:1). Nonetheless, growth remained prominent. From 2017 to 2018, the total number of tourists (international and domestic) in South Africa increased with 2.5% and their spending a hefty 5.5% (SAT, 2018a:7). Clearly, tourism to and in South Africa was (is) growing, which also highlights the potential of this industry. However, the recent COVID-19 global pandemic cannot go unnoticed and will undeniably have adverse impacts on tourism growth rates. UNWTO (2020a) has predicted a tremendous decrease of 60-80% in international tourist numbers for 2020.

The above-mentioned success rates (up to 2020) can be attributed to a variety of factors, one of them being successful practice of marketing, especially destination marketing. Wang (2011:1) stated that "the development, marketing and management activities of destinations are very much in line with the development of the tourism industry on the global scale." A strong destination brand is seen to be the ideal result of destination marketing (Tasci, 2011:115). Building such a strong brand will lead to a competitive advantage and allow a country to differentiate themselves from competition and satisfy market needs and wants (Tasci, 2011:118), resulting in high tourism revenues, based on visitor numbers, visitor stay and visitor spending (Deslandes & Goldsmith, 2002:131; Tasci, 2011:114-115).

The importance of branding cannot be underestimated (Du Toit & Erdis, 2013:4). Hardly anything goes unbranded today. Du Toit and Erdis (2013:19), describe the comprehensiveness of branding in the following way: “Anything can be branded, from toothpaste and tourist destinations to cartoon characters and Chinese revolutionaries.” The importance and significance of branding a destination or place is no different from those of goods and services; however, the approach is different (Viosca, Bergiel & Balsmeier, 2005:90). Many tourism destinations started to use branding to improve their performance due to the extremely competitive global industry (Hankinson, 2012:974) and the effectiveness thereof should be measured on a continuous basis. Two important aspects that can be managed and developed by destinations to improve their brands’ performance, is brand equity and brand identity. Both are classic concepts in branding and own the potential to add significant value to, enhance and improve destination brands (Duman, Ozbal & Duerod, 2018:359; Huang & Santos, 2011:13; Morrison, 2019:388).

1.2 BACKGROUND TO THE STUDY

The tourism industry, as mentioned above, is expanding and holds a promising future even with the current challenges faced by the industry. Tourism takes place at destinations and these destinations, whether countries, cities, states or regions, may have the marketing goal and desire to become popular and well-recognised destinations in a competitive market (Uysal, Harrill & Woo, 2011:99). Branding, as a critical element in marketing, can assist destinations in this regard. In an ever-increasing global competitive tourism industry, the need for branding is reaffirmed (Davidson & Rogers, 2006:81; Farooqi, 2009:51; Morrison, 2019:xix; White & Frew, 2011:2).

Branding has become a popular, well-practiced, global phenomenon. According to Goldman and McCoy (2014:227), it has come a long way since its early purposes of signifying livestock ownership, national identification and religious affiliation. It has developed into a global key issue and is embedded in everyday activities (Brown, 2016:3; Sonnenburg & Baker, 2013:11). A brand is defined as a name, term, symbol, design or combination thereof that identifies a seller's products and differentiates them from competitors’ products (Lamb, Hair, McDaniel, Boshoff, Terblanche, Elliott & Klopper, 2015:281). Branding is not limited to only commercial goods and services. Tourism organisations started using branding as a marketing tool in the 1930’s (George, 2014:284) and with the acceptance of service (intangible) brands by consumers¹, more and more tourism marketers began to consider the possibility of branding destinations (Deslandes & Goldsmith, 2002:130).

¹ The terms ‘customer’ and ‘consumer’ will be used interchangeably with ‘tourist’, ‘visitor’ and ‘traveller’ throughout this study.

Although the branding of goods and services is a well-known research topic, the phenomenon of branding destinations only started to gain momentum after the 1998 Travel and Tourism Research Association's Annual Conference (TTRA) under the theme of 'Branding the Travel Market' (Morrison, 2019:373; Morrison, 2013:288; Pike, 2005:258; Suchitra, 2015:22). Ritchie and Ritchie (1998:17) briefly define a destination brand as a "distinguishing name and/or symbol (such as a logo or trademark) intended to identify the destination and to differentiate it from competitive destinations". Similar to the branding of commercial goods, destination branding is a vast concept that entails the creation of brand equity, brand essence, a brand identity, a brand personality, a brand promise and the brand positioning for the destination at hand (Morrison, 2013:300). For the purpose of this study, the focus will be on brand equity and brand identity, to be explained below.

Brand equity is an important aspect of branding (Trott & Sople, 2016:5). Brand equity can be categorised into two main categories, namely customer-based brand equity (CBBE) and financial-based brand equity (FBBE) (Laurens, 2013:28-29; Lieven, 2018:6; Trott & Sople, 2016:5-6; Wood, 2000:662). This study focuses on the first category, customer-based brand equity (CBBE), which is defined by Keller (1993:1), as "the differential effect of brand knowledge on consumer response to the marketing of the brand". The father of brand equity, vice chairman of Prophet and professor of marketing strategy at the Haas School of Business at University of California, David A. Aaker, defines brand equity as "a set of brand assets and liabilities linked to a brand, its name and symbol, that add to or subtract from the value provided by a product or service to a firm and/or to that firm's customers" (Aaker, 1991:31). Simply put, brand equity is what consumers know about a brand and how they respond to the brand or any stimuli related to the brand.

Strong brand equity is of utmost importance for organisations and destination marketers. Greater equity entails the following benefits: less vulnerability to competitive marketing actions and marketing crises; greater trade cooperation and support; increased marketing communication effectiveness; and more distinctive products and services, or in this case, destinations (Dedeoğlu, Van Niekerk, Weinland & Celuch, 2019:212; Viosca *et al.*, 2005:87). In other words, strong brand equity results in successful marketing activities and increased tourism demand for a destination (Duman *et al.*, 2018:359).

Destination brand equity is however a relatively new concept (Kladou, Giannopoulos & Mavragani, 2015:190) and therefore, this study will contribute to the research field of destination brand equity in destination marketing. Various researchers have addressed the concept of Consumer-Based Brand Equity for Tourism Destinations (CBBETD) or simply, destination brand equity (see Table 1.1). The majority of these studies are based on brand equity models borrowed from marketing and branding literature. The two most common brand equity models include that of David Aaker (1991) and Kevin Lane Keller (2013; 1993) (Duman *et al.*, 2018:362). Consumer-based brand equity can be measured

with different variables or components. Common brand equity components include brand loyalty, perceived quality, associations/image and awareness – referred to by both Aaker (1991) and Keller (1993) in their models. Brand loyalty is the attachment of a customer to a brand leading to repeat purchases (Aaker, 1991:55). Perceived quality refers to the quality of a brand from the customer’s point of view (Aaker, 1991:105-106). Brand associations are the links made to a brand in a customer’s mind (Aaker, 1991:132). Brand awareness is the ability of customers to recognise and recall a brand – especially amongst those of competitors (Aaker, 1991:78). Another prominent brand equity component is brand affinity. Although it is not included in Aaker’s (1991) or Keller’s (1993) models, it is a very useful measurement that greatly contributes to brand equity. Affinity is the degree of liking or attraction towards someone or something (OUP, 2020a) and holds numerous advantages, such as a competitive advantage. This study will focus on destination brand awareness, loyalty, associations, perceived quality and affinity to measure destination brand equity due to its use and effectiveness.

Table 1.1: Previous studies regarding destination brand equity research

Year	Author(s)	Title	Focus of the study	Destination
2020	Chi, Huang & Nguyen	Elements of destination brand equity and destination familiarity regarding travel intention	To examine brand equity’s relation to travel intentions and the moderating effect of a destination’s familiarity.	Vietnam
2020	Govender, Chuchu, Maziriri & Cunha	An analysis of local tourists’ perceptions towards attraction sites in Cape Town, South Africa	Measure the perceptions of local tourists towards Cape Town as a travel and holiday destination with reference to destination image	Cape Town (South Africa)
2020	Matiza & Slabbert	Understanding the country image-travel motivation nexus in emerging tourism typologies for South Africa	Determine the influence of country image on the evaluation of destination’s attributes from the perspective of inbound tourists to South Africa	South Africa
2019	Dedeoğlu, Van Niekerk, Weinland & Celuch	Re-conceptualising customer-based destination brand equity	Proposed a modified CBDBE (consumer-based destination brand equity) model and added three dimensions: brand value, trust and satisfaction.	Alanya (Turkey)
2019	Haarhoff & De Klerk	Destination South Africa: analysis of destination awareness	To determine the brand image and awareness (two brand equity dimensions) of South	South Africa

		and image by international visitors	Africa amongst international visitors.	
2018	Duman, Ozbal & Duerod	The role of affective factors on brand resonance: measuring customer-based brand equity for the Sarajevo brand	Use Keller's (2013) CBBE/Brand Resonance model to identify the brand dimensions of Sarajevo and to determine the effect of affective and cognitive factors on brand resonance evaluations.	Sarajevo (Bosnia)
2018	Haarhoff	Tourist perceptions of factors influencing destination image: a case study of selected Kimberley resorts.	Determine the influence of visitors' perception on the visitation levels of the resorts.	Kimberley resorts (South Africa)
2018	Kotsi, Pike & Gottlieb	CBBE in the context of an international stopover destination: perceptions of Dubai in France and Australia	Determine the relationships between destination brand awareness, -image, -quality, -value and destination brand loyalty for an international stopover destination.	Dubai (UAE)
2018	Tasci	Testing the cross-brand and cross-market validity of a CBBE model for destination brands	Test the validity of the CBBE model amongst different destination brands and different markets.	New York Orlando Las Vegas Tampa Miami (U.S.)
2017	Gany	Visitors' perception of destination attractiveness: the case of selected Kimberley resorts	To determine the overall perception of visitors to selected Kimberley resorts and develop a list of attributes that influence destination attractiveness	Kimberley resorts (South Africa)
2017	Nunkoo, Teeroovengadum, Thomas & Leonard	Integrating service quality as a second-order factor in a customer satisfaction and loyalty model	Analyse the influence of service quality on customer satisfaction, perceived value, image, consumption emotions and customer loyalty	Accommodation establishments in South Africa
2017	Yousaf & Amin	Can customer-based brand equity help destinations to stay in race? An empirical	Measuring the CBBETD for the Kashmir Valley destination.	Kashmir Valley (India)

		study of Kashmir Valley		
2017	Yousaf, Amin & Gupta	Conceptualising tourist-based brand equity pyramid: an application of Keller's Brand Pyramid model to destinations	Based on Keller's (2001) brand equity pyramid, present a modified framework for developing and measuring CBBETD.	None specific
2016	Ezeuduji, November & Haupt	Tourist activity and destination brand perception: the case of Cape Town, South Africa	Measuring the visitor perceptions of Cape Town by means of brand essence, loyalty and image.	Cape Town (South Africa)
2015	Gómez, Lopez & Molina	A model of tourism destination brand equity: the case of wine tourism destinations in Spain	Propose a model for the influence of the designation of origin brand image and the destination brand image on the brand equity of wine tourism destinations, as well as examining the effects on two stakeholder groups.	Rioja, Ribera del Duero, Navarra, Rueda, La Mancha (Spain)
2015	Maumbe & Van Wyk	Destination brand Cape Town & Western Cape: an assessment of consumer-based brand equity (CBBE)	Assesses the CBBE of Cape Town and the Western Cape by amongst the domestic market by referring to brand salience, associations, resonance and loyalty	Cape Town and Western Cape Province (South Africa)
2014	Kladou & Kehagias	Assessing destination brand equity: an integrated approach	Develop a structural model consisting of the four brand equity dimensions (awareness, image, quality and loyalty) and incorporating a fifth dimension called cultural brand assets.	Rome (Italy)
2014	Bianchi, Pike & Lings	Investigating attitudes towards three South American destinations in an emerging long-haul market using a model of CBBE	To determine the influence of destination brand salience, associations, quality and value on Australian travellers' attitudinal loyalty towards three destinations.	Chile Brazil Argentina
2013	Pike	Measuring a destination's brand	Measure destination brand performance of destinations in	Various destinations

		equity between 2003 and 2012 using the CBBE hierarchy	Brisbane over time using CBBE as basis.	in Brisbane (Australia)
2013	De Silva	Determinants of destination branding for revisiting: with special reference to tourism in Sri Lanka	To determine the impact of CBBETD on tourists' intention to revisit Sri Lanka.	Sri Lanka
2013	Yuwo, Ford, Purwanegara	Customer-based brand equity for a tourism destination (CBBETD): the specific case of Bandung City, Indonesia	To apply Konecnik's (2007) CCBETD to the city of Bandung.	Bandung City (Indonesia)
2012	Ferns & Walls	Enduring travel involvement, destination brand equity, and travellers' visit intentions: a structural model analysis	To examine the relationship among tourists' travel involvement, destination brand equity and visit intentions.	None specific
2012	Hornng, Liu, Chou & Tsai	Understanding the impact of culinary brand equity and destination familiarity on travel intentions	Explores four determinants of brand equity (loyalty, image, quality and awareness) and the role of destination familiarity on travel intentions in culinary tourism.	Taiwan
2011	Bianchi & Pike	Antecedents of attitudinal destination loyalty in long-haul market: Australia's brand equity among Chilean consumers	To determine the attitudinal loyalty of Chilean travellers to Australia, as a destination, by making use of CBBE.	Australia
2011	Gartner & Konecnik-Ruzzier	Tourism destination brand equity dimensions: renewal versus repeat market	Using the CBBE model as basis, determine the difference between repeat and new German visitors' evaluation of Slovenia as tourism destination.	Slovenia
2010	Pike, Bianchi, Kerr & Patti	Consumer-based brand equity for	To determine the CBBE for Australia in one market before	Australia

		Australia as a long-haul tourism destination in an emerging market	the start of a new brand campaign for the country.	
2009	Boo, Busser & Baloglu	A model for customer-based brand equity and its application to multiple destinations	Developing a destination brand model through employing CBBE models.	Las Vegas Atlantic City (U.S.)
2007	Konecnik & Gartner	Customer-based brand equity for a destination	To apply the CBBE models to destinations and proposed the CBBETD model, with the image dimension at the core.	Slovenia
2005	Viosca, Bergiel & Balsmeier	Country equity: South Africa, a case in point	To provide South Africa with suggestions on how to improve its brand equity (brand image, loyalty and value) amongst an international market.	South Africa

Source: Researcher's compilation

From the research studies provided in Table 1.1, it is clear that brand equity variables (such as brand loyalty, awareness, perceived quality, associations, affinity, and more) are suitable, valid and reliable benchmarks for destination brand evaluation. Furthermore, in Table 1.1, it is clear that brand equity has been analysed for destinations across the globe, but the limited number of studies measuring the brand equity of South Africa, as a destination from an international tourist perspective, is evident. Viosca *et al.* (2005) aimed to provide South Africa with suggestions on how to improve its brand equity within an international market, with specific reference to brand image, loyalty and value. Their focus, however, was on overall country equity and did not specifically address the country's tourism brand equity. Maumbe and Van Wyk (2015) measured the consumer-based brand equity of Cape Town and the Western Cape Province, but only from the perspective of domestic tourists and not international tourists. Ezeuduji *et al.* (2016), measured visitor perceptions, of both domestic and international tourists, of Cape Town by means of brand essence, loyalty and image. Govender *et al.* (2020) measured the perceptions of local tourists towards Cape Town as a travel and holiday destination with reference to destination image. Haarhoff and De Klerk (2019) determined the brand image and awareness of South Africa amongst international visitors. The study only addressed two components constituting brand equity, namely brand image and awareness. South Africa's brand image is addressed in the study of Matiza and Slabbert (2020) when determining the influence of country image on the evaluation of a destination's attributes from the perspective of inbound tourists to South Africa. The current study is unique in the sense that it measures the brand equity of South Africa as a tourist destination by means of five very well researched brand equity components –

brand awareness, association/image, loyalty, affinity and perceived quality – and are not limited to only one or two components. This contributes to a more comprehensive brand equity measurement of the country. Additionally, the current study measures South Africa's overall brand equity as a destination and is not limited to certain criteria, such as popular tourist attractions (e.g. the city of Cape Town, resorts).

Brand identity is described as “the image aspired to by the organisation” (George, 2019:298). Brand identity comprises two meanings, the first is based on positioning and personality, while the second refers to the visual design of the brand, usually including the brand name, logo and slogan (Galí, Camprubí & Donaire, 2017:243; George, 2019:298; Kohli, Leuthesser & Suri, 2007:415; Kohli, Suri & Thakor, 2002:59; Morrison, 2013:300). For the purpose of this study, the second meaning (visual imagery) will be used and applied, with a specific focus on logos and slogans/taglines in the context of tourism destinations. Logos and slogans are classified as brand elements, together with brand names, URL's, symbols, characters, spokespeople, jingles, packages and signage (Cai, 2002:722; George, 2014:526; Keller, 2013:142; Kladou *et al.*, 2017:426; Neal & Strauss, 2008:48-49). Keller (2013:142) refers to these elements as trademarkable devices used for identifying and differentiating a brand. George (2019:300) defines a logo as “a name, symbol, sign, colour or design, used by an organisation” or in this case, destination. Keller (2013:158) defines slogans as “short phrases that communicate descriptive or persuasive information about the brand.” Slogans are also referred to as payoff lines, taglines, strap lines, bylines or mottos (George, 2019:299).

Logos and slogans are powerful and efficient branding instruments, not only for small businesses and large corporations, but for destinations as well. Both play a part in building brand equity and brand awareness (Keller, 2013:155, 158). Logos act as visual elements that act as a tool for product identification and recognition, and can be easily changed over time (Keller, 2013:155-156). Slogans help consumers in grasping the meaning of a brand and reinforces the positioning of a brand (Keller, 2013:158). Assigning logos and slogans to destinations (countries, cities, provinces, towns, etc.) is not a new phenomenon. New York City's memorable brand – ‘I Love New York’ – has stood the test of time. It was introduced in 1977 and greatly contributed to tourism in the state of New York and New York City (Morrison, 2013:299). Numerous research studies (Table 1.2) have addressed the concept of destination logos and slogans, proving that destination logos and slogans are still relevant and play a pivotal role in brand evaluations and successful destination brands (Boo *et al.*, 2009:220; Galí *et al.*, 2017:243).

Table 1.2: Previous research studies regarding destination brand identity

Year	Author(s)	Title:	Focus of the study	Destination
2021	Ma, Cheng, Qiu & Wang	The neural basis of the unattended processing of destination-slogan consistency	Focused on using neurophysiology tools to investigate consumers' unattended processing of destination-slogan consistency and to measure slogan consistency via consumers' neural response.	Chinese destinations
2021	Qu, Cao & Xu	Design of an attention-grabbing destination slogan using the attenuation model	Develops and applies a framework of design guidelines for destination slogans using the attenuation model in cognitive psychology.	Chinese destinations
2020	Bonnardel, Séraphin, Gowreesunkar & Ambaye	Empirical evaluation of the new Haiti DMO logo: Visual aesthetics, identity and communication implications	Evaluate the performance of the new Haiti logo created in 2012 in comparison with the 1939 logo.	Haiti
2020	Lourenção, De Moura Engracia Giraldi & De Oliveira	Destination advertisement semiotic signs: analysing tourists' visual attention and perceived ad effectiveness	Analyses the influence of destination photographs' communication type and destination country-brand logo and slogan used in ads on the tourists' visual attention and perceived ad effectiveness.	Brazil
2020	Valek	Drawing a destination logo from memory and its influence on the destination perception	To determine whether people can recall a destination logo (of Abu Dhabi) to the extent that they can draw it from memory.	Abu Dhabi
2020	Tsaur, Liao & Tsai	Analysing the important implications of tourism slogans and logos in Asia-Pacific nations	To analyse the national tourism slogans and logos of 26 Asia-Pacific nations, explain their significance to tourism marketing, and identify similarities and differences.	Asia-Pacific nations
2019	Lever & Abbas	Albania (Go Your Way!) to Zimbabwe (A World of Wonders): A	Analyse the slogans of 157 countries around the world and	Various countries

		rhetorical analysis of the world's country tourism slogans	draw comparisons and contrasts.	
2019	Pan	Tourism slogans – towards a conceptual framework	To develop a conceptual framework that can be used for analysing tourism slogans (author referred to 134 country slogans).	Various countries
2019	Wang, Huang, Li & Yang	The mechanism of tourism slogans on travel intention, based on Unique Selling Proposition (USP) theory	Determining the influence of tourism slogans on tourists' travel intention using a unique selling proposition criteria.	Chinese tourist resorts
2018	Beritelli & Laesser	Destination logo recognition and implications for intentional destination branding by DMOs: a case for saving money	Determine the degree of logo recognition amongst tourists of four Swiss destinations and subsequently advise DMOs.	Lucerne Berne St. Moritz Zermatt (Swiss destinations)
2018	Rivera & Gutierrez	The impact of awareness on tourism marketing slogan on length of stay and travel budget allocation of young travellers	Determine the role of selected demographic variables and tourism marketing initiatives of destinations on the length of stay and travel budget allocation of young travellers.	Thailand, Vietnam, Indonesia, Singapore, Philippines, Malaysia, Myanmar, Cambodia, Lao PDR, Brunei Darussalam
2018	S�raphin, Platania & Pilato	The place of heritage and identity in the marketing strategy of destinations: a worldwide approach based on DMO slogans	Determine the place of national heritage and identity in destinations' branding strategy by analysing the slogan of 139 destinations.	Various destinations
2018	Tasci, Khalilzadeh, Pizam & Wang	Network analysis of the sensory capital of a destination brand	Proposed network analysis of qualitative consumer data as a practical method to identify the	Orlanda (US)

			sensory capital (dominant and latent brand elements) of a destination.	
2017	Ceken & Ersan	Country brands: a typographic analysis of tourism logos	Examine the influence of typography on visual identity and brand of countries (115 country logos were included).	Various countries
2017	Gali, Camprubi & Donaire	Analysing tourism slogans in top tourism destinations	Examine the slogans of 150 tourism destinations around the world (countries, regions, local destinations) and draw conclusions.	Various destinations
2017	Huang & Lin	Awareness effects of the tourism slogans of ten destinations in Asia	Determining the effect of tourism slogans on consumers' awareness of Asian country destinations.	China Taiwan Singapore Japan Malaysia South Korea Hong Kong Indonesia Thailand Macau
2017	Kladou, Kavartzis, Rigopoulou & Salonika	The role of brand elements in destination branding	Determining the contribution of destination name, logo and tagline in the establishment of a destination.	Greece
2016	Séraphin, Ambaye, Gowreesunkar & Bonnardel	A marketing research tool for destination marketing organisations' logo design	By using the Haitian DMO logos, explain how the choice of colours in a logo can benefit from market research methods.	Haiti
2014	Lehto, Lee & Ismail	Measuring congruence of affective images of destinations and their slogans	Determine whether consumers' emotive responses to destination slogans are consistent with the reactions desired by destinations and whether it contributes to awareness.	U.S. cities and states
2014	Santos & Campo	Destination branding: reflective analysis of Brand Cape Verde	Discussing the destination-branding process followed to	Cape Verde

			create Brand Cape Verde (including its logo).	
2013	Blanco-Gomez	Destination branding: the case of Spain	To analyse the brand strategies, marketing techniques and advertising campaigns that have worked for the successful touristic country of Spain.	Spain
2012	Hayden & Sevin	The politics of meaning and the city brand: the controversy over the branding of Ankara	Analysing public argumentation over the city logo of Ankara.	Ankara (Turkey)
2012	Lee, Rodriguez & Sar	The influence of logo design on country image and willingness to visit: a study of country logos for tourism	Examine the influence of tourism logos on the image people have of a country and their intention to visit the country in question.	Australia Kenya Malawi
2011	Patterson	Case study: Brand Ireland: tourism and national identity	Exploring tourism in Ireland and determining what tourists find appealing about its unique brand of national identity.	Ireland
2011	Smith & Puczkó	Case study: National identity construction and tourism in Hungary	Exploring national identity construction and tourism in Hungary.	Hungary
2010	Daye	Challenges and prospects of differentiating destination brands: the case of the Dutch Caribbean Islands	To determine the extent to which the six islands of the Dutch Caribbean communicate their unique destination brands by the narrative, images, logos and slogans on their official tourism homepage websites	Dutch Caribbean Islands
2008	Hood	Destination branding: a case study of the Kruger National Park	To measure the South African National Parks' (SANParks) brand with specific reference to the Kudu logo.	Kruger National Park (South Africa)
2008	Konecnik & Go	Tourism destination brand identity: The case of Slovenia	To analyse tourism destination identity (logo and slogan) from the supply-side perspective.	Slovenia

2007	Cai, Qui & Li	Towards a competitive destination brand in a mass market	To examine the image of the province amongst international visitors and assess the viability of the province's brand statement (slogan).	Heilongjiang Province (China)
2004	Hem & Iversen	How to develop a destination brand logo: a qualitative and quantitative approach	To create a normative model for testing of destination logos.	Fjord Norway (tourist destination in Norway)
2004a	Pike	Destination brand positioning slogans – towards the development of a set of accountability criteria	To propose a set of slogan criteria that destination marketing practitioners can use.	USA Australia New Zealand
2002	Morgan, Pritchard & Piggott	New Zealand, 100% Pure. The creation of a powerful niche tourism brand	To evaluate New Zealand's tourism brand and its position with specific reference to their tagline '100% Pure'.	New Zealand
2002	Supphellen & Nygaardsvik	Testing country brand slogans: conceptual development and empirical illustration of a simple normative model	Create a normative model for testing country brand slogans.	Norway

Source: Researcher's compilation

From Table 1.2, it is clear that the measurement of South Africa's tourism brand identity (current and past logos and slogans) has not been addressed before in previous research studies. To the knowledge of the researcher, no similar research study measuring the South African tourism brand by using brand elements such as logo, slogan or tagline, have been recorded before.

In summary, a destination that demonstrates strong brand equity and brand identity tend to be a more successful destination and one with a "sustainable point of differentiation" (Pike, 2018:110) from other competitive destinations; ultimately resulting in a preferred international tourist destination. Based on the information discussed, Figure 1.1 provides the conceptual framework for this study. The following aspects will be analysed in this study: marketing, branding, destination branding, destination brand equity, and destination logos and slogans.

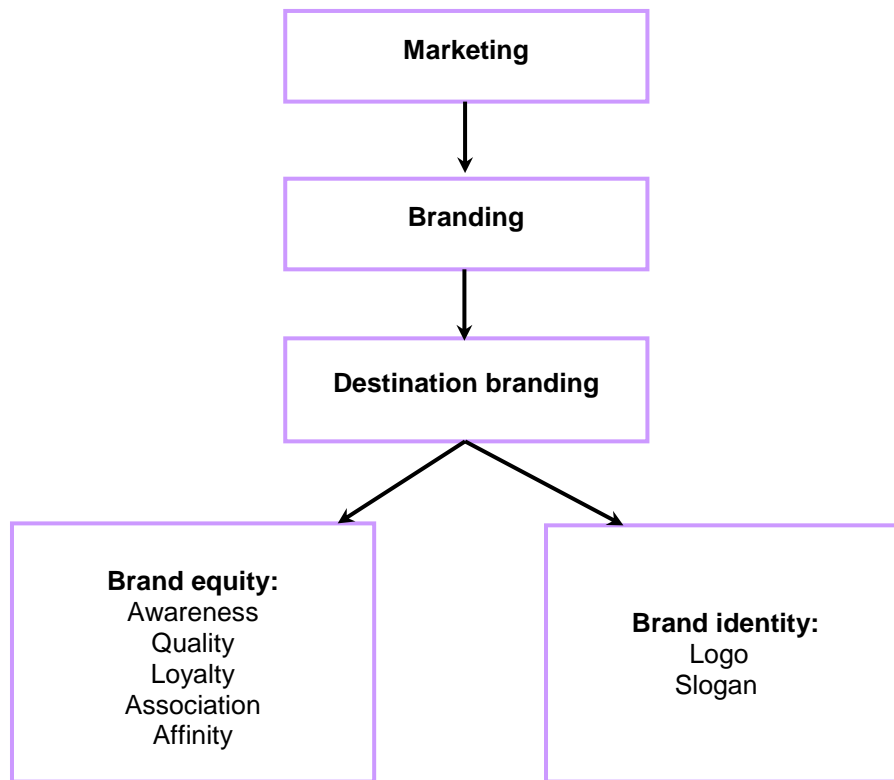












Figure 1.1: Conceptual framework for this study
Source: Researcher’s compilation

1.3 PROBLEM STATEMENT

South Africa holds great tourism potential, offering a wide variety of tourism products and services, including natural beauty and spectacular landscape, thrilling action adventure, rich diversified cultures, sunny beaches and unparalleled wildlife experiences. Many international sporting events are hosted by South Africa, which also led to increased tourism and heightened awareness of the country as a destination (Giampiccoli, Lee & Nauright, 2015:229). Furthermore, South Africa is host to a top city in the world. The city of Cape Town was announced as the world’s top tourist city for the seventh time in the 2019 Telegraph Awards (Southern & East African Tourism Update, 2019). This type of recognition contributes to the brand of South Africa as a preferred tourism destination.

A large part of the South African tourism industry is accounted for by international tourism. According to Haarhoff and De Klerk (2019:201-202), international tourism accounts for 48% of the country’s total tourism volume and 87% of total tourism expenditure in South Africa. Table 1.3 outlines the leading overseas countries (excluding Africa) from where international visitors to South Africa, originated in 2019. The countries’ contribution to the South African economy through tourist expenditure for 2019 is included in the table. South Africa’s top source markets include the UK, the USA and Germany – followed by France and the Netherlands.

Table 1.3: Tourist arrivals and tourist expenditure from leading overseas countries to South Africa in 2019

Leading overseas countries		Percentage (%) of visitors	Economic contribution through tourist foreign direct spend (in Rand)
	United Kingdom (UK)	16.6%	+R9.8 billion
	United States of America (USA)	14.2%	+R7.8 billion
	Germany	12.3%	+R6.5 billion
	France	6.3%	+R2.7 billion
	The Netherlands	5.5%	+R3 billion
	Australia	4.2%	+R2.1 billion
	India	3.6%	+R1.4 billion
	China	3.6%	+R1.5 billion
	Brazil	2.9%	+R1 billion
	Canada	2.5%	+R1.2 billion

Source: Researcher's compilation based on SAT (2019b:61-62)

Furthermore, South Africa is experiencing annual increases in international tourist arrivals (see Table 1.4) and reached the 10 million mark in 2016 (SAT, 2018a:7; 2017a:1; 2016:6). Despite the small decrease of 0.6% in international tourist arrivals during the 2018/19 period, the direct spending of these international visitors increased by 6.6% during the same period (SAT, 2019:35, 38). Even though the numbers will be different in 2020, this industry makes a significant contribution to the South African economy. Given the fact that South Africa is a country facing economic challenges, there is a need to increase the number of international visitors that spend money in South Africa and, therefore, knowledge on the current tourism brand is critical for future marketing efforts.

Table 1.4: South African international tourist arrivals

2016	2017	2018	2018/2019 (compared to same time 2017/2018)
+12.8%	+2.4%	+1.8%	-0.6%

Source: South African Tourism Annual Reports (2019a:36; 2018a:7; 2017a:1; 2016:1)

South African Tourism (SAT) as a national tourism marketing organisation (NTO) is the marketing arm of the South African government (George, 2014:505) with the vision of positioning and branding

South Africa locally and globally “as an exceptional tourist and business events destination that offers a value-for-money, quality tourist experience that is diverse and unique” (SAT, 2019a:23; 2017b:16).

To build the brand for South Africa, South African Tourism (SAT) has various global marketing campaigns running; such as the *#MeetSouthAfrica* campaign, aimed at creating an image of the country as a ‘safari-plus’ destination and partnering with the Dutch TV programme, ‘*Love is in the Air*’ to encourage family travel to South Africa (SAT, 2019a:58-59). Previous campaigns included *FindYourWild* campaign, *Masterchef UK* that was filmed in Cape Town, and the *UnmissableSAMoments* photographic competition, all aimed at showing targeted British travellers that South Africa is fun, safe and friendly. The *WowSouthAfrica* campaign portrayed South Africa as a desirable safari destination for the United States market (SAT, 2017b:37-38).

Despite South Africa’s tourism potential, promising statistics, and SAT’s marketing and branding activities and initiatives, South Africa is not ranked amongst the world’s top tourism destinations, such as France, Spain and the United States of America (UNWTO, 2019:9; 2018:8). Not to mention the three-point drop in ranking, from 35th to 38th out of 50 nations, on the Anholt-GfK Nation Brand Index (NBI) in 2017 (Brand South Africa, 2017). It is clear that South Africa has the potential to be a preferred international tourist destination, and that international tourism is growing but at a slow rate. There are various aspects, which might contribute to the slow growth of international tourism in South Africa and the overall weakening of the brand. These aspects include:

- South Africa is a developing country. Shoaib and Keivani (2015:254) cite that different challenges exist regarding the implementation of branding strategies when it comes to developing and developed countries. One such challenge is limited financial resources (Deslandes & Goldsmith, 2002:132; Morrison, 2013:296; Santos & Campo, 2014:101; Trimeche, Trimeche & Wakabayashi, 2012:29), which can limit effective branding strategies (SAT, 2017b:30).
- A global competitive market. With 265 countries in the world (Morgan, Pritchard & Pride, 2011:1), of which only ten are visited by two thirds of all international travellers (Bianchi *et al.*, 2014:215; Morgan, Pritchard & Pride, 2004:60), competition is inevitable but a stronger brand can address this issue. A strong brand can act as a point of differentiation for South Africa amongst other tourist destinations (Nilson, 1998:47, as cited by Hood: 2008:3; Lamb, Hair, McDaniel, Boshoff, Terblanche, Elliott & Klopper, 2019:291).
- A lack of brand visibility, positivity and awareness of South Africa globally. SAT has not realised its set key performance indicator of brand awareness for two consecutive years (both 2017/18 and 2018/19 periods) (SAT, 2019a:66; 2018b:47). Furthermore, SAT did not achieve its strategic objective of building a positive awareness of the South African experience during the 2016/17

period (SAT, 2017b:30). An effective and strong brand identity (logo and slogan) will enhance South Africa's visibility and awareness in the international market (Keller, 2013:155-158).

- A constantly changing market. Palmatier and Crecelius (2019:6) explain that due to intense global competition, products, markets, and all customers are changing at a rapid pace. The socio-demographic characteristics, needs and wants of travellers are constantly changing (George, 2019:66, 110). It is therefore, challenging but important for destination marketers to stay up to date with the latest travel trends. A destination brand that satisfy needs, wants and expectations, will appeal to potential visitors.
- Closer to home, the following main local aspects or issues that influenced South Africa's international tourism performance have been identified by SAT (2019a:43-44; 2018b:30):
 - ❖ Crime. South Africa is perceived as unsafe, especially in European and Asian markets. Numerous crime reports against tourists raised further red flags. Some European governments issued travel advisories for SA in an attempt to warn travellers to take caution when travelling to SA due to the high crime rate.
 - ❖ Inappropriate wildlife interaction. South Africa is well-known for wildlife conservation. Media reports on inappropriate wildlife interactions and canned hunting negatively impacted the conservation-related image and brand of South Africa.
 - ❖ Drought in Cape Town. During the traditional peak season, international tourism decreased due to the extreme drought experienced in the Western and Eastern Cape provinces and resulting water crisis. Adding fuel to the fire, were the intensified water restrictions in Cape Town, which were scaled to level 6 in January 2018 and the intense media coverage of Day Zero.
 - ❖ Visa challenges. The number of tourist arrivals from certain key source markets were negatively impacted due to some challenges regarding the processing and issuing of visas in these countries that included China, India, Nigeria, Ghana, Ethiopia and New Zealand.
 - ❖ Other issues include: the Debate on Land Expropriation without Compensation, costs of travelling to South Africa, limited knowledge on the diversity of tourism products and attractions on offer, other destinations appearing to be more appealing, lack of quality foreign-language tour guides in SA and film permits that are difficult to obtain.

Although the SA tourism brand is influenced by several aspects, as stated above, a well-managed and strong brand strategy will provide a country (such as South Africa) with long-term marketing and economic success (Viosca *et al.*, 2005:92). Brand equity and brand identity are two key collaborative components of branding. Multiple brand elements, such as name, logo and slogan (brand identity) are carefully chosen to build as much brand equity as possible (Enslin & Klopper, 2011:4). The background to this study, briefly addressed the concepts of brand equity and brand identity, what each concept entails, its importance and related previous research studies conducted. Furthermore,

from Tables 1.1 and 1.2, the limited research regarding the brand equity and brand identity of Brand South Africa was evident. The research questions thus remain: How strong is South Africa's tourism brand equity (brand loyalty, brand awareness, brand associations, perceived quality and brand affinity) and brand identity (logo and slogan) in the international market and how can these variables contribute to improving the status of brand South Africa?

Based on this study's findings, recommendations, possible future solutions and areas of improvement can be advised for South Africa as a tourism destination. This research study can be used to assist marketing practitioners (destination marketing organisations and other travel intermediaries) in branding South Africa more efficiently as a preferred international tourism destination. Regarding destination brand equity, this study will help SAT and Brand South Africa to understand the importance of equity and accordingly assist them in using this equity strategically to increase its value to the nation (Viosca *et al.*, 2005:92). Furthermore, it will help to grasp the possible relationships among factors affecting international tourists' general perception of South Africa (Dedeoğlu *et al.*, 2019:211). Regarding destination brand identity, the study also provides SAT with an indication of how effective the country's current tourism brand logo and slogan are. Overall, the study will significantly contribute to the research field of destination branding in South Africa.

1.4 GOAL AND OBJECTIVES OF THE STUDY

The goal and objectives of this study were as follows:

1.4.1 Goal

The study aims to measure tourists' perceptions of South Africa's tourism brand equity and -identity.

1.4.2 Objectives

The following objectives contribute to achieving the goal:

Objective 1:

- To analyse marketing, branding and the practice of destination branding through an in-depth literature study.

Objective 2:

- To conduct an in-depth literature review based on the phenomena of brand equity and brand identity with applications to the tourism industry.

Objective 3:

- To empirically analyse brand equity and brand identity concerning South Africa's tourism brand from the perspective of international tourists who visited the country.

Objective 4:

- To draw conclusions regarding the measurement of the current South African tourism brand, with reference to brand equity and brand identity, and provide recommendations for improving the country's tourism brand in the future.

1.5 METHOD OF RESEARCH

This study was based on research done through an in-depth literature study and empirical analysis based on a quantitative online survey. The research methodology is briefly explained in this section, followed by a detailed discussion thereof in chapter 4 of the study.

1.5.1 Literature study

According to Van Dyk (2018:24), the purpose of the literature study is threefold: 1) to establish a conceptual theoretical framework for the research topic; 2) to provide context and understanding to the keywords and different terminology; and 3) to identify and elaborate on models, theories and influencing aspects pertaining to the topic. To achieve study objectives 1 and 2, secondary sources, including scholarly journals, academic textbooks, theses, dissertations and other tourism-related websites and literature were consulted. Various electronic scientific databases were used, such as Google Scholar, Ebscohost, Science Direct, SA-e Publications, ProQuest, Sabinet and Emerald. Specific keywords were identified and used to lead the information search for the literature study. These keywords included *brand*, *destination branding*, *brand equity*, *brand identity* and *international tourists*.

1.5.2 Empirical research

In this section, summarised information is provided regarding the research design, data collection, the population and sampling, the development of the measuring instrument, the statistical analysis of the data and the ethical considerations of this study.

1.5.2.1 Research design and method of data collection

The research design is known as the plan and structure followed by the research project (Wiid & Diggines, 2015:42). The research design aims to ensure that the research objectives are achieved (Berndt & Petzer, 2011:31) and the validity of the research results and findings are increased (Wiid & Diggines, 2015:42). For the purpose of this study, descriptive and causal research designs were used. Descriptive research describes the current situation and provides information about the current and historical situation of the consumer, industry and environment – enabling the researcher to describe the tourism phenomenon under study (Jennings, 2011:18; Wiid & Diggines, 2015:3).

Causal research determines the relationship between two events and shows how one variable's change would lead to change in another (Berndt & Petzer, 2011:32).

The two main research methods are quantitative and qualitative research (Berndt & Petzer, 2011:45). Burns and Bush (2014:118) describe qualitative research as research that “involves collecting, analysing and interpreting data by observing what people do and say.” Berndt and Petzer (2011:45) add that qualitative research involves fewer respondents but high-quality responses. Burns, Veeck and Bush (2017:143) define quantitative research as a research method that involves the “administration of a set of structured questions with predetermined response options to a large number of respondents.” It also tests objective theories through examining the relations between different variables (Creswell, 2014:4). Based on previous branding related research done in other countries with reliable instruments and the importance of gathering information from many respondents, the quantitative research method was chosen, and primary data was collected from the population by means of an online survey. Primary data is referred to as field research and is collected for the first time (George, 2019:151).

1.5.2.2 Population and sampling

In this section, the population and sampling are discussed. The sampling method, the type of non-probability sampling and a clear exposition of the sample itself is explained. The overall sample limitations and sample size are also included.

1.5.2.2.1 Population

The population can be defined as the total group of people who could participate in the survey (Berndt & Petzer, 2011:33). The population for this study was all non-South African citizens who had all previously visited South Africa. When the population is large and diversified, such as in this study (all non-South African citizens who visited SA), sampling is advantageous to use (Berndt & Petzer, 2011:169).

1.5.2.2.2 Sampling

A sample is defined as a subset of the population or a selection of the population's elements (Wiid & Diggines, 2015:183, 185). From these selected population elements (the sample), certain conclusions about the population are drawn, which form the basic idea of sampling (Berndt & Petzer, 2011:165). A sampling frame refers to a master source (which can be in the form of listings, databases, directories or rosters) of all known population units (Burns *et al.*, 2017:239; George, 2014:149). In this case, no sampling frame (a source with all known international tourists who have previously visited SA) existed and therefore, non-probability sampling was chosen for this study

(George, 2014:150). This implies that not all members of the population have an equal chance of being included in the sample (Jennings, 2011:139). With that in mind, convenience and purposive (judgemental) sampling methods were selected for this study. Convenience sampling is when the researcher draws a sample from a section of the population that was conveniently accessible or available (Berndt & Petzer, 2011:174). Purposive sampling is when the researcher uses his or her judgement to decide who will be included in the sample based on certain characteristics or behaviour (Burns *et al.*, 2017:254). The sampling was done in three phases due to COVID-19 restrictions and low response rates in the beginning. The sample for this study can briefly be described as international tourists who visited South Africa before and who follow selected South African tourism establishments on Facebook, Twitter or Instagram (social media platforms). A detailed explanation of the sample and followed sampling process are provided in chapter 4 of the study.

1.5.2.2 Development of the measuring instrument and distribution thereof

The measuring instrument used for this study was a self-administered online questionnaire that ensured the research was carried out consistently (Ligthelm, 2010:384). The questionnaire was developed using Google Forms. The shortened link to the survey (<https://forms.gle/AAqCr2KsfWouJX84A>) was then distributed to the potential respondents, which provided them access to the survey. The link was mainly distributed via social media platforms, including Facebook, Twitter and Instagram. Social media websites are valuable and powerful data sources (Burns *et al.*, 2017:97). All the instructions to complete the online questionnaire were sufficiently clear so that the respondent could complete it without the assistance of any person (Berndt & Petzer, 2011:32). The online survey was available to complete between 8 August 2020 and 29 September 2020. A total number of 386 usable responses were recorded during this time. Thereafter, Google Forms were used to capture the data. All 386 questionnaires were used as part of the dataset for this study.

The role of the questionnaire in the research process is to translate the survey objectives into specific questions, not only to achieve the objectives, but also to facilitate the processing and analysis of data (Ligthelm, 2010:385). The questionnaire (see Appendix B) was designed to address the set study goal and objectives. As a screening question, only non-South African citizens were allowed to complete the online survey and no South African citizens. Completion of the survey was completely voluntary and consisted of the following sections:

- **Section A: Demographic information**

Demographic information consists of variables regarding the human population such, as age, family size, family life cycle, ethnicity, gender, income, occupation, level of education, race, nationality and

social class (George, 2019:193; Lamb *et al.*, 2019:55). In constructing these questions, the works of various researchers were considered, including Bezuidenhout (2019); Boo *et al.* (2009) and Hood (2008). Open- and close-ended questions appeared in this section of the questionnaire.

- **Section B: Travel behaviour and motivation**

Travel behaviour variables measure spending patterns, previous visits to South Africa, the number of previous visits and the reason for visiting South Africa (Van Dyk, 2018:26). Previous research studies on travel motivation and behaviour were inquired with regard to these questions, and included the work of Bezuidenhout (2019); Haarhoff and De Klerk (2019); Steyn (2015); Van Dyk (2018); and Yousaf and Amin (2017). Open- and close-ended questions were used in this section of the questionnaire.

- **Section C: Brand equity**

In this section, the brand equity of South Africa was measured. Five components or dimensions of brand equity (namely brand loyalty, awareness, quality, association/image and affinity) were each measured individually by means of five-point Likert scales. Some of the research studies that were considered in constructing these questions included that of Bianchi and Pike (2011); Boo *et al.* (2009); Ferns and Walls (2012); Gartner and Konecnik-Ruzzier (2011); Hood (2015); Konecnik and Gartner (2007); Van Dyk (2018); Veríssimo, Tiago, Tiago and Jardim (2017); and Yousaf and Amin (2017).

- **Section D: Brand identity**

In this section, the brand identity of South Africa was measured by means of the country's tourism logo and slogan. Likert scale questions, as well as open-ended questions, were used in this section. Previous research studies based on the measurement of the effectiveness of logos and slogans were considered in designing the questions in this section. Some of these studies included that of Beritelli and Laesser (2018); Bonnardel *et al.* (2020); Galí *et al.* (2017); Hood (2015; 2008); Lee *et al.* (2012) and Pike (2004a). However, this section was mainly unique to this questionnaire due to the destination-related logo, slogan and images used by South Africa.

1.5.2.3 Statistical data analysis

The data was statistically analysed by using SPSS (Statistical Package for the Social Sciences) after it was automatically captured in Microsoft Excel on Google Forms. A number of 386 usable responses were recorded for analysis. Various statistical analyses and statistical methods were utilised for further analysis and presentation of the data (Berndt & Petzer, 2011:35). Data on the socio-demographic profile of respondents and their travel behaviour was analysed by making use of frequency tables. Factor analyses were conducted to determine whether individual factors or

variables contributed to the constructs of brand equity and identity in the questionnaire. Spearman's rank-order correlation was used to determine the strength and direction of relationships between variables. *t*-tests and ANOVA's (analysis of variance) were applied to determine the statistically significant differences between two or more groups. Regression analyses were used to determine the relationship between brand equity and identity.

1.5.2.4 Ethical considerations

The research proposal of the study was submitted to the Ethical Committee of the Faculty of Economics and Management Sciences for review; based on the evaluation, the study was approved as a minimal risk study under the following ethics number: NWU-00796-20-A4 (Appendix A). The researcher, as the primary investigator, followed inherent research ethics recommended by the literature (see Nayak & Narayan, 2019:34; The Belmont Report [1979]), including:

- Acquiring informed and voluntary consent from participants of the proposed study,
- Guaranteed confidentiality and anonymity of respondents with no personal, identification or sensitive information being solicited,
- Ensuring non-discrimination against respondents based on their racial orientation, gender, or religious or political beliefs.

Generally, the researcher ensured the following:

- The study did not target any vulnerable groups and targeted individuals older than the age of 18 years old.
- A letter of consent was provided to the respondents online, which included essential information for participation in the study as well as the ethical clearance number.
- Respondents were free to halt participation or exit the survey at any given time.
- The researcher will store the data in the appropriate data repositories of the research unit at North-West University.
- The data remains the property of North-West University. The data is accessible to the researcher and North-West University. The data is kept safe on TREES' secure server. Only the researcher and the student who are working on this project have access to the data.

Additional ethical considerations applicable to the online survey included:

- If respondents might have been unfamiliar with computer-based methods, the procedures that were used to track the responses and preserve their confidentiality were clearly explained.
- To avoid the respondents accidentally skipping a question during completion, the online survey required participants to answer every question before commencing to the next or before submitting the questionnaire.

- Some respondents might be concerned that their answers on the online survey could be traced back to them via their e-mail address, their IP address, or other information captured in the survey. Respondents were reassured that no attempt will be made to capture information that they do not voluntarily provide.
- The researcher requested no e-mail addresses. Therefore, the respondents could be assured that their responses cannot be linked or traced back to their e-mail address.

1.6 DEFINING THE KEY CONCEPTS

The following keywords are thoroughly explained to improve the understanding of the research framework for this study: **brand, destination branding, brand equity, brand identity, international tourists**

1.6.1 Brand

Lamb *et al.* (2019:291) define a brand as a name, term, symbol, design or combination of these elements, which is used for identification between sellers' products and differentiation from competitor products. Medlik (2003:25) provides a similar definition in defining a brand as an "established product name, which readily identifies and differentiates a product from others in the minds of buyers." George (2019:296) states that brands represent the customers' feelings and expectations with regards to a product and basically encapsulates everything that product means to them. Davidson and Rogers (2006:81) agree when explaining that a brand is a "collection of perceptions in the mind of the potential buyer." Briefly then, a brand can simply be defined as representing the association made between a buyer and a product (Schultz & Barnes, 1999, as cited by Suchitra, 2015:23).

1.6.2 Destination branding

Ritchie and Ritchie (1998:17) thoroughly define destination branding as "a name, symbol, logo, word mark or other graphic that both identifies and differentiates the destination; furthermore, it conveys the promise of a memorable travel experience that is uniquely associated with the destination; it also serves to consolidate and reinforce the recollection of pleasurable memories of the destination experience." Morrison (2013:289) defines destination branding as the collaborative work between a destination marketing organisation (DMO) and its stakeholders, to create and communicate a unique identity and personality for the destination. From a more consumer-focused perspective, Baker (2007), as cited by Benedek (2018:44), defines destination branding as "the totality of perceptions, thoughts and feelings that customers hold about a place". For the purpose of this study, destination

branding is considered as the collaborative task of creating a memorable image about the destination in the minds of potential tourists.

1.6.3 Brand equity

Aaker (1991:31) defines brand equity as “a set of brand assets and liabilities linked to a brand, its name and symbol, which add to or subtract from the value provided by a product or service to a firm and/or to that firm’s customers.” This was one of the first definitions in literature. Since then, the term, brand equity, has been defined in a number of different ways and for different purposes (Keller, 2013:57). Bettencourt (2017) defines brand equity as “the value of a brand beyond what can be explained by a product’s functional features.” Trott and Sople (2016:5) simply define brand equity as the consumer’s perception towards the brand. Another definition of brand equity, as provided by the Oxford Lexico Dictionary (Oxford University Press, 2019a), states: “the commercial value that derives from the consumer perception of the brand name of a particular product or service, rather than from the product or service itself”. Dasgupta (2011:194) specifically defined destination brand equity as the “marketing effects or outcomes that accrue to a destination with its brand name, compared with those that would accrue if the same destination did not have the brand name.” For the purpose of this study, brand equity was considered as the value of a brand from tourists’ perception, measured against numerous components.

1.6.4 Brand identity

The Oxford Lexico Dictionary (OUP, 2019b) defines the term ‘brand identity’ as: “a set of attributes designed to distinguish a particular firm, product or line, with the intention of promoting awareness and loyalty on the part of consumers.” Brand identity refers to the visual design of the brand (Morrison, 2013:300). Enslin (2011:58) explains that brand identity is the particular and unique meaning of the brand – its reason for being. According to Kohli *et al.* (2002:59), brand identity is used to create a distinctive image, which consists of three components namely a brand name, logo and slogan. For the purpose of this study, brand identity was considered as the logo and slogan of businesses or destinations.

1.6.5 International tourists

International tourists can be defined as persons who travel outside their usual country of residence and who stay at least one night in collective or private accommodation in the country visited (George, 2015:7; SAT, 2019a:2). Saayman (2009:13) refers to international tourists as foreign tourists and defines them as “any person visiting a country other than his/her home country for a period of at least 24 hours.” Bennett and Strydom (2008:3) add that international tourists visit other countries for

different reasons and stay in that country for at least 24 hours, but no longer than one year. The various purposes for visitation are divided into three groups, namely leisure and recreation reasons, business and professional reasons, and other tourism purposes such as medical reasons, sport, health reasons, religious and educational (study) purposes (George, 2015:8).

1.7 CHAPTER CLASSIFICATION

This research study consists of six chapters. A brief explanation of each chapter is provided below:

Chapter 1: Introduction and problem statement

Chapter 1 consists of an introduction to the study, followed by the study's background and problem statement. The goal and objectives of the study are also outlined, as well as the research methodology. This chapter aims to provide an outline of the research study to follow. This chapter was used to guide the rest of the research study.

Chapter 2: Analysing marketing, branding and destination branding

This chapter provides a brief overview of marketing and branding. A more thorough analysis follows, based on destination branding. Furthermore, this chapter focuses on definitions and explaining how each concept mentioned led to the following one. It also highlights the differences between destinations and physical products, elaborates on the importance of destination branding, expands on different destination branding processes and provides a six-point criterion that destinations can follow to strengthen their brands.

Chapter 3: An in-depth analysis of brand equity and brand identity

Chapter 3 expands on the concepts of brand equity and brand identity through an in-depth literature study. Firstly, brand equity is addressed by means of definitions, the value/advantages it holds, the models used to measure it and the components it constitutes. Secondly, brand identity and its value are defined, followed by a detailed discussion of the two most common brand identity components, namely logos and slogans.

Chapter 4: Research methodology

Chapter 4 aims to analyse the research methodology for this study in detail. The chapter outlines the chosen research design and the quantitative data collection method that was used for this study. The research process is explained in detail and provides insight into the population and sample of the study, as well as the measuring instrument – the creation and distribution thereof. Lastly, the chapter explains the data analysis process, including the statistical techniques used.

Chapter 5: Results and findings

Chapter 5 comprises an empirical analysis that includes an online survey, distributed via social media platforms and the consequent results and findings of the survey. The results and findings are displayed (through figures, frequency tables and other statistical displays) and discussed in detail. The empirical analyses aim to determine how international visitors (respondents) perceived South Africa's tourism brand by means of: firstly, brand equity factors (awareness, loyalty, quality, associations and affinity) and secondly, brand identity (logo and slogan).

Chapter 6: Conclusions and recommendations

Chapter 6 aims to provide conclusions based on the research conducted and, accordingly provide recommendations for South Africa's tourism brand practitioners and managers. These results and recommendations can assist marketing and branding practitioners in their journey to improve the international tourism brand of South Africa. It also greatly contributes to the field of destination brand research.

CHAPTER 2

UNDERSTANDING DESTINATION BRANDING

2.1 INTRODUCTION

Marketing is a widely known phenomenon containing a rich history that commenced during the 1500's (Kinnear, Bernhardt & Krentler, 1995:5). Over the years, marketing has radically changed, and marketing domain and theories have been expanding since the origins of the discipline (Achrol & Kotler, 2011:35). One of the shortest definitions of marketing was provided by Kotler and Keller (2006:5), who defined marketing as “meeting needs profitably”. Well-known principles of marketing include consumer behaviour, market positioning, market segmentation, targeting, the marketing mix and branding (Armstrong, Adam, Denize, Volkov & Kotler, 2018:viii-ix; Hood, 2015:30; Kotler, Armstrong & Tait, 2010:11); all revolving around the core notion of satisfying customers' needs and wants.

Satisfying the needs and wants of customers has become exceptionally challenging in a very competitive market. The sophisticated 21st century consumer is bombarded with a vast variety of marketing communications (for example, advertising, promotions, etc.) daily (Clow & Baack, 2007:18; George, 2019:302). This greatly complicates consumer decision-making with regards to which products to buy or not to buy. In response to the latter problem, the marketing principle of branding can be applied. Brands have been around since ancient times (Santos & Campo, 2014:93) and help to create preference for a product in a saturated marketplace (Kohli *et al.*, 2002:58). Branding is used to identify and differentiate a product from those of competitors (Briciu & Briciu, 2016:137; Kotler & Keller, 2006:274) and assists and eases consumer decision-making (Neal & Strauss, 2008:47; Pike, 2009:858).

Similar to manufactured goods and services, destinations compete against one another to be on the potential traveller's destination list. It is an exceptionally competitive global environment with approximately 200 national economies and two million destinations competing in the destination market (Balakrishnan, 2008:62). Accordingly, the importance of branding destinations is increasing (Yusof, Ismail & Ghazali, 2014:1). Whether destinations can be branded in a way similar to manufactured goods and services, or not, remains debatable. However, before applying branding principles to destinations, it is essential to note the distinguishable characteristics unique to destinations (Konecnik & Gartner, 2007:401). Successfully branding a destination holds many benefits for the destination itself, the areas beyond the destination's borders, as well as, for the

current and potential visitors (Blanco-Gomez, 2013:126-127; Morgan, Pritchard & Pride, 2002:4; Pike, 2009:857).

Building a destination brand is a process where destination marketers and managers must provide thorough attention to each step in the process in order to create a successful destination brand. Different processes have been designed to assist destination marketers in creating strong destination brands (UNWTO, 2007:47). Additionally, Balakrishnan (2008:84-85) provides a checklist consisting of six criteria (also referred to as the six P's of destination branding), which can be utilised by destination marketers to ensure the development of a strong and powerful brand. It is the purpose of this chapter, to analyse marketing, branding and the practice of destination branding through an in-depth literature study.

2.2 AN OVERVIEW OF MARKETING AND BRANDING

The concept of marketing dates back centuries with the first known reference of marketing recorded in the 1500's, where it was simply defined as "the action of a market" (Kinneer *et al.*, 1995:5). Still, it is not agreed upon as to when precisely marketing began (Hollander, Rassuli, Jones & Dix, 2005:35). According to Reijonen (2010:280), several marketing changes have occurred during the last 60 years, where it has evolved from production- and sales-centred into customer- and relationship-focused, and marketers have started to value long-lasting relationships.

The importance of marketing cannot be underestimated. All business functions are dependent on the practice of marketing. Kotler and Keller (2006:4; 2012:3) state that finance, operations, accounting and other business functions will not really matter if there is not sufficient demand for products and services for the company to make a profit. Marketing is key in generating demand. Saayman, Slabbert and Uys (2006:13) emphasise the importance of marketing when describing the aim of marketing as the "effective and efficient use of resources in the changing environment of today in order to ensure a profit, survival and growth of the tourism organisation." Marketing is thus an inevitable task for all businesses – big and small.

Creating a universal trend-setting definition of marketing is challenging (Blythe, 2006:4-6). Some think of marketing as being advertising, while others believe it has to do with making products available in shops or selling products. Marketing indeed includes all these activities (Kotler *et al.*, 2010:19; Lamb, Hair, McDaniel, Boshoff, Terblanche, Elliott & Klopper, 2012:5) and so much more. Marketing has been defined and described differently by various authors over the years (see Table 2.1). Studying the definitions in Table 2.1, it becomes clear that marketing is not just about the selling and buying of a product, but the consumer, their needs and customer relationships are of

utmost importance in the practice of marketing. Kotler *et al.* (2010:20) state that human needs are the basic concept underlying marketing. Lamb *et al.* (2012:5) describe customer satisfaction as the primary goal of marketing and Allen (2017:32) defines marketing as the vehicle to fulfil customer needs.

Table 2.1: Definitions of marketing

Year	Author	Definition
2017	American Marketing Association (AMA)	“The activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients , partners, and society at large.”
2014	Kotler & Armstrong	“The process by which companies create value for customers and build strong customer relationships in order to capture value from customers in return.” p.27
2012	Kurtz	“Organisational function and a set the processes for creating, communicating and delivering value to customers and for managing customer relationships in ways that benefit the organisation and its stakeholders.” p.7
2010	Cant	“The process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods and services to create exchanges that satisfy individual and organisational goals.” p.2
2006	Silk	“What an organisation must do to create and exchange value with customers ” and “a broad general management responsibility, not just a function delegated to specialists.” p.vii
2003	Kotler	“A societal process by which individuals and groups obtain what they need and want through creating, offering, and freely exchanging products and services of value with others.” p.9
2001	Middleton & Clarke	“Can be explained as the process of achieving voluntary exchanges between two parties: customers who choose to buy or use products and producer organisations, which design, supply and sell the products.” p.19 “In terms of customers, marketing is concerned with: understanding the needs and desires of existing and prospective buyers (why they buy)...” p.19
1999	Kotler	“A societal process by which individuals and groups obtain what they need and want through creating, offering, and exchanging products and services of value freely with others.” p.4
1985	Pride & Ferrell	“Consists of individual and organizational activities aimed at facilitating and expediting exchanges within a set of dynamic environmental factors.”

Source: Researcher’s compilation

It appears evident that the customer is vital within marketing and it can even be assumed that all marketing activities develop around the customer. Cant (2010:2) states that the central focus of marketing is satisfying customer requirements. No wonder the satisfaction of consumer needs and wants forms a core principle of marketing (Hood, 2015:30). It is vital to obtain the customer's opinion on marketing-related matters.

2.2.1 The main principles of marketing

Marketing is a broad field of study that is no longer limited by a lack of information or tools (Palmatier & Crecelius, 2019:5). It constitutes of a variety of core principles and tools. According to Hood (2015:30), these include the marketing orientation, satisfying consumer needs and wants, market segmentation, value and the exchange process, marketing mix and the product life cycle. Other important principles or aspects of marketing include consumer behaviour, market targeting, market positioning and branding (Armstrong *et al.*, 2018: viii-ix; Bezuidenhout, 2019:94; Kotler *et al.*, 2010:11). According to the researcher, the marketing principles revolve around the consumer and the satisfaction of their needs and wants. Customer satisfaction acts as the core for all the other principles. This idea is illustrated in Figure 2.1 and discussed below.



Figure 2.1: Principles for marketing
Source: Researcher's compilation

2.2.1.1 Consumer behaviour

Consumer behaviour lies at the heart of marketing and acts as the origin for every marketing activity (George, 2019:225). Consumer behaviour is a fascinating, well-explored concept that covers a lot of ground and is perceived as an ongoing process (Solomon, 2018:28-29). All customers differ – in age, income, education level, tastes, etc. – adding to the already challenging phenomenon that is consumer behaviour (Kotler & Armstrong, 2014:158; Palmatier & Crecelius, 2019:5). Although challenging, consumer behaviour means good business. In order to **satisfy customers' needs and wants**, one must understand the people or organisation that will use the products and services, and their behaviour (Solomon, 2011:35); as well as the large number of factors that influence an individual's behaviour (Moutinho, Ballantyne & Rate, 2011:83), also known as consumer behaviour. Solomon (2018:28) defines consumer behaviour as “the study of the processes involved when individuals or groups select, purchase, use or dispose of products, services, ideas, or experiences to **satisfy needs and desires.**”

A consumer's buying behaviour is influenced by four major factors: cultural, social, personal and psychological factors. Cultural and social factors stem from external sources while personal and psychological factors originate from inside the consumer (internal sources) (George, 2019:227). Cultural factors include a consumer's culture, subculture and social class (Kotler & Armstrong, 2014:159-160). Social factors refer to a consumer's family, social networking, reference groups, roles and status (George, 2019:236; Kotler & Armstrong, 2014:159). A consumer's personal factors include age and life-cycle stage, occupation, economic situation, lifestyle, personality and self-concept/image, while psychological factors refer to a consumer's motivation, perception, learning, beliefs and attitudes (Kotler & Armstrong, 2014:159). Organisations that dedicate adequate time and money to consumer behaviour research, will be able to answer questions about what consumers buy, where they buy, how and how much they buy, when they buy, and why they buy (Kotler & Armstrong, 2014:158) – leading to more rewarding marketing initiatives that address specific customer requirements.

2.2.1.2 Market segmentation

Armstrong *et al.* (2018:170) defines market segmentation as “analysing how a market is naturally broken into distinct groups of buyers who have different needs, characteristics or behaviours, and who might require tailored products or marketing programs.” The concept of market segmentation is based on the fact that consumers are different (customer heterogeneity); but despite this, it enables the organisation to understand how customers differ and allows to develop specialised offerings and messages to **meet the needs of unique customers or segments** (George, 2019:190-191; Palmatier & Crecelius, 2019:6). In other words, market segmentation entails the

division of a large heterogeneous market into smaller homogenous groups or segments, which allow the organisation to address specific customer needs, wants, desires or expectations. These segments should be viable and worthy to be targeted by the organisation. According to Clow and Baack (2013:102-103), a viable segment should comply with the following criteria:

- The individuals within the market segment should be similar in nature, have the same needs, attitudes, interests and opinions.
- The market segment is distinct from other segments and from the general market population.
- The market segment must be large enough to be financially viable to target with a separate marketing campaign or activities.
- The market segment must be reachable through some type of media or marketing communications method.

Market segmentation is usually executed on a single, or a combination of, segmentation bases, such as demographics, geographic, psychographics and behaviour (Clow & Baack, 2013:103; Evans, 2020:216-217). Market segmentation is important since it helps organisations to define marketing objectives and **consumer needs and wants**, and represents a powerful competitive tool (Evans, 2020:214; George, 2019:210).

2.2.1.3 Market targeting

Market targeting can be explained as the process of evaluating the possible market segments of an organisation based on attractiveness, selecting one or more of the segments, and consequently designing different strategies to reach each segment (George, 2019:212). It answers the question – which customers will we serve? – as it is impossible to serve all customers in every way (Kotler & Armstrong, 2014:50, 72). The process of targeting consists of developing measures of the attractiveness of the segments and then selecting the segments to target (McCabe, 2009:157). Targeting assists organisations to focus their resources on the customers they can serve best and most profitably (Kotler & Armstrong, 2014:50). The organisation will choose the most viable market segments to target.

In general, four target marketing strategies, or targeting approaches, exist, which include undifferentiated, differentiated, concentrated and customised marketing (Kotler *et al.*, 2010:212). Undifferentiated marketing, also known as mass marketing, refers to an organisation ignoring segment differences and chases the whole market with one offer. This strategy will be most effective when all consumers in the market have roughly the same preferences (Kotler & Keller, 2016:286). In contrast, the differentiated strategy recognises separate segments (based on certain similarities)

of the total market and treat each segment separately – selling and marketing different products to different segments (George, 2019:213; Kotler & Keller, 2016:287). Concentrated or niche marketing entails focussing on a single (niche) market segment – gaining in-depth knowledge of this segment and enabling an ever-improving match between the product and the customer requirement (Evans, 2020:215). The last targeting approach, customised or individual marketing, is when an organisation has to focus its marketing efforts on the needs of each individual customer since the market is too diverse to segment (Evans, 2020:216). This approach is seen as the ultimate level of market segmentation and enables the organisation to modify its offering or the way in which it is delivered, promoted or priced in order to satisfy individual needs and wants (Evans, 2020:216; Kotler & Keller, 2016:289). When investigating these strategies, it becomes clear that organisations have to choose the targeting approach, which best enables them to satisfy the **needs and wants of their customers**.

2.2.1.4 Market positioning

Product positioning is the perception in the consumer's mind of the nature of the company and its offerings relative to competitors (Clow & Baack, 2013:112). Similarly, George (2019:215) defines market positioning as “the way in which a product offering is perceived in relation to segments of the market and in relation to competitor's offerings”; in other words, the image of an offering in the minds of consumers. Evans (2020:225) highlights the importance of such a positive and favourable image when stating that it will lead to consumer purchases. Therefore, he further suggested that marketers must look into aligning their products' attributes and the buyers' perceptions thereof, to the customers' **needs and priorities** (Evans, 2020:225). Marketing programs and activities aim to improve the held position of the company, offering or brand in the minds of consumers but, ultimately, consumers determine the position an offering holds and they will not buy offerings that do not satisfy their **needs and wants** (Clow & Baack, 2013:112). To position oneself successfully within the targeted segments, organisations need to create a value or unique selling proposition strategy based on that segment's unique **customer needs, wants and characteristics** (Kotler & Keller, 2016:285). A company's value proposition can stem from a variety of criteria, such as features, quality, price, attributes, packaging, design, the benefits they offer, user category, competitors, cultural symbol, image, brand narratives and storytelling, etc. (Clow & Baack, 2013:113-114; Kotler & Keller, 2016:313; McCabe, 2009:161). Despite the positioning approach used, the most important thing is that the position articulated by the company through its internal and external communication strategies are aligned with its position occupied in the minds of the customers (McCabe, 2009:161).

2.2.1.5 Marketing mix

The marketing mix is one of the most basic processes in marketing (George, 2019:17). It is a set of tools that allows an organisation to engage with customers, **satisfy their needs** and build relationships with them or, in other words, the instruments allowing the organisation to implement its marketing strategy (Armstrong *et al.*, 2018:4, 13). The traditional marketing mix was devised by Edmund Jerome McCarthy in 1960 and consisted of four components – also known as the four P's – which stands for product, price, place and promotion (Armstrong *et al.*, 2018:14; George, 2019:17; Hood, 2015:32; Kotler & Keller, 2006:19). Palmatier and Crecelius (2019:5) refer to the four P's as the traditional perspectives on marketing strategy.

Kotler and Keller (2016:389) define the *Product* as “anything that can be offered to a market for attention, acquisition or consumption that might **satisfy a want or a need.**” *Price* refers to list prices, discounts, allowances, payment periods, credit terms, etc., and must be acceptable to target consumers (George, 2019:317; Kotler & Keller, 2016:47). Consumers determine whether the offering was good value for money, **depending on their wants, needs** and expectations (George, 2019:317). *Place* refers to making the important **need-satisfying** product offerings available to the consumers and includes: distribution channels, coverage, assortments, locations, inventory and transportation (Armstrong *et al.*, 2018:14; Kotler & Keller, 2016:47). *Promotion* refers to the communication with consumers about the offering and aims to persuade them to buy (Armstrong *et al.*, 2018:14); it includes a variety of sales promotion, advertising, public relations, events and experiences, personal selling, and direct marketing activities, tailor-made according to the **needs and wants** of different target segments (George, 2019:17, 381; Kotler & Keller, 2016:47; 2006:19).

2.2.1.6 Branding

Marketing is directly associated with branding (Blanco-Gomez, 2013:110), and therefore, also an essential marketing tool and a popular topic among researchers (Briciu & Briciu, 2016:137; Suchitra, 2015:22). Branding has, indeed, become an undeniable and integrated part of everyday social, cultural, political and consumer life (Brown, 2016:3; Sonnenburg & Baker, 2013:11). Brands are truly ubiquitous (Danesi, 2006:3).

The word 'brand' is derived from the old North Germanic word 'brandr' – meaning 'to burn' and its use dates back centuries (as far as 5000 BC), where producers burned their mark (or brand) onto their products, cattle and livestock for identification purposes (Danesi, 2006:8; Hem & Iversen, 2004:84; Rajaram & Shelly, 2012:100). Even people (fugitives, slaves, army deserters, 'sinners', etc.) were branded as a form of punishment and identification (Danesi, 2006:8; Rajaram & Shelly, 2012:101). Pottery was one of the very first products to be branded, followed by various other

packaged goods, such as Campbell soup, Coca-Cola, Juicy Fruit gum, Aunt Jemima and Quaker Oats, in an effort to increase consumers' familiarity with these products (Rajaram & Shelly, 2012:102). No matter what was branded, the primary purpose has always been identification, recognition and differentiation (Beritelli & Laesser, 2018:2; Briciu & Briciu, 2016:137; Danesi, 2006:10; Kotler & Keller, 2006:274). This is relevant to the tourism industry as well.

This is still the case today, where a brand is commonly defined as a name, term, sign, symbol, design or any other feature that distinguishes or identifies the products and services of one seller or producer from those of another (AMA, 2017; Armstrong *et al.*, 2018:208; Keller, 2013:30). Studying the role of brand elements in destination marketing, Kladou *et al.* (2017:427) found various critiques and similar definitions to this, and even referred to it as an 'outdated' definition. The main reason for the criticism was based on the excessive emphasis placed on the elements of name, term or sign. A brand is so much more; it is not only about a specific product line anymore, it creates awareness, reputation and prominence; it extends customer loyalty; it represents companies and even the social images they long for (Danesi, 2006:14; Keller, 2013:30; Wheeler, 2013:68).

According to Kotler and Keller (2016:322-323), branding refers to the process of providing products and services with the power of a brand, which acts as a promise between the firm and the consumer. They add that a brand should fulfil or exceed customer expectations in **satisfying their needs and wants** (Kotler & Keller, 2016:322). Brands that satisfy the needs, wants and expectations of consumers, will appeal to the market. The consumer has become an indefinite part of branding. Various researchers acknowledge the importance of consumers in branding (Danesi, 2006:2; Morgan & Pritchard, 2003:216-217; Mulec, 2010:14; Sonnenburg & Baker, 2013:12; Wheeler, 2013:6). Sonnenburg and Baker (2013:12) summarise when stating that consumers 'make' the brand. Today, these consumers are less tolerant, less obedient, less loyal and more demanding towards brands than ever before, and even possess the power to define and redefine brands (Koekemoer, 2017:25). This makes the already challenging process of fulfilling customer needs even more difficult. Consumers are overwhelmed daily with the marketing messages of thousands of businesses via various online-, printed-, and direct media channels (Cant, 2010:2; Danesi, 2006:18; Gilmore, 2002:58; Wheeler, 2013:5), and have more product choice but less decision-making time than ever before (Duman *et al.*, 2018:361; Pike, 2004a:104; Suchitra, 2015:23). Neal and Strauss (2008:50) state that the world has become one of abundant choice and supply, whereas Wheeler (2013:44) explains it as a "noisy place filled with a panoply of choice." With so many options available to the 21st century consumer, the following question comes to mind: why should the consumer choose a specific business? For a consumer to choose an offering amongst thousands of others, one must offer something unique and unparalleled to distinguish oneself from competitors. The practice of branding can assist with regard to this, as simply summarised by Kotler and Keller (2006:275) when stating that branding is all about creating differences. Wheeler (2013:2) articulates:

“A strong brand stands out in a densely crowded marketplace.” Author, Scott M. Davis, as cited by Wheeler (2013:5), explained that brands help consumers cut through the proliferation of choices available in every product and service category.

Branding has significantly expanded and way beyond its natural world of producers and distributors (Enslin & Klopper, 2011:3). It has become an important strategic issue in numerous industries and sectors (Enslin & Klopper, 2011:3). The term ‘brand’ has expanded into the areas of marketing communications, consumer psychology, corporate communications and ultimately, to tourist destinations as well (Beritelli & Laesser, 2018:2). According to Kotler and Keller (2006:276), branding can be applied to virtually anywhere a consumer has a choice, even a destination, such as the city of Sydney, state of Texas, or a country such as South Africa. The phenomenon of branding destinations (destination branding) will be thoroughly discussed in the next section.

2.3 UNDERSTANDING DESTINATION BRANDING

Before one can start to comprehend destination branding, it is required that one understands the meaning of a destination. A destination is defined as any place that markets itself as a place for tourists to visit, which can be a country, state, region, city, town or any location of great tourist concentration (Beirman, 2003:3; Radišić & Mihelić, 2006:184). It is where products designed to meet tourists’ needs are located. According to Kastarlak and Barber (2014:110), tourism destinations could range from highly urbanised areas with a large mix of attractions and facilities to environmentally sensitive, undeveloped areas, where natural features dominate the landscape. George (2019:561) divides destinations into different types (see Table 2.2). Tourism destinations of all kinds thrive towards a strong, distinguishable and robust brand, as they own the potential to at times, “conjure glorious images in the minds of tourists” (Kastarlak & Barber, 2014:110).

As mentioned before, consumers today are overwhelmed by the various options and choices regarding the purchasing decisions of commercial goods and services. Similarly, tourists now have a greater variety of destinations to choose from as information and travel became more accessible (Balakrishnan, 2008:62). At the same time, the number of destinations is growing (Galí *et al.*, 2017:243). In a very competitive tourism industry, with approximately 200 nations and two million destinations competing for a finite tourist dollar (Balakrishnan, 2008:62; Mehmet & Dinnie, 2013:31; White & Frew, 2011:2), the following question may arise: which destination should the tourist choose to visit? Once again, the practice of branding, but in this case, destination branding, could assist in this regard. Accordingly, it becomes clear that branding is not only a task for commercial businesses selling goods and services, but also for destination marketing organisations (DMOs) ‘selling’ destinations.

Table 2.2: Types of destinations

Type of destination	Example/s
Major international destinations	<i>Paris, London, New York</i>
Human-made destination resorts	<i>Sun City, Las Vegas</i>
Wildlife destinations	<i>Game reserves in Kenya, the Greater Kruger National Park</i>
Honeymoon destinations	<i>Mauritius</i>
Business tourism destinations	<i>Durban</i>
Coastal, urban, rural, island and spa destinations	<i>Johannesburg, New York City, Shanghai, Maldives, Seychelles, Mauritius</i>
Stop-over or en-route destinations	<i>Dubai</i>
Day-trip destinations and short-break destinations	<i>Gold Reef City</i>

Source: George (2019:561)

Ritchie and Ritchie (1998:17) provide one of the first definitions of a destination brand. They define a destination branding as “a name, symbol, logo, word, mark or other graphic that identifies and differentiates the destination” (Ritchie & Ritchie, 1998:17). Furthermore, added that “It conveys the promise of a memorable travel experience that is uniquely associated with the destination; it also serves to consolidate and reinforce the recollection of pleasurable memories of the destination experience” (Ritchie & Ritchie, 1998:17). A revised and improved definition of destination branding was produced by Blain, Levy and Ritchie (2005:337). Their description, which mainly consisted of four sections, was based on the underlying theory of branding (Blain *et al.*, 2005:329) and read as follows:

Destination branding is the set of marketing activities that **(i)** support the creation of a name, symbol, logo, word, mark or other graphic that readily identifies and differentiates a destination; that **(ii)** consistently convey the expectation of a memorable travel experience that is uniquely associated with the destination; that **(iii)** serve to consolidate and reinforce the emotional connection between the visitor and the destination; and that **(iv)** reduce consumer search costs and perceived risk. Collectively, these activities serve to create a destination image that positively influences consumer destination choice. (p.337)

Destination branding is a vital aspect of destination management practice (Boo *et al.*, 2009:258) and is often defined as a new way for promoting tourism (Trimeche *et al.*, 2012:26). Destination branding literature started to gain momentum in the late 1990’s (Cai, 2002:720; Kasapi & Cela, 2017:133; Konecnik & Gartner, 2007:401; Morgan *et al.*, 2011:5; Morrison, 2013:288). Before the 1990’s, the concept of destination branding was mainly addressed in destination image studies (Cai, 2002:721;

Hem & Iversen, 2004:85; Lee, Cai & O’Leary, 2006:817) and only ‘image-building’ marketing activities of cities such as New York and Glasgow (encapsulated by the slogans ‘*I love New York*’ and ‘*Glasgow’s miles better*’) existed (Morgan *et al.*, 2011:5). It is important to note that image formation and branding are not the same but still related. Cai (2002:722) explains this when stating: “Image formation is not branding, albeit the former constitutes the core of the latter.”

Countries and cities such as Spain, Hong Kong and Australia were some of the first to introduce destination branding (Morgan *et al.*, 2011:5). George (2014:525) adds Israel, Turkey, Malaysia and Ireland to the list of countries that have developed strong national brand images in the marketplace and cities with strong brands include Sydney, Dubai, Paris, Belfast, London and San Francisco. These countries and cities are top tourism destinations and have strong tourism brands. In an analysis of the tourism brand of Spain (*Marca España or Spain Brand*), Blanco-Gomez (2013:117-118) indicates that a good brand is extremely important for the successful promotion of Spain as an international tourism destination. Spain’s brand logo was designed in 1982 and is still prevailing (Blanco-Gomez, 2013:116). Dubai is another thriving international tourist destination. Balakrishnan (2008:62) proposes a few elements for the successful branding of destinations in an international market and uses Dubai as case study. It is clear that a positive relationship exists between destination branding and the world’s leading tourism destinations (Morgan *et al.*, 2004:72-73).

Some researchers, such as Balakrishnan (2008:63), Beritelli and Laesser (2018:4-5), Hankinson (2005:25), and Konecnik and Gartner (2007:401) have criticised destination branding in some way. The root of doubt was embedded in comparing consumer goods’ branding with the nature of a destination (Beritelli & Laesser, 2018:4-5; Seaton, 1997:367, as cited by Zemla, 2010:89). In addressing the critique, various researches agree, to some extent, that products and destinations are similar and the same branding principles could apply to both (Blanco-Gomez, 2013:110; Herget, Petru & Abrham, 2015:125; Hosany, Ekinci & Uysal, 2007:62; Morgan *et al.*, 2002:4; Viosca *et al.*, 2005:90). Balakrishnan (2008:64) adds that the “branding of a destination can take some cues from corporate and service branding.” The most prominent argument being that of Blanco-Gomez (2013:110), in stating: “Exactly the same that products have specific features associated with them, countries (destinations) also have some unique values that make it different from the rest.” Although destinations and products may be similar in some ways, they are also different in others. The main ways in which destinations differ from products is explained in the following sub-section.

2.3.1. Characteristics of destinations

Konecnik and Gartner (2007:401) highlighted the importance of investigating destinations’ unique characteristics before applying branding principles. Four prominent characteristics are explained below:

2.3.1.1 Destinations are collectively owned

Destinations are collectively owned by various stakeholders (Balakrishnan, 2008:63; Deslandes & Goldsmith, 2002:135). Destination stakeholders include destination management organisations (DMOs); shareholders; banks; employees; hotel owners/entrepreneurs; cable car and tour operators; travel agencies; permanent residents (local community); employees; private sector enterprises, government agencies, non-profit organisations including non-governmental organisations (NGO's); and, tourists (past and potential tourists) (Hankinson, 2005:24; McCabe, 2009:248; Morrison, 2019:4; Morrison, 2013:294; Pike, 2004a:106; Flagestad, 2002, as cited by Wagner & Peters, 2009:56). This complicates the management control of the destination, as well as, the creation of a corresponding brand for the destination (Morgan *et al.*, 2002:3; Trimeche *et al.*, 2012:29). In Figure 2.2, Morrison (2013:495) illustrates the four most important groups of people (Tourism sector stakeholders, Local community residents, the DMO and the Tourists) involved in developing a successful destination brand.



Figure 2.2: The four most important role players for destination branding
Source: Morrison (2013:295)

No indication of the collaboration between these groups exists in Figure 2.2, although the importance thereof cannot be emphasised enough (Morrison, 2019:382; Trimeche *et al.*, 2012:27; Santos & Campo, 2014:100). With a wide variety of stakeholders involved, gaps in brand perception can easily occur. One such gap is highlighted by Wagner and Peters (2009:52). They indicate a gap between the brand perception of internal stakeholders, such as the local community, and the brand perception communicated through DMO's to the rest of the world (Wagner and Peters, 2009:52). A common vision should be communicated (Trimeche *et al.*, 2012:27) and the destination marketed as a unified tourist destination product (Risitano, 2017:2). Destination branding is supposed to be a collaborative activity between all internal and external stakeholders of the destination (rather than

an isolated activity) where a lack in cooperation can pose a significant danger to destinations (Morrison, 2013:297) and lead to poor brand awareness and performance (Risitano, 2017; Shoaib & Keivani, 2015). Morrison (2019:382) refers to this collaboration as a ‘team effort’ and a necessity for achieving destination-branding success. In Figure 2.3, the necessity of stakeholder collaboration in destination branding is illustrated and the importance of cooperation is highlighted by the overlapping sections.

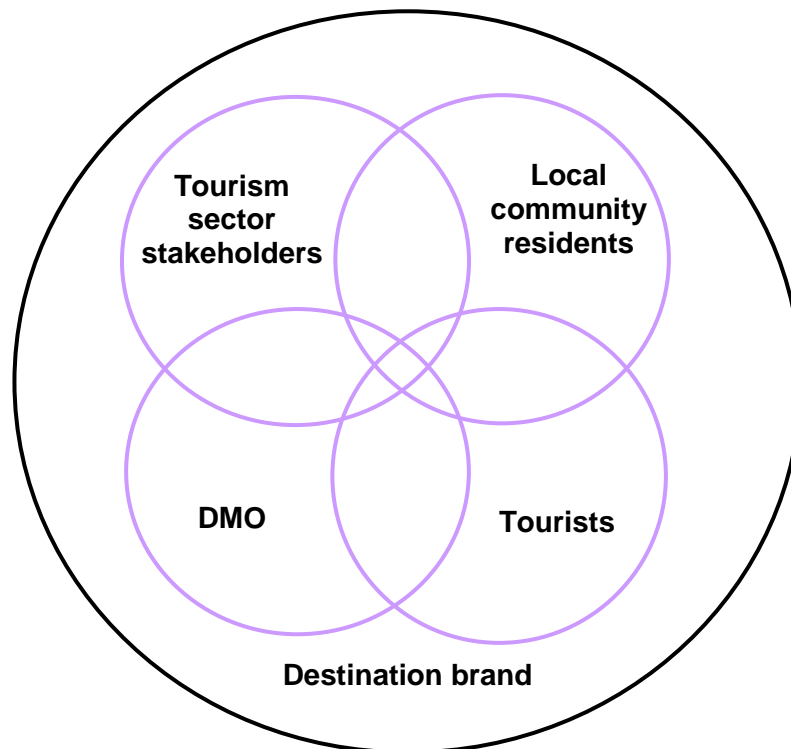


Figure 2.3: Stakeholder collaboration in destination branding
Source: Researcher’s compilation based on Morrison (2013:295)

2.3.1.2 Destinations are multi-faceted

A destination does not consist of a single product or service to sell to potential visitors but rather a mixture of different products, services and offerings (Morrison, 2019:102; Morrison, 2013:294; Radišić & Mihelić, 2006:185; Trimeche *et al.*, 2012:26-27), which also makes destination branding different to product branding. Pike (2004a:105) refers to destinations as being multi-attributed. Morrison, Lehto and Day (2018), as cited by Morrison (2019:102), explain that a destination offers visitors five components including attractions and events, built facilities (hotels, resorts, other lodging, food and beverages, convention and exhibition centres, shopping and other), transportation, infrastructure, and service quality and friendliness. George (2019:562; 2014:501) presented the destination amalgam (Figure 2.4), which consists of six interdependent components (also referred

to as the six A's of a destination): attractions, amenities, accessibility, ambience, available packages and ancillary services.

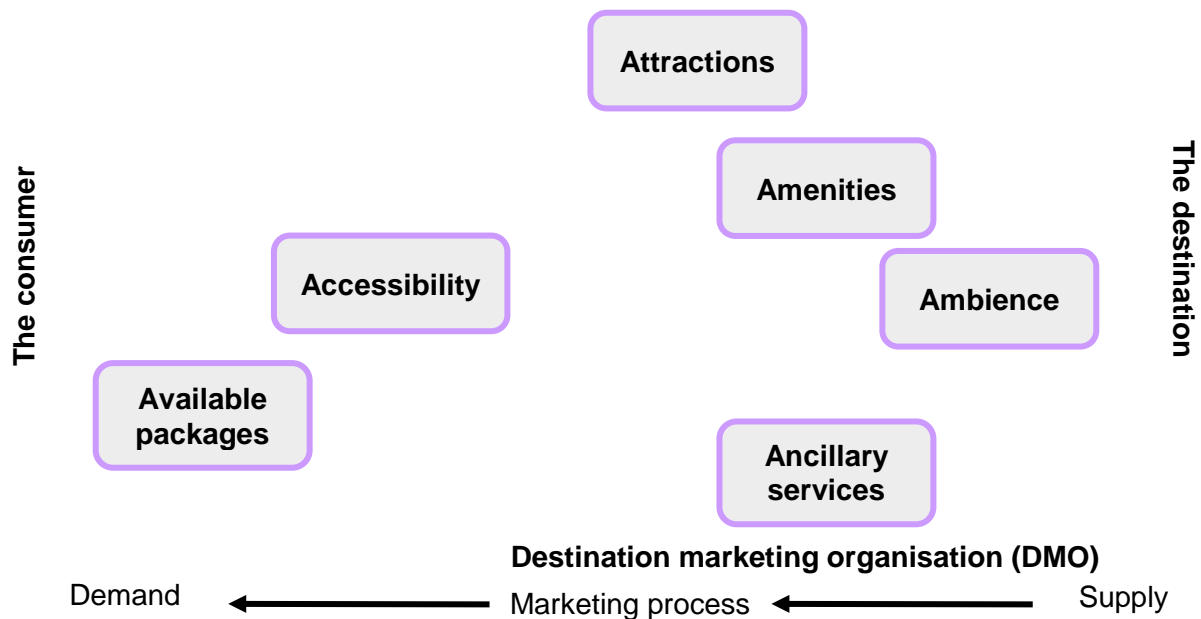


Figure 2.4: The destination amalgam
Source: George (2019:562; 2014:502)

Attractions entice people to visit the destination; it stimulates the growth of a destination and plays a vital role in determining consumers' choice and buying motivations (George, 2019:562). Attractions are divided into four main categories that include natural, built, social and cultural attractions (Lehmann, 2015:69). The component plays a vital role in determining the destination brand. *Amenities* and *ancillary services* refer to the primary and supporting supply services at the destination and are aimed at satisfying visitor needs (Holloway, 2016:2, as cited by George, 2019:564). Examples of amenities and ancillary services at a destination include accommodation (e.g., hotels), restaurants, cafés and bars; entertainment (e.g., nightclubs); communications (e.g., internet broadband, WiFi); retailing facilities (e.g., shopping malls); sports and activities (e.g., fitness centres); transport facilities (e.g., car hire); tourist publications and online content of the destination, financial services (banks and foreign exchange bureaus) and other tourist services (e.g., hairdressing salons, laundrettes and courier services) (Camilleri, 2018:16-19; George, 2019:564). *Accessibility* refers to how easily a destination can be reached. According to George (2019:565), accessibility of a destination is affected by its infrastructure (airports, roads, marinas, railways, ports, etc.), operations (available routes, price charges, comfort of travel, frequency of service, etc.), government regulations (regarding the control of transport operations) and equipment (the size, speed and range of public transport vehicles). *Ambience* can be explained as the atmosphere or mood of a destination; it is determined by intangible features such as the friendliness of the residents, their way of life, the history and folklore of the destination as well as the way in which tourist amenities

and services are delivered to visitors (George, 2019:565). The various components of a destination complicate the task of creating a single encompassing and representative brand for the destination (Pike, 2009:860).

2.3.1.3 Destinations are experiential goods

Destinations are not bought and consumed like physical products but can rather be labelled as experience or experiential goods (Konecnik & Gartner, 2007:403; Morrison, 2013:297). Morgan *et al.* (2002:5) state that to really achieve destination branding, marketers should deliver impactful experiences. According to Duman *et al.* (2018:359), the unique experience is what makes a destination valuable to its visitors. The experience is what makes the destination product different from other products and services, and forms part of the core of any tourism product (Saayman, 2007:8). It is intangible (Cai, 2002:721; Duman *et al.*, 2018:359; Radišić & Mihelić, 2006:185; Slabbert & Saayman, 2009:406) and cannot be observed or assessed in advance or before purchase, and therefore, increases uncertainty regarding the destination experience (Hem & Iversen, 2004:85; Morrison, 2013:296). This intangibility factor that is related to destinations, ultimately results in higher decision risk, an increased search for information and a greater dependence on tourists' mental construct of what potential destinations have to offer in relation to their needs, wants and desires (Cai, 2002:721).

Just as the brand promises of physical products are based on the needs and wants of the consumer, destination brands need to promise and deliver the experiences that tourists mostly need and desire from the destination at hand (Morrison, 2013:269). Mulec (2010:14) emphasises the importance of the tourist's experience in destination branding when defining a brand as "the sum total of all user/tourist experiences with a particular product or service/destination". Balakrishnan (2008:83) urges destinations to start focussing on the service experience. This makes perfect sense, since the tourism and hospitality industry is mainly a service industry, and the experience is becoming more important for postmodern consumers/tourists (Nechita, 2014:270; Wheeler, 2013:18). Trimeche *et al.* (2012:26) and Radišić and Mihelić (2006:184) further indicate that a destination has an extremely diverse and dispersed target market, which is also very requesting. This complicates the task of satisfying tourists' needs and desires since different people will experience destinations differently. This uncertainty and diversity regarding the experience only intensifies the already challenging task of destination branding.

2.3.1.4 Destinations are vulnerable

Destinations are extremely vulnerable to external and adverse events. Natural disasters, extreme weather patterns, climate change, terrorist attacks, global economic recessions and political crises

are examples of such events (George, 2015:15). Recent examples include the global COVID-19 (coronavirus) pandemic. Balakrishnan (2008:62) states that the success of destinations are dependent on uncontrollable macro-environmental factors such as these. These factors are referred to as external shocks or influences and are usually unpredictable and beyond the control of destination managers (Evans, 2020:69; George, 2019:38) but it can have a devastating effect. Figure 2.5 illustrates external shocks and events impacting tourism and hospitality. Depending on the nature and severity of such events, it will generally decrease visitor numbers to destinations. It can severely damage or even destroy a destination and its brand, which has been meticulously built over many years (Evans, 2015:64; Séraphin *et al.*, 2016:5022).

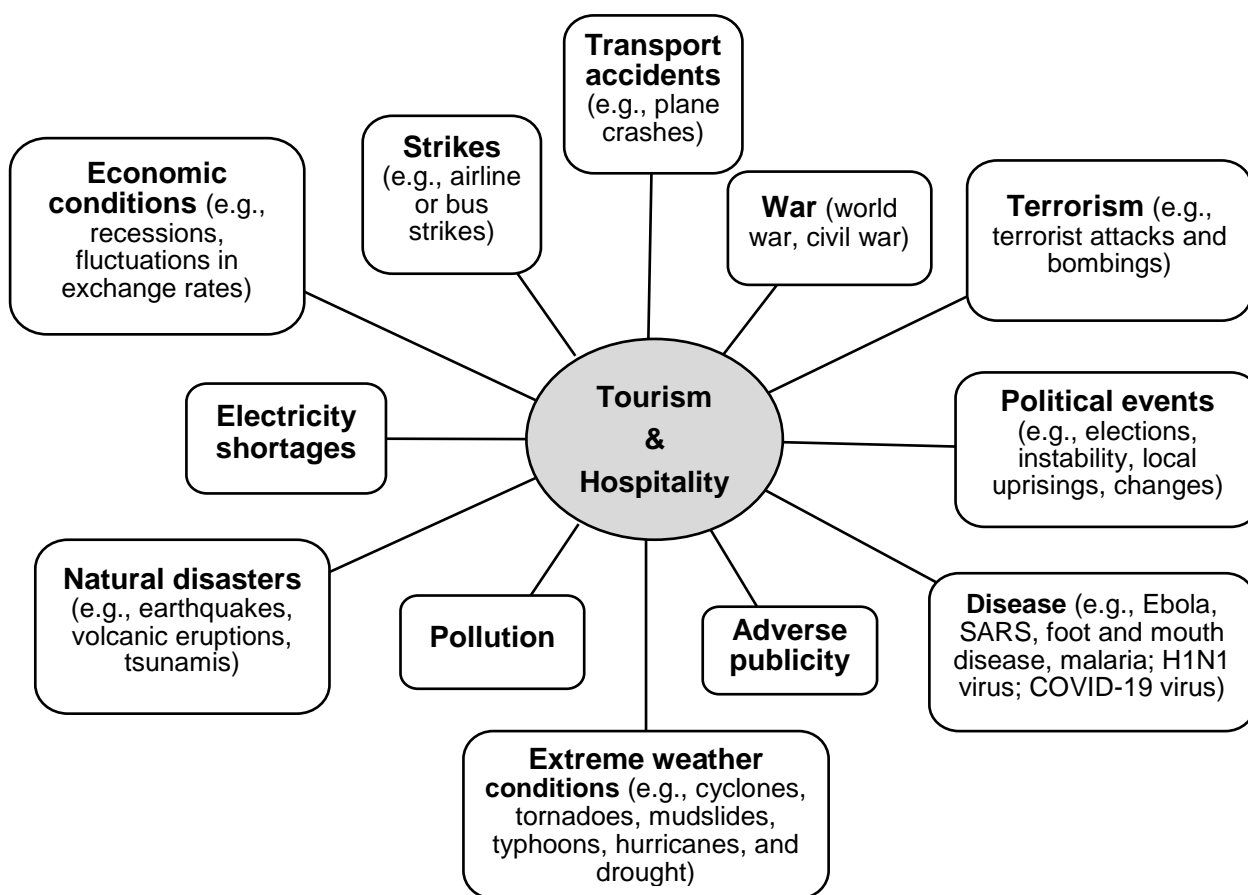


Figure 2.5: External shocks and events impacting the tourism, hospitality and events industry
Source: Researcher’s compilation based on Blanco-Gomez, (2013:115); Davidson and Rogers (2006:41); Evans (2020:69-71; 2015:63-65); George (2019:38-39); and Trimeche *et al.* (2012:24-25).

Some examples include: The SARS (Severe Acute Respiratory Syndrome) outbreak in 2002, where the World Health Organisation (WHO) urged tourists to avoid countries or regions that reported SARS cases, ultimately resulting in dramatic decreases in international tourist numbers (Gu & Wall, 2006:225-226). The devastating Indian Ocean tsunami of 2004 created significant long-lasting impacts on tourism in Indonesia, Thailand and Sri Lanka (Evans, 2020:70). The 9/11 terrorist attacks in New York City, NY, led to a decline in international visitors and took five years to reach pre-9/11 visitor levels again (Wolfe & Corasaniti, 2017). Tunisia was influenced by uprisings in the country

and socio-political changes, which led to scepticism regarding Tunisia's tourist reputation (Trimeche *et al.*, 2012:30). Even international destinations with strong and successful brands are subject to the power of external shocks and events. Spain has always been a main global tourist destination and ranked among the top ten most visited countries in the world since the 50's (Blanco-Gomez, 2013:109). Despite this, leisure travel to Spain was negatively influenced during the Civil War in 1936-1939 (Blanco-Gomez, 2013:113). Spain and Dubai are only two, of various world-renowned tourist destinations, that were greatly impacted by the global financial crises of 2008 (Blanco-Gomez, 2013:115; Trimeche *et al.*, 2012:24). Currently, the global COVID-19 pandemic has brought international and domestic travel to a standstill and the majority of the tourism industry has been shut down for the time being. This holds devastating effects as UNWTO predicts a decrease of 60 to 80% in international tourist numbers for 2020 (UNWTO, 2020a). Trimeche *et al.* (2012:29) conclude that the greatest challenge lies in learning "how to turn an impactful change into an advantage." Séraphin *et al.* (2016:5022) highlight destinations' interest in developing mitigation strategies for such exogenous events – especially on inbound tourism. One such mitigation strategy may include the creation of a strong brand, which can withstand any kind of exogenous event. One needs to build trust through the brand.

It is evident that branding a destination is complicated and very challenging, perhaps a lot more than branding physical goods and services (Gyimóthy & Mykletun, 2010:99). Although it may be complex and challenging, branding a destination remains important, since it can have significant positive effects on the performance of a destination (Séraphin *et al.*, 2016:5022) and entails numerous rewarding benefits (Morgan *et al.*, 2002:4; Anholt, 2003, as cited by Trimeche *et al.*, 2012:27).

2.3.2 The advantages of destination branding

Branding a destination successfully entails numerous benefits for both the demand (consumer/visitor) and supply (destination) sides of the tourism and hospitality industry (Pike, 2009:857). These advantages are outlined in the following sections.

2.3.2.1 The advantages of branding for the destination

From the supply side, a destination owning a strong brand will be able to:

- ❖ Differentiate itself from other competing destinations (George, 2014:523; Hood, 2008:49; Kotler & Gertner, 2002:249; Morrison, 2013:291; Radišić & Mihelić, 2006:184);
- ❖ Showcase its uniqueness and competitiveness (Blanco-Gomez, 2013:126-127; Nilson, 1998:47, as cited by Hood: 2008:3);
- ❖ Combat substitutability and competition (Morgan *et al.*, 2011:5);

- ❖ Ultimately gain a sustainable competitive advantage (Kotler & Keller, 2006:275; Neal & Strauss, 2008:47; Trimeche *et al.*, 2012:25);
- ❖ Be less vulnerable to competitor actions and marketing crises (Kotler & Keller, 2006:277).
- ❖ Be more recognisable to tourists (Hood, 2008:49);
- ❖ Reduce the impact of intangibility (Dasgupta, 2011:193);
- ❖ Increase revenues and larger margins for stakeholders, including local tourism businesses, the travel trade, etc. (Kotler & Keller, 2006:277; Pike, 2009:858);
- ❖ Facilitate precise segmentation (Dasgupta, 2011:193);
- ❖ Sell a line of products, also known as brand stretching (George, 2019:295; Hood, 2008:49; Kotler & Keller, 2006:277);
- ❖ Convey consistency across multiple outlets and through time (Dasgupta, 2011:193); and
- ❖ Increase loyalty amongst travellers (Kotler & Keller, 2006:275, 277).

The benefits of destination branding are not limited to the borders of the destination itself, but also extend to national and even global advantages. Anholt (2003), as cited by Trimeche *et al.* (2012:27), indicated that destination branding enhances a country's economy, its national self-image and its national identity. Morgan *et al.* (2002:4), highlight tourism and economic development as a result of destination branding. Blanco-Gomez (2013:126-127) highlights that a positive brand or image is crucial for attracting new foreign investment and assists in gaining international credibility (especially when reconstructing a negative country image).

2.3.2.2 The advantages of destination branding for the tourist

From the demand side, the tourist also benefits greatly from a strong brand in the following ways:

- ❖ Branding provides information about a destination that consumers/tourists have not visited previously (George, 2014:523);
- ❖ It improves and reinforces the image of the destinations among potential travellers (Morrison, 2013:291);
- ❖ Brands encourage tourists to visit particular destinations because they provide the benefits tourists seek, such as familiarity, safety, status and self-esteem (George, 2019:295; Hood, 2008:49; Trott & Sople, 2016:5). Pike (2009:858) refers to enhanced brag value for the traveller.
- ❖ The tourists are also reassured with a certain level of quality and promise of value they will receive within the destination (Hood, 2008:49; Kotler & Keller, 2006:275; Morrison, 2013:291; Trott & Sople, 2016:5);
- ❖ Reduces perceived purchase risk attached to decision-making about holidays (Blain *et al.*, 2005:337; Dasgupta, 2011:193; George, 2019:294-295; Pike, 2009:858). Neal and Strauss (2008:47) state that brands are a way to choose among offerings or, in this case, destinations since it reduces choice (Dasgupta, 2011:193); and

- ❖ Reduces search costs (Blain *et al.*, 2005:337; Pike, 2009:858).

Now that the meaning, importance and value of destination branding is known, the process of building a successful brand for a destination can be investigated. The building of destination brands will be addressed in the following section.

2.3.3 Destination brand building

According to Radišić and Mihelić (2006:185), a destination's brand is an important indicator of the destination's success in the tourist market. Therefore, it is important for destinations to build a successful brand for themselves. Building a brand can be perceived as a process rather than a once-off event. Different processes have been designed to develop and implement brand strategies (UNWTO, 2007:47). In this section, three such processes will be discussed, including:

- Morgan, Pritchard and Pride's (2004) destination branding process
- The United Nations World Tourism Organisation's (2007) branding process
- Morrison's (2019; 2013) destination branding process

2.3.3.1 Morgan, Pritchard and Pride's (2004) destination branding process

According to Morgan *et al.* (2004:68-69), there are five phases in building a destination brand. The five-phase process is shown in Figure 2.6. An explanation of each phase follows.

- *Phase 1: Marketing investigation, analysis and strategic recommendations*

In the first phase of building a destination brand, durable, relevant and communicable core values of the destination and its brand should be identified. It is important that these values build brand saliency with existing and potential tourists. Therefore, a thorough market investigation is required. During this phase, one should compare the brand with its key competitors and determine its relevance to today's contemporary tourist (Morgan *et al.*, 2004:68-69).

- *Phase 2: Brand identity development*

After thorough research and investigation into the core values and market of the destination, the development of the brand identity can commence. In this phase, the design of the brand takes place. The brand benefit pyramid, brand architecture and brand design style guide can help this phase. The core values of the destination (as identified in phase 1) should guide and permeate every aspect of the brand identity – it should be embedded in the brand name, images, colour, typography and tone of voice (Morgan *et al.*, 2004:69). All stakeholders and potential consumers should 'buy into'

or agree on the vision, plans and design for the new destination brand before execution starts (Morgan *et al.*, 2004:70).

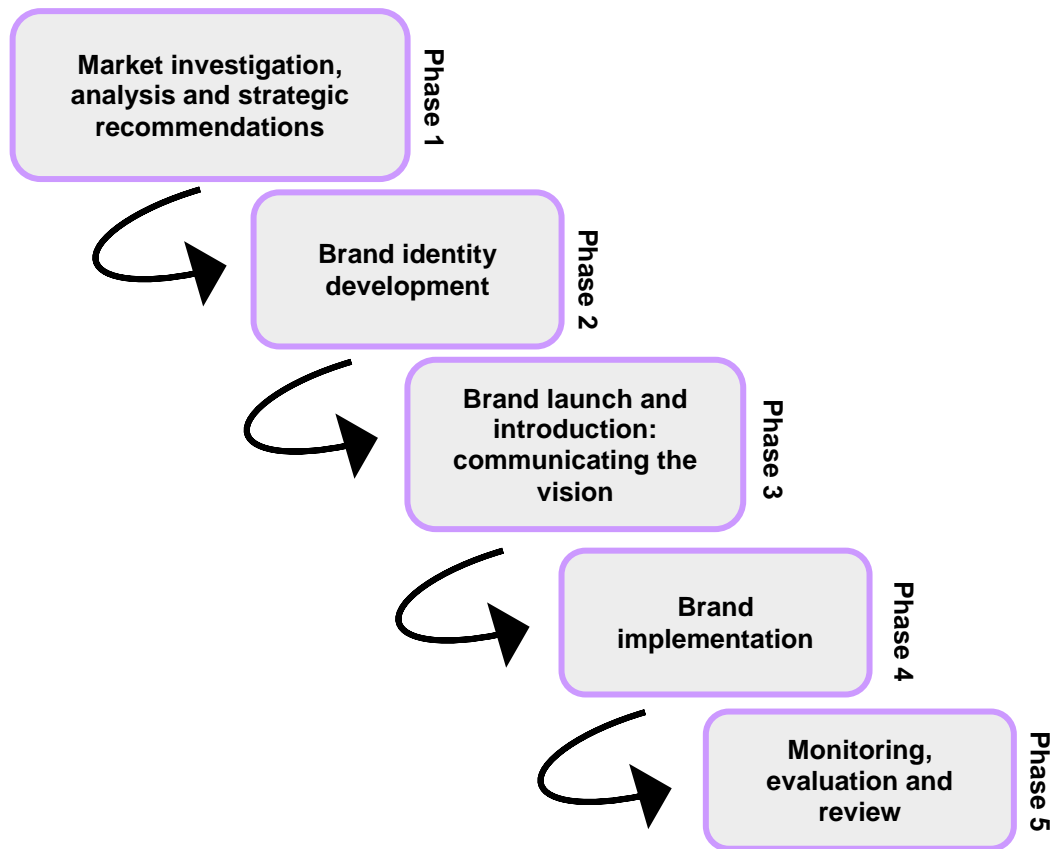


Figure 2.6: Five phases in destination brand building
Source: Researcher's compilation based on Morgan *et al.* (2004:69)

- *Phase 3: Brand launch and introduction: communicating the vision*

In this phase, communication of the new destination brand to stakeholders is of key importance. Olins (2017) explains that the launch of new identity gives management an opportunity to explain what the organisation is, where it has come from, where it is going and how the new identity will help get there. Similarly, the brand launch and introduction of a destination brand provides DMOs with the chance to explain what the destination is; where it has come from (history); where it aims to go or what the destination wants to become; and how the new brand identity will help the destination to get there.

- *Phase 4: Brand implementation*

During this phase, the destination brand's core values should be reinforced through- and appear in all marketing communications and media, which will contribute to building and maintaining the destination brand's presence (Morgan *et al.*, 2004:70).

- *Phase 5: Monitoring, evaluation and review*

In the last phase, the brand's implementation needs to be monitored, evaluated and reviewed. Moilanen and Rainisto (2009:183) state that "monitoring should be directed at the factors that can be directly influenced with the procedures aimed to develop a destination brand." Some of these indicators include the tourist's intention to return to the destination; the brand awareness of the destination; the tourist values attached to the destination brand and the comparison of the destination's overall performance with that of other competitor destinations (Moilanen & Rainisto, 2009:183).

From the destination branding process of Morgan *et al.* (2004), it becomes clear that destination branding can be a lengthy process that requires collaboration. The destination branding process, as proposed by UNWTO, will be discussed in the following section.

2.3.3.2 UNWTO's (2007) destination branding process

For a practical guide to tourism destination management, the United Nations World Tourism Organisation created a detailed branding process, as displayed in Figure 2.7 (UNWTO, 2007:48). According to UNWTO (2007:48), the process of building a brand strategy consists of mainly six steps/phases that destinations should follow and thoroughly apply. The first three phases are strategic (and involve destination managers, researchers and marketers). The last three stages are known as the brand activation stages and require the inputs, skills and capabilities of creative designers, producers and copywriters (UNWTO, 2007:48). A discussion of each phase follows.

- *Phase 1: Destination strategic direction*

It is recommended that strategic direction should come from within the destination management team rather than being outsourced. This phase can take the form of the question: Where would we like to be? It entails destination managers to set a clear brand vision, goals and to determine their current competitive position. It is important that destination managers first construct a clear vision for the destination before embarking on the brand-building process (Neal & Strauss, 2008:63-64; UNWTO, 2007:47). George (2019:298) emphasises the importance of strategic direction in branding when stating that the vision, core values and brand promise of the company, or in this case destination, should corroborate its name, logo and slogan (Phase 3: Brand identity) used in all the marketing and branding communications.

- *Phase 2: Image assessment*

According to Blanco-Gomez (2013:111), every place/destination has an image in the tourist's mind. It is essential that this image is unique and sets a particular destination apart from others (Huang &

Santos, 2011:13). The second phase, image assessment, requires destination managers to assess the destination's image as perceived by current and potential tourists. It includes determining the key strengths of the brand and the level of brand awareness, relevance and resonance (UNWTO, 2007:48). Based on his research, Hood (2015:91) concluded that brand image is the impression created by brand messages and experiences, resulting in the assimilated brand perception of tourists. This brand perception must create positive associations with the brand in the tourist's memory (Blanco-Gomez, 2013:111).

The images and mental representations people have of destinations are formed by different kinds of influencing factors, such as national stereotypes (e.g., Spanish people who are perceived by foreigners as bullfighters and flamenco dancers), advertising campaigns, word-of-mouth, personal experiences and even politics (Blanco-Gomez, 2013:111). Gunn (1988), as cited by George (2019:301), grouped these images and mental representations into two main groups, namely organic and induced images. The organic image is formed based on people's own travel experiences, word-of-mouth publicity (via friends, members, relatives, etc.), and media editorials (such as television, internet, etc.). The induced or forced image is created by promotional agencies, such as national tourism organisations, tourism information centres and destination marketing organisations (Gunn, 1988, as cited by George, 2019:301).

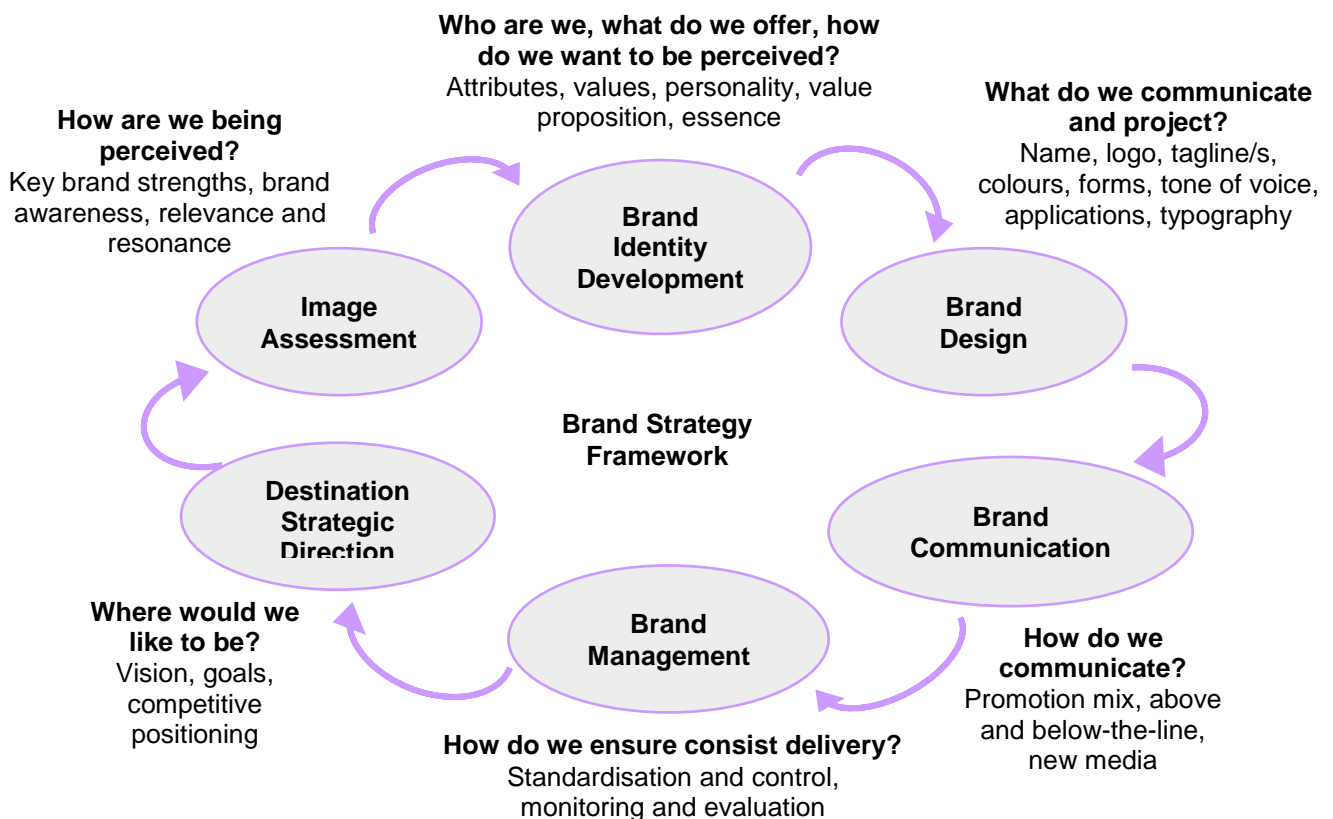


Figure 2.7: The branding process
Source: UNWTO (2007:48)

- *Phase 3: Brand identity development*

In the second phase, the focus is on determining how the destination is perceived by tourists whereas phase three focuses on how the destination desires to be perceived by tourists or the image aspired to by the destination (George, 2019:298). The coveted perception is based on the attributes, values, personality, value proposition and essence of the destination (UNWTO, 2007:48). Yusof *et al.* (2014:1) describe brand identity as the activities performed by destination marketers or the supply side in identifying the desired image to be projected in the market. The importance of this phase should not be underestimated. In some cases, brand identity development is considered the first step of three to be undertaken in the destination brand building process, followed by brand positioning and measuring the destination's brand performance (through brand equity) (George, 2019:298; Pike, 2009:860). The three main aspects of creating a brand identity, are the brand name, logo and slogan (George, 2019:298). The physical creation of the brand identity takes place in the next phase, brand design. Brand identity will be thoroughly analysed in Chapter 3 of this study.

- *Phase 4: Brand design*

During phase four, it is vital to take the desired perception of the destination brand (as determined in the previous phase) and turn it into sufficient words, shapes, images and colours by means of an appealing name, logo and tagline (slogan). According to Hood (2015:91), a logo's purpose is twofold. Firstly, it increases brand recognition and secondly, it indicates ownership (Hood, 2015:91). Brand design can be outsourced to specialists only after collaborative strategy agreement (UNWTO, 2007:48).

- *Phase 5: Brand communication*

Phase five takes the form of the following question: How do we communicate (the brand)? This phase requires the designed brand to be communicated to potential tourists by using various promotional strategies, including above- and below-the-line media (UNWTO, 2007:48). This is an important phase that should not be neglected by destination marketers. Of what value would a successful destination brand be if it is not communicated to current and prospective markets?

- *Phase 6: Brand management*

The last phase is known as brand management. It is in this phase, where destination managers and marketers are obliged to ensure consistent control, monitoring and evaluation of the destination brand (UNWTO, 2007:48). This will ensure the sustainability of a successful destination's brand and assist in identifying possible changes and adaptations in the future.

UNWTO (2007) provides a comprehensive but easy-to-follow destination branding process to guide any destination in building a successful brand. The third destination branding process to be discussed below, is that of Morrison (2019; 2013).

2.3.3.3 Morrison's (2019; 2013) destination branding process

In contrast to the previous two destination branding processes, Morrison (2019, 2013) provides a much more detailed branding process of four main steps, with some consisting of various sub-steps or actions to be executed. The four main steps include conducting a situation analysis, consulting tourism sector stakeholders and residents, identifying the unique selling proposition, and developing the destination brand (Morrison, 2019:390). Figure 2.8 illustrates the detailed process.

- *Step 1: Situation analysis*

According to George (2019:124), a situation analysis forms the basis for well-thought-out objectives and strategies. Through a situation analysis, the destination can determine their current situation and identify potential gaps between their present situation and the desired goals and objectives (George, 2019:104). It may be time-consuming but provides valuable and necessary information for successful destination branding. The situation analysis consists of a destination analysis, competitive analysis, market analysis, destination image analysis (or marketing position analysis), resident analysis and an analysis of past marketing programmes (Morrison, 2019:389-390). Before the branding process can commence, it is required to understand the potential tourists; who the main audience for a destination brand is; and what they want to experience at the destination (market analysis). A destination image (or positioning) analysis should be conducted to determine the image and perceptions of the destination held in the minds of current and potential tourists (Morrison, 2019:389-390).

- *Step 2: Tourism sector stakeholder and resident consultations*

The second step of the branding process is to consult with stakeholders and residents of the destination. Such consultation is vital since a successful universal destination brand would require the support and adoption of the brand by both stakeholders and residents. Morrison (2019:391) explains that stakeholders and residents should be asked to express what they see as being the unique features of the destination, and their opinions should be considered.

- *Step 3: Unique selling proposition identification*

The third step is to identify the unique selling propositions or points (USP's) of a destination. USP's show what is truly different about the destination compared to other competitor destinations (Morrison, 2019:392). USP's are also referred to as competitive advantages and may include

anything that makes the destination stand out from competitors (George, 2019:216). Examples of USP's, include price, high levels of service, benefits, and certain features or attributes (tangible or intangible) (George, 2019:215-216).

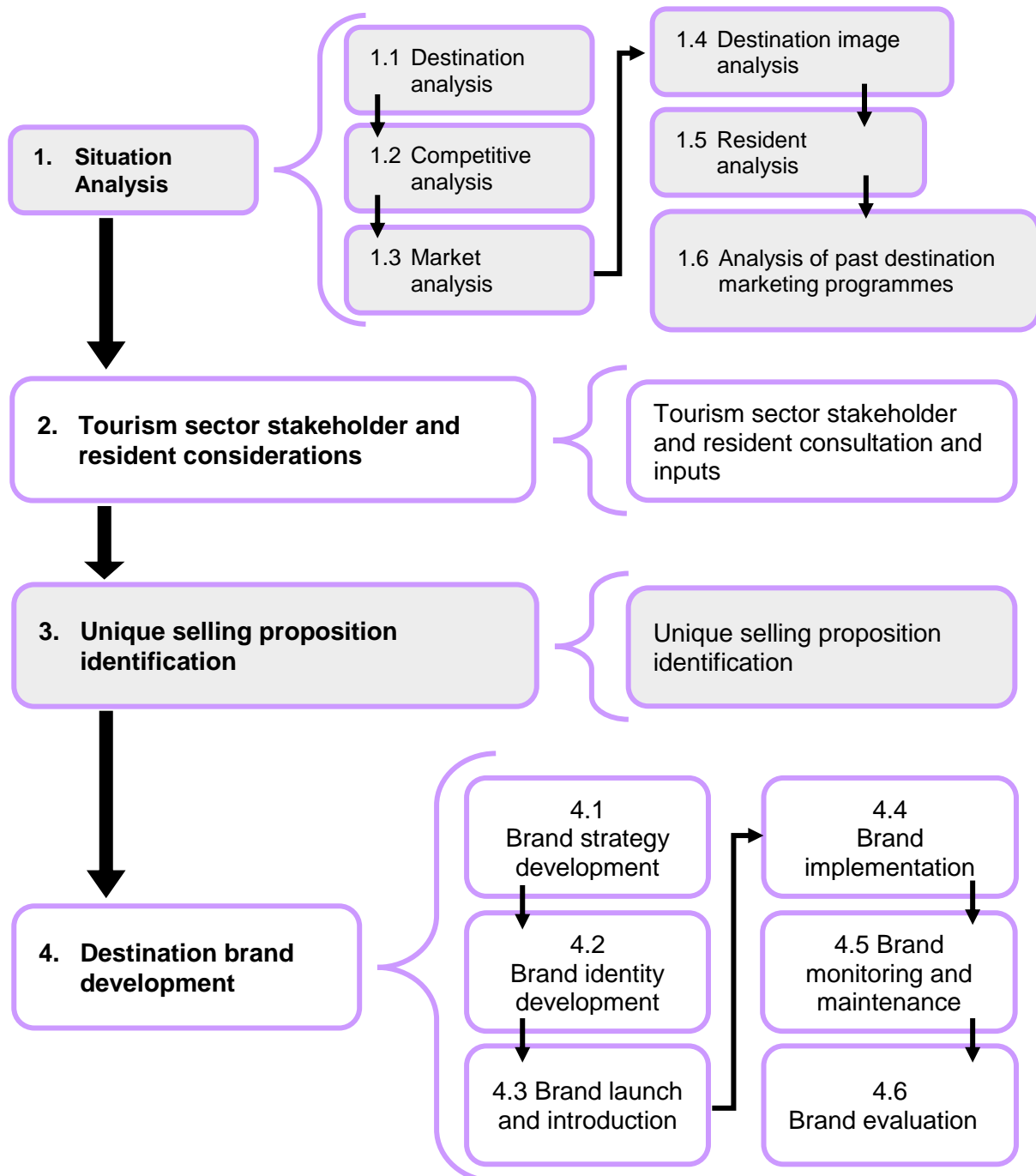


Figure 2.8: Steps in destination branding
 Source: Morrison (2019:390; 2013:301)

- *Step 4: Destination brand development*

Step four entails the actual brand development of the destination and consists of six sequential steps, which are discussed below.

4.1 Branding strategy development

Branding strategy development represents the approaches that will be used to develop the destination brand. In this step, the objectives for branding the destination need to be identified. In other words, what is it that the destination brand is expected to achieve, and by when? (Morrison, 2019:394). After the objectives have been set, a destination image or position should be determined, which resonates with potential tourists, followed by creating a basic and general idea of how the new brand will look (Morrison, 2019:294-294).

4.2 Brand identity development

Brand identity development is considered as the creative stage of the destination brand development process, where the visual elements are designed. It encompasses the design and creation of all, or some, of the following elements: a logo, slogan, musical score, colour scheme and other visual image guidelines (Morrison, 2019:395). Brand identity is thoroughly discussed in chapter 3 of this study.

4.3 Brand launch and introduction

Brand launch refers to the first public announcement of the new destination brand (Morrison, 2019:397). The brand launch should relay information on the research that was done with consumers and explain how stakeholders' input was collected and integrated (Step 1 and 2). Brand introduction refers to educating the tourism sector stakeholders about the reasons for the new brand and how they should use it (incorporate it into their own marketing practices). The new destination brand can be presented to stakeholders in different ways, such as special training programmes (seminars and workshops), compiling a brand manual, and creating a photo gallery and style manual (Morrison, 2019:397-399).

4.4 Brand implementation

Morrison (2019:399) states that brand implementation could have been titled '*living the brand*'. It requires the brand to be embedded within the destination – meaning that the brand should be practised by all the destination stakeholders involved. To implement the new destination brand, it should consistently appear and be well-integrated in all marketing communication and interaction with current and potential tourists (Morrison, 2019:399).

4.5 Brand monitoring and maintenance

According to Morrison (2019:400), monitoring implies tracking the implementation of the new destination brand and assessing its progress towards the achievement of the destination objectives (a. branding strategy development). Monitoring is executed by using a variety of qualitative and quantitative research techniques, which will be used to measure the awareness, recall and image of the new destination brand and the impact on visitors'

intentions to visit the destination (Morrison, 2019:400). Brand maintenance refers to the long-term maintenance of the brand after its launch and is twofold. Firstly, it involves ensuring and monitoring how the stakeholders are applying the brand in their marketing and operations. Secondly, it involves the fine-tuning of aspects of the brand identity (logo, slogan, etc.) to keep up with design trends (Morrison, 2019:400).

4.6 Brand evaluation

Brand evaluation is similar to brand monitoring and maintenance in that both requires extensive research to determine whether the destination brand objectives were achieved or not. It determines whether the destination branding affected the target market as intended (Morrison, 2019:400). Brand evaluation can be executed by addressing certain questions, such as: Did the brand increase the levels of awareness of the destination in target markets? Did the brand improve the destination's image among people in the target markets? Did the brand create a unique competitive identity for the destination? Do people within the target markets easily recall and remember the brand? (Morrison, 2019:400).

From the destination branding processes of Morgan, Pritchard and Pride (2004), UNWTO (2007), and Morrison (2019; 2013), it becomes clear that the process of branding a destination can be approached in different ways as a standardised process was not evident in the literature. Although the processes are different, they share similarities. In all the processes, four main activities or steps were addressed in some way. These included planning, design/development of the brand, implementation/launch of the brand, and evaluation/monitoring of the brand. Now that the process of building the destination brand has been addressed, additional guidelines can be considered by destinations to assist in creating the best possible brand. Balakrishnan (2008:84-85) provided six such guidelines and referred to them as the six P's of destination branding, which will be discussed in the following section.

2.3.4 The six P's of destination branding

In marketing, the four P's (product, price, place and promotion) – also known as the marketing mix – is a common phenomenon and has been briefly explained earlier in this chapter (cf. 2.2.1.5). However, due to the nature of service marketing, extended versions of the marketing mix (known as extended marketing mix) are applied, which include additional variations, such as Packaging, Processes, Programming, Physical evidence, Positioning, Partnerships, Profitability, and People (George, 2019:44). In tourism marketing, the original four P's with an added three P's (namely people, processes and physical evidence) are used as it is more appropriate to apply and offers more flexibility (George, 2019:44-45). Dasgupta (2011:73) states that the mix of marketing elements

(or in other words, the marketing strategy) should be viewed as a package of offerings designed to attract and serve the customer or the visitor. For tourism destinations specifically, the mix of elements is slightly different. In assisting destinations in developing a strong brand strategy, Balakrishnan (2008:84-85) proposed six crucial P's that destinations could use as a constructive guideline. The destination marketing mix of Balakrishnan (2008:84-85) is illustrated in Figure 2.9 and consists of Purpose, People, Performance, Product, Positioning and Process. A discussion of each follows.

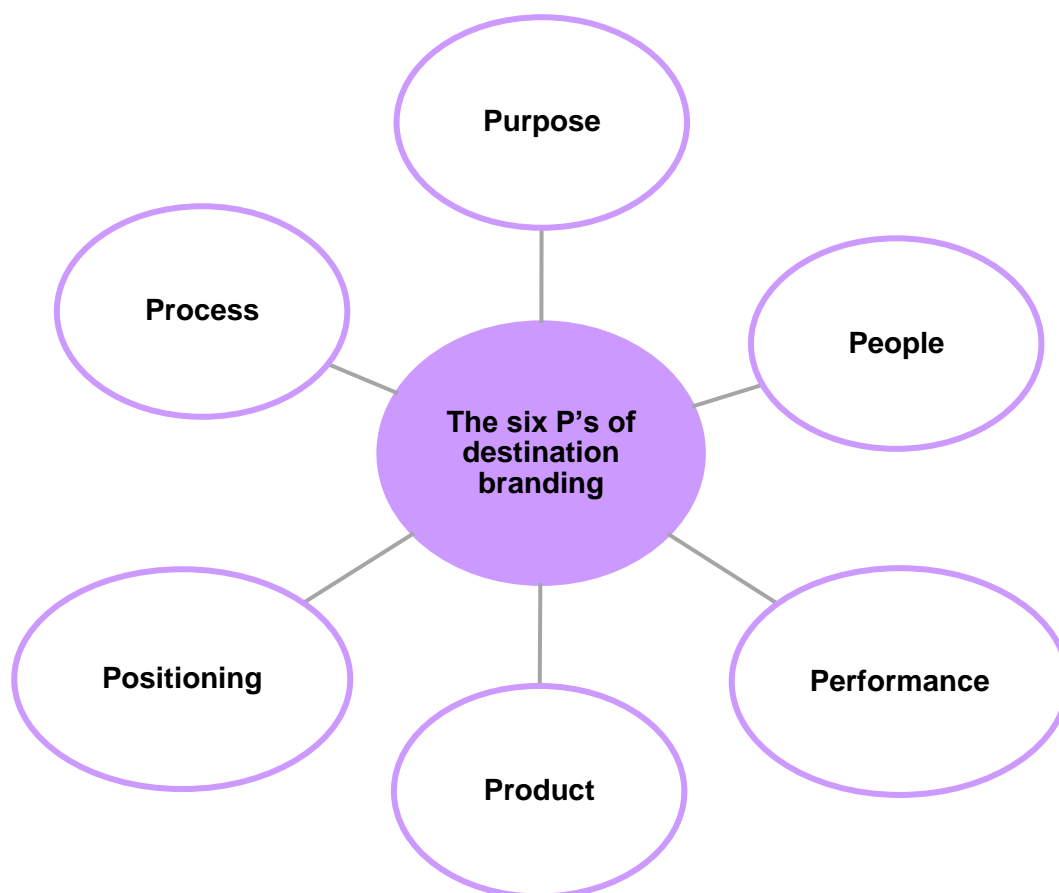


Figure 2.9: The six P's of destination branding
 Source: Researcher's compilation based on Balakrishnan (2008:84-85)

2.3.4.1 Purpose

With 'Purpose', Balakrishnan (2008:84-85) refers to the purpose of the destination's brand design and promise. Destination managers and marketers must have a set goal, purpose, objective or vision for branding the destination in question before commencing with the brand strategy. As confirmed earlier in this chapter (cf. 2.3.1.1), destinations are collectively owned and the branding thereof should be conducted as a collaborative approach between all stakeholders involved, such as the local community, the destination marketing organisation, tourists, employees, travel agencies, shareholders, etc. (Balakrishnan, 2008:63; Deslandes & Goldsmith, 2002:135; Morrison, 2013:495).

The purpose of the destination and its branding practices will be influenced by the multitude of stakeholders, but it is important that a single corresponding goal is sought. Balakrishnan (2008:84) adds that the destination should determine their central values and the key factors constituting the vision (resources available, the costs, return on investment, intellectual/social/process capital, etc.).

2.3.4.2 People

The element 'people' refers to the people or participants in tourism marketing, for example, employees and consumers (George, 2014:461). From a destination perspective, the 'people' element refers to so much more as it includes all stakeholders involved in the branding of the destination and those who will benefit from or be affected by it (Balakrishnan, 2008:84). The destination should determine who the internal (publics, influencers, private sector, etc.) and external stakeholders (NGO's, transport companies, media, potential visitors, etc.) will be, needed for the brand strategy to be facilitated and successfully executed (Balakrishnan, 2008:84).

2.3.4.3 Performance

With 'performance' as a destination marketing mix element, Balakrishnan (2008:84) intended for destinations to conduct a self-analysis to determine the current situation and outline its future direction regarding its branding strategy. The SWOT analysis is a standard analytical tool, applied in various industries and firmly established in the literature (Evans, 2020:337). It can also be implemented by destinations to determine their internal Strengths and Weaknesses, and external Opportunities and Threats (Evans, 2020:339). After destinations have determined their current situation (through the SWOT analysis), changes or improvements need to be considered. Balakrishnan (2008:84) adds here that destinations need to establish who is responsible for the change and the monitoring thereof, which performance guidelines are needed, or even what other destinations can be used as a benchmark.

2.3.4.4 Products

From a destination perspective, the 'product' refers to all the tourism offerings under the destination portfolio and their management (Balakrishnan, 2008:85). It entails the products and services offered by the destination and their important role in successfully branding the destination (Balakrishnan, 2008:85). According to Dasgupta (2011:75), the product element is the one element to which all the other elements relate, but without which they would be inaccessible or have little meaning. This is also true for destinations – without tourist attractions, amenities, ambience, easy accessibility, ancillary services, etc., destinations will have little to no appeal. Balakrishnan (2008:84) highlights that it is important to determine the portfolio of destination products, which are needed to create a

brand strategy. A destination's portfolio of products should be represented in an all-encompassing brand (Pike, 2009:860).

2.3.4.5 Positioning

George (2019:215) defines the term 'market positioning' as "the way in which a product offering is perceived in relation to segments of the market and in relation to competitors' offerings." When referring to destinations, the principle of market positioning remains the same. Balakrishnan (2008:84) describes destination 'positioning' as the process of determining the destination's position in comparison to other competing destinations. As mentioned earlier in the chapter (cf. 2.3), destinations are competing for the valuable time and money of tourists in a very competitive tourism industry (Balakrishnan, 2008:62; Rehmet & Dinnie, 2013:31; White & Frew, 2011:2). Therefore, differentiation is vital. A destination needs to determine what they have that will enable them to be different and stand out among the crowds of competitor destinations. Balakrishnan (2008:84) recommends the following questions for destinations to consider in this regard: What are the key attributes of the destination? Are these attributes unique and not easily replicable? Are the brand components (logo, slogan, colour, image, messages, emotions, benefits, etc.) reinforcing each other? What do your target consumers value? George (2019:590) suggests four elements to gain a unique selling point for a destination:

- The destination should be authentic;
- The destination should have passionate citizens, where the locals live the brand;
- The destination should have a strong emotional pull or connection to visitors; and
- The destination must tell a story.

2.3.4.6 Process

George (2019:44; 2014:465) describes the element 'processes' as the service delivery process, actual procedures or flow of activities through which the offering is experienced by consumers. In a tourism business environment, processes may include reservations, queuing, flow paths and service recovery (George, 2014:465). From a destination perspective, Balakrishnan (2008:85) referred to processes as those that need to be executed to ensure that the brand promises are delivered effectively and efficiently. Bennett, Jooste and Strydom (2005:263) emphasised the importance for organisations and destinations to not promise what they cannot deliver – also referred to as the service delivery-communications gap. Accordingly, Balakrishnan (2008:84) advises destination managers and marketers to identify gaps between promised and delivered (actual) products and services in the destination and consequent improvement. In a destination environment, processes may include improving information and processes (for speed, security and convenience); technology

and infrastructure required to keep the brand promise; and the systems or channels required to deliver the destination product portfolio (Balakrishnan, 2008:84).

2.4 CONCLUSION

The aim of this chapter was to provide an overview of marketing and branding, followed by a more thorough analysis of destination branding. This was achieved by means of a literature study, where it was confirmed that customers and the satisfaction of their needs play a vital role within marketing and branding. Branding serves as the ultimate tool available to organisations and destinations to cut through the array of daily marketing messages and choices, and effectively communicate with potential consumers and visitors.

Branding destinations is a challenging task due to the unique attributes of destinations. Destinations are collectively owned by numerous stakeholders, such as DMO's, employees, private sector enterprises, travel trade, government agencies, NGO's, the local community, etc. Destinations are multi-faceted and consist of an amalgam of tourism products, services and offerings. Furthermore, destinations are experiential goods and, to a great extent, intangible in nature. Tourists visit a destination for the desired experience. Destinations are incredibly susceptible to external shocks and events, such as natural disasters, pandemic (e.g., COVID-19), terrorism, war and global financial crises. A powerful and established destination brand will be able to withstand such adverse events and experience the numerous advantages of a strong destination brand, such as differentiation, competitive advantage, less vulnerability, and increased loyalty and recognisability.

Building a strong destination brand is a multi-step process. The destination brand-building processes of Morgan *et al.* (2004), UNWTO (2007) and Morrison (2019; 2013) were discussed, respectively. Each of the processes was approached in a slightly different way, but overall, four main steps or phases occurred throughout the three processes. It can be concluded that destination brand-building processes include at least four steps, including planning, development, implementation and evaluation. Additional guidelines can further assist destination marketers and managers in this process of creating a successful destination brand. In this regard, the six P's of destination branding are recommended, which include Purpose (determine the goal for the branding), People (the stakeholders required for the brand to succeed), Performance (determine the current situation), Product (determine the product portfolio of the destination), Positioning (differentiate the destination) and Process (ensure that the destination's brand promises are delivered).

CHAPTER 3

ANALYSIS OF BRAND EQUITY AND BRAND IDENTITY

3.1 INTRODUCTION

Powerful brands are truly valuable assets. Brown (2016:9) describes the exceptionality of powerful brands as ‘treasure troves, horns of plenty, pots of gold.’ Strong and powerful brands are leading brands with high value. Two important aspects constituting a powerful brand are strong brand equity and identity (Armstrong *et al.*, 2018:218; George, 2019:296, 298; Trott & Sople, 2016:5).

The first aspect, brand equity, can be defined as how potential visitors perceive a destination brand and what the brand means to them (Laurens, 2013:30; Trott & Sople, 2016:5). Brand equity encapsulates the value of a brand from the consumers’ perspective (Kotler, 2003:422; Morrison, 2013:300). Strong brand equity unlocks numerous benefits for a destination and ultimately results in tourists showing preference of one destination over another (Bick, 2011:33; Kotler, 2003:422). Brand equity is a multidimensional construct, which can be measured in different ways (Bick, 2011:34; Brown, 2016:9; Yoo & Donthu, 2001:1). In branding literature, brand awareness, associations, perceived quality, loyalty and affinity are commonly used components to measure brand equity.

The second important aspect of a powerful brand is brand identity. Tarver (2020) defines brand identity as “the visible elements of a brand, which includes elements such as colour, design and logo that distinguishes the brand in consumers’ minds.” The visual elements should be used in all the company’s or destination’s marketing and branding communications, and should be underpinned by the vision, core values and brand promise of the company or destination (George, 2019:298). Two prominent visual brand elements of brand identity are logos and slogans. George (2019:592) explains that logos and slogans form integral elements of a destination branding initiative that should tie together the complete value chain of people, resources, wildlife and even the destination’s weather. Logos are valuable and ubiquitous signs or symbols, encapsulating the destinations they represent and leading to easy identification, recognition and communication (Brown, 2016:42; Danesi, 2006:57; Evamy, 2007:7; Hem & Iversen, 2004:87). A well-constructed destination slogan will succeed in capturing the essence and diversity of a multi-attributed destination in a succinct and focused positioning slogan of only a few key concepts or words (Galí *et al.*, 2017:250; Pike, 2004a:102, 105-106). It is the purpose of this chapter to conduct an in-depth literature review based on the phenomena of brand equity and brand identity.

3.2 UNDERSTANDING BRAND EQUITY

The notion of giving 'brand names' to common household products and significantly adding to product and company value emerged during the late 1980's; the power of brands in the market was increasing (Bick, 2011:34; Danesi, 2006:1; Rosenbaum-Elliott, Percy & Pervan, 2015:99). The term 'brand equity' was born in the 90's and since then, it has received much attention and interest (Dasgupta, 2011:194; Konecnik & Gartner, 2007:402; Rosenbaum-Elliott *et al.*, 2015:99). It has indeed become one of the most influential concepts within branding throughout the last decades (Duman *et al.*, 2018:361). According to Keller (1993:1), brand equity is extremely useful in identifying financial worth and improving the marketing productivity of a brand. In recent years, more attention was provided to the concept of brand equity, based on consumer perceptions (Duman *et al.*, 2018:361). As mentioned in the background to this study, brand equity will be approached from a consumer or demand-side perspective (also referred to as consumer-based brand equity or CBBE).

Applying the concept of brand equity to the research field of destination branding was introduced almost two decades ago, by Lockshin and Spawton (2001) (as cited by Kladou *et al.*, 2015:190), with reference to wine tourism. Destination brand equity emerged around 2001 and is described as "a rapidly conceived concept, borrowed from traditional (corporate/product) branding theory" (Kladou *et al.*, 2015:189-190). Since then, various researchers have contributed to the research field of destination brand equity, such as Boo *et al.* (2009), Dasgupta (2011), Duman *et al.* (2018), Farooqi (2009), Gómez, Lopez and Molina (2015), Konecnik and Gartner (2007), Kladou and Kehagias (2014); Kladou *et al.* (2015), and Wong and Teoh (2015). In the next section, attention is given to the understanding of the concept 'brand equity'.

3.2.1 Defining brand equity

Although a single established definition of brand equity does not exist (Boo *et al.*, 2009:220; Trott & Sople, 2016:5, Viosca *et al.*, 2005:86), various authors attempted to define this debatable concept. Brand equity (from the CBBE-perspective) is the total value or worth of a brand as perceived by the consumer and excludes the financial value of the brand, which is referred to as brand valuation rather than equity (Kotler, 2003:422; Morrison, 2013:300).

Keller (1993:1) defined brand equity as "the differential effect of brand knowledge on consumer response to the marketing of the brand." Brand knowledge refers to all the thoughts, images, experiences and beliefs, etc., which are associated with the brand (Kotler & Keller, 2006:277). Similarly, Armstrong *et al.* (2018:218) define brand equity as "the differential effect that knowing the brand name has on customer response to the product and its marketing." According to Laurens (2013:27), 'equity', in practice, refers to descriptive aspects of a brand, its symbols or consumer

imagery. Wood (2000:662) states that when marketers use the term 'brand equity', they refer to the brand's description (the image or description the consumer has of the brand) or brand strength (the attachment of consumers to the brand, synonymous with brand loyalty). Du Toit and Erdis (2013:101) explain brand equity as a measure of the premium in the minds of customers that a brand name adds to a product or company. Kotler and Keller (2006:276) define brand equity as "the added value to products and services," and that "this value may be reflected in how consumers think, feel and act with respect to the brand." In other words, brand equity can be described as what a brand means to the consumer (Laurens, 2013:30) or the consumer's view of- or perception towards the brand (Du Toit & Erdis, 2013:101; Trott & Sople, 2016:5). From the definitions of brand equity, it becomes clear that brand equity provides so much more than just a product. It entails numerous benefits for both customers and organisations (Bick, 2011:33).

3.2.2 The benefits of consumer-based brand equity

Strong brand equity is important and beneficial for various reasons. One of the main benefits is that of simplifying tourist decision-making. Duman *et al.* (2018:361) explain: "In today's sophisticated business environments, consumers are exposed to more choices; media and communication technologies bring more visually appealing messages about alternative products; consumers have less and less time to make choices among alternatives; and consequently, they are pushed to make less risky and simplified decisions." Tourists have a great variety of destinations to choose from (Balakrishnan, 2008:62). Brand equity results in tourists preferring one destination above numerous other identical destinations (Kotler, 2003:422). This is, of course, a real endeavour for all businesses and destinations in a globally competitive environment. Further benefits of brand equity include:

- ❖ Allows management to carefully consider how marketing programs will contribute to the value of the brands (Keller, 1993:8);
- ❖ Indicates that the tourist is aware of the brand and have strong, favourable brand associations with the destination (Keller, 1993:2);
- ❖ Leads to greater brand loyalty (Aaker, 1991:32; Kotler & Keller, 2006:277);
- ❖ Consumers become less price-sensitive (Kotler & Keller, 2006:277);
- ❖ Less vulnerability to competitive marketing actions and marketing crises (Kotler & Keller, 2006:277);
- ❖ Improved perceptions of product performance (Kotler & Keller, 2006:277);
- ❖ It enhances customers' interpretation and processing of information (Aaker, 1991:32);
- ❖ It provides the customers with confidence in the purchase decision and enhances use satisfaction (Aaker, 1991:32);

- ❖ Increases the efficiency and effectiveness of marketing programs, efforts and communications (Aaker, 1991:32; Duman *et al.*, 2018:359; Kladou *et al.*, 2015:190; Kotler & Keller, 2006:277); and
- ❖ Enhances brand extensions, trade leverage, allows higher margins and improves competitive advantage. In other words, it provides excellent value for the firm (Aaker, 1991:12, 32; Cai, 2002:723; Kotler & Keller, 2006:277; Laurens, 2013:29).

It is clear that brand equity entails great value-enhancing and competitive advantages. To gain these benefits, organisations and destinations need to know what constitutes brand equity and how it is measured. The next section will address the measurement of brand equity.

3.2.3 Measuring brand equity

According to Bick (2011:34), brand equity is a “multidimensional construct” – meaning “there are several components, which together, make up and build brand equity.” Therefore, the task of measuring brand equity is a challenging one (Aaker, 1996a:103). There is, however, no general agreement on how brand equity should be measured (Yoo & Donthu, 2001:1). As a result, different models have been developed to measure brand equity. In this section, five brand equity models will be discussed. The first two models are those of marketing pioneers, David Aaker (1991) and Kevin Lane Keller (2001; 1993), which are the most commonly utilised (Bick, 2011:34; Konecnik & Gartner, 2007:403). Thirdly, the BRANDZ model of Millward Brown (Kantar Millward Brown) will be discussed. Lastly, a CBBE model tailored for destinations by Konecnik and Gartner (2007) will be analysed.

3.2.3.1 Aaker’s (1991) brand equity model

David Aaker was one of the first authors to define brand equity. Aaker’s (1991) brand equity model is one of the oldest and most commonly used (Konecnik & Gartner, 2007:403; Van Rensburg, 2019:46-47). The viability of his model has been tested amongst different products and services, including consumer goods brands, hotels, restaurants, conferences and exhibitions, and tourism destinations (Duman *et al.*, 2018:361).

Aaker (1991:31) defines brand equity as “a set of brand assets and liabilities linked to a brand, its name and symbol, which add to or subtract from the value provided by a product or service to a firm and/or to that firm’s customers.” Accordingly, he grouped these assets, or liabilities, into five categories, forming the basis of his model. The four main categories or dimensions of brand equity include brand loyalty, brand awareness, perceived brand quality and brand associations. He named

the fifth category, other proprietary brand assets (trademarks, patents, etc.) (Aaker, 1991:31-32). Aaker's (1991) brand equity model is illustrated in Figure 3.1 and the value it holds for the consumer and the firm.

- *Brand loyalty*

Brand loyalty is described by the Lexico Oxford Dictionary as “the tendency of some consumers to continue buying the same brand of goods rather than competing brands” (OUP, 2019c). Aaker (1991:55) briefly explained brand loyalty as the attachment a consumer has to a brand. Reichheld (2002), as quoted by Khan (2016:33-34), provides a more thorough definition: “A loyal customer is one who values the relationship with the company enough to make the company a preferred supplier. Loyal customers don't switch for small variations in price; [instead] they provide honest and constructive feedback... they never abuse company personnel and they provide enthusiastic referrals.”

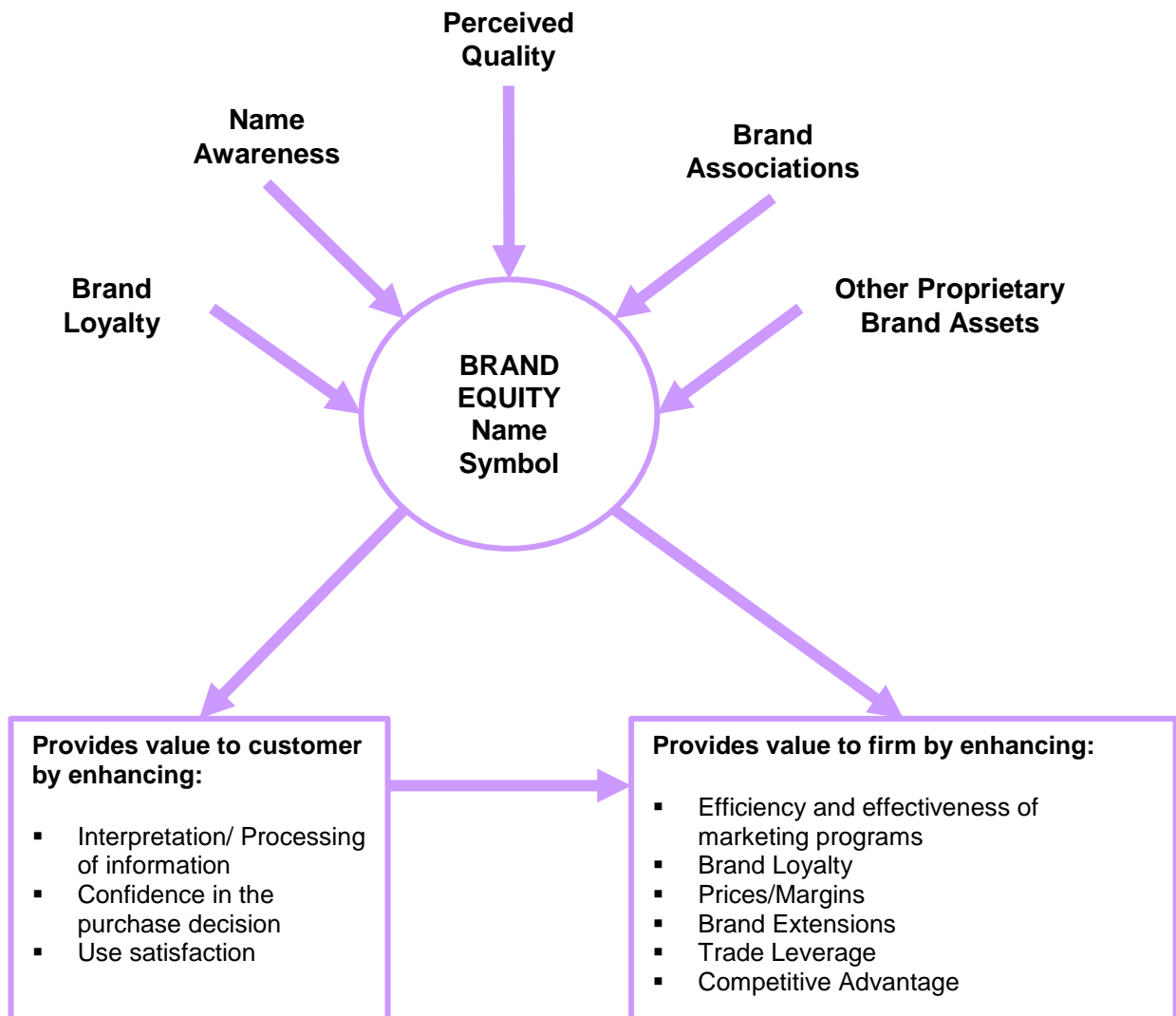


Figure 3.1: Aaker's (1991) brand equity model
Source: Aaker (1991:32)

According to Aaker (1991:55-57), there are five levels of loyalty creating the loyalty pyramid (Figure 3.2). The first and bottom level refers to a non-loyal consumer, switcher or price buyer. These consumers or tourists prefer whatever is on sale or convenient and are not loyal to a specific (product or destination) brand. The second level of the loyalty pyramid is known as satisfied or habitual consumers. These consumers are not dissatisfied and have no reason to change suppliers but are still vulnerable to competitors – implying that such tourists will, if the opportunity arises, choose to visit a competitor destination. The third level refers to satisfied consumers with switching costs. They are also called switching-cost loyal. Switching costs refer to the costs a consumer will experience when changing brands, suppliers or products. These costs can be monetary, time-based, physical or performance-based (Evans, 2015:271). Meaning that a consumer with high switching costs will not easily switch from supplier and will likely be more loyal towards the business or destination. The fourth level of the pyramid is the consumers who genuinely like the brand and may even refer to it as a friend. Their liking of the brand is based on a favourable association with the brand, as well as an emotional attachment to the brand – most likely being the result of a long-term relationship. The fifth and top level refers to committed consumers. They are proud and confident users of the brand and will recommend it to others. The fifth level is the ideal group of consumers, and therefore, businesses and destinations should strive towards this level of loyalty (Aaker, 1991:55-57).



Figure 3.2: The loyalty pyramid
Source: Aaker (1991:55)

Figure 3.1 also indicates that brand loyalty enhances value for firms or destinations. This value lies within the many advantages brand loyalty offers. Almeyda-Ibáñez and George (2017:9) highlight that loyal customers are willing to pay 20 to 25 percent more for a product or service. The following advantages of brand loyalty have been identified:

- ❖ Saves customer acquisition or marketing costs since it is substantially more expensive to acquire new customers than keeping existing customers (Aaker, 1991:34-35; Reichheld & Sasser, 1990:105; Slabbert & Saayman, 2009:412; Trott & Sople, 2016:7, 51). Reichheld and Sasser (1990:105) added that “companies can boost their profit by almost 100% through retaining just 5% more of their customers.”
- ❖ Loyal customers are more easily managed than new customers (Trott & Sople, 2016:7);
- ❖ Loyal customers tend to spend more and are willing to pay premium prices for brands they trust (less price-sensitive) (Shoemaker & Lewis, 1999:347, 349; Slabbert & Saayman, 2009:412);
- ❖ Leads to repeated purchases or visits (Trott & Sople, 2016:51);
- ❖ Repeated purchases or visits lead to increases in brand revenue and overall earnings and profits (in other words, it increases profitability of the business or destination) (Khan, 2016:34-35; Trott & Sople, 2016:7, 51);
- ❖ Repeat purchases also generate trade leverage (Aaker, 1991:34-35; Trott & Sople, 2016:7, 51);
- ❖ Enhances cash flow due to increased revenue (Trott & Sople, 2016:51);
- ❖ High brand loyalty sustains future sales (Van Rensburg, 2019:44);
- ❖ Existing loyal customers offer brand exposure and reassurance to potential customers (through word-of-mouth recommendations because of satisfied customer or visitor experiences) (Aaker, 1991:34-35; Shoemaker & Lewis, 1999:349; Slabbert & Saayman, 2009:412; Trott & Sople, 2016:8, 51);
- ❖ Positive word-of-mouth increases the process of attracting new customers or visitors (Trott & Sople, 2016:51);
- ❖ Reduces the vulnerability to competitive action or attacks (since loyal customers are poor brand switchers, meaning they find it difficult to change brands) (Aaker, 1991:34-35; Trott & Sople, 2016:51); and
- ❖ Retaining customers creates a competitive advantage for companies or destinations (Slabbert & Saayman, 2009:412).

The reason why brand loyalty can be considered as one of the most critical aspects of management without a doubt (Khan, 2016:33) is clear. It is the most important dimension of brand equity amongst the five dimensions and is seen as the end product/result of all marketing efforts put into the business's or destination's brand (Aaker, 1991:33; Trott & Sople, 2016:7).

- *Brand awareness*

Aaker (1991:78) defines brand awareness as “the ability of a potential buyer to recognise or recall that a brand is a member of a certain product category.” In other words, it refers to the extent to which the brand and its characteristics are known by potential consumers (Medlik, 2003:25; Trott & Sople, 2016:8). Trott and Sople (2016:11, 27-28) consider brand awareness as a critical aspect of brand equity and one that influences the purchasing decisions of consumers. This makes sense

since consumers or visitors will not buy a product or service, or visit a destination, that they are unaware of. A wide variety of communication strategies are employed in practice daily in an attempt to increase brand awareness amongst consumer and tourist markets. Such communication strategies include advertising, sales promotions, personal selling, sponsorships, publicity and personal relations, events and exhibitions, direct marketing, and online marketing – mainly social media (Danesi, 2006:3,10; McCabe, 2009:208, 238, 260). Social media and networking have become an extremely powerful tool for creating brand awareness (Trott & Sople, 2016:27) in a tourism environment.

Brand awareness mainly consists of two aspects, namely brand recall and brand recognition (Trott & Sople, 2016:28). Brand recall is the consumer’s ability to retrieve the brand from his/her memory when confronted with the product category. Brand recognition refers to the ability of the consumer to confirm any prior exposure to the brand and to connect with the product, ideas, taglines and other attributes (Keller, 1993:3; Trott & Sople, 2016:28). The concepts of brand recall and brand recognition are also acknowledged by Aaker (1991:79) in his brand awareness pyramid. Using Aaker’s (1991:79) brand awareness pyramid as basis, Trott and Sople (2016:30) proposed a similar brand awareness model but added the marketing approach to be applied on each level. Both Aaker’s (1991:79) and Trott and Sople’s (2016:30) approach to brand awareness are displayed in Figure 3.3.

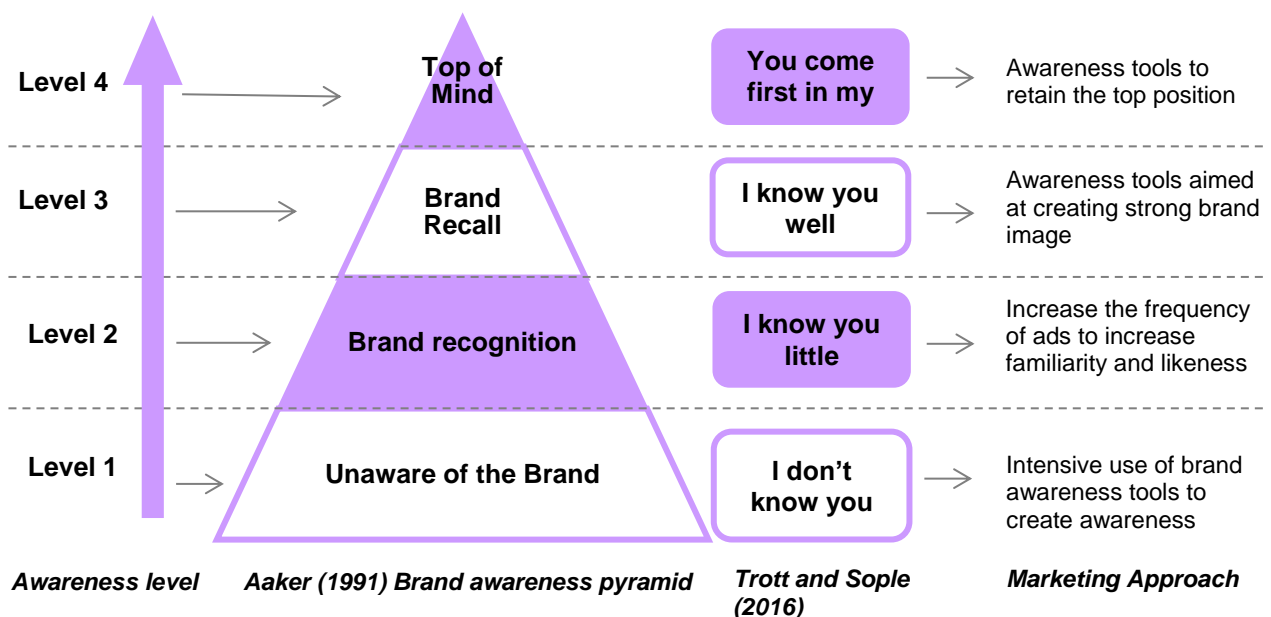


Figure 3.3: The four levels of awareness

Source: Researcher’s compilation based on Aaker (1991:79) and Trott and Sople (2016:30)

From Figure 3.3, it is evident that brand awareness consists of four levels. The first level is where the consumer is unaware of the brand (Aaker, 1991:79) and is referred to as ‘*I don’t know you*’ by Trott and Sople (2016:30). Since the consumer is unaware of the brand, the best marketing tactic will be to apply numerous and intensive advertising tools and techniques to start creating awareness

about the brand. The second level is where the consumer knows a little about the brand (Trott & Sople, 2016:30) or recognises the brand, based on hearing or seeing the brand somewhere (Aaker, 1991:79). The marketing actions at this level need to focus on increasing the frequency of advertisements and other techniques with the aim to increase the familiarity and likeliness of the brand. The third level of awareness is where the consumer knows the brand well (Trott & Sople, 2016:30) and is able to easily recall and recognise the brand (Aaker, 1991:79). Therefore, the marketing techniques should focus on creating awareness campaigns to develop a strong brand image and pave the way for brand loyalty. At level four, the brand occupies the top position in consumers' minds (Aaker, 1991:79), meaning they will think of your brand first (Trott & Sople, 2016:30). In other words, the consumer is loyal to the brand. Advertising and other marketing methods are not aimed at acquiring new consumers but rather sustaining the top position in the minds of current loyal consumers. The advantages of brand awareness are outlined as follows:

- ❖ It enhances perceived quality and adds value to the product or destination and its brand (Trott & Sople, 2016:31);
- ❖ It influences how brand images and associations are formed, as well as the strength thereof (Aaker, 1991:81, 83; Trott & Sople, 2016:8, 31);
- ❖ It produces greater consumer and retailer loyalty, and serves as a gateway for developing brand commitment (Keller, 1993:8; Trott & Sople, 2016:8);
- ❖ It generates confidence in the consumer's mind for organisation/destination commitment and product quality (Trott & Sople, 2016:31);
- ❖ Brand awareness places the brand in the minds of consumers and enhances the possibility of consumers thinking of the brand (Keller, 1993:3; Trott & Sople, 2016:31);
- ❖ It assists in the consumer's purchasing decision; increasing the likelihood of the brand receiving serious consideration for purchase (increase the probability of brand choice) (Aaker, 1991:83-84; Keller, 1993:3, 8; Trott & Sople, 2016:8, 31);
- ❖ It develops a sense of familiarity and liking about the brand (Aaker, 1991:81, 83; Trott & Sople, 2016:8);
- ❖ It provides leverage to the distribution channels (a brand with high awareness passes through distributions channels more easily) (Keller, 1993:8-9; Trott & Sople, 2016:31);
- ❖ It restricts entry of unestablished and new brands (Trott & Sople, 2016:31); and
- ❖ It decreases vulnerability to competitive marketing actions (Keller, 1993:8).

- *Perceived quality*

Perceived quality is another important element of brand equity. As the word 'perceived' indicates, it is entirely the consumer's perspective or perception of the quality of an offering or destination – their overall feeling towards the brand (Aaker, 1991:105-106; Trott & Sople, 2016:95-96). In other words, it is how consumers see the quality of a product, service or destination. Consumers have become

more quality conscious since the start of the new millennium (George, 2019:656). According to Aaker (1991:105-106), perceived quality cannot be objectively determined since it is built on consumer perceptions and judgements. Besides, consumers have different personalities, needs and preferences. Therefore, the quality perception may take on different forms for different industries (Aaker, 1991:34-35). The perceived quality of manufactured products, services and destinations will be distinctively measured based on different sets of criteria. For example, the perceived quality of products is measured against features such as performance, reliability and conformance, durability, the features of the product, serviceability and the product's aesthetics (Trott & Sople, 2016:97). Whereas, services are intangible in nature and will, therefore, rather be measured by the extent to which the firm successfully served the purpose, and satisfied the needs and wants of the customer (Zeithaml, Parasuraman & Berry, 1990, as cited by Trott & Sople, 2016:97). The quality of destinations is usually presented through attributes such as accommodation, personal safety of visitors, local or traditional foods, infrastructure, cleanliness of the destination, etc. (Konecnik & Gartner, 2007:405, 411).

Significant power lies hidden within perceived quality. Positive or high-perceived quality will lead to advertising and promotions being more effective, customer satisfaction and accordingly enhanced brand equity (Aaker, 1991:107; Trott & Sople, 2016:95-96). The opposite is also true. Negative or low perceived quality may lead to less effective advertising and promotions, dissatisfied customers and diminishing brand equity. Such consequences may even become irreversible (Aaker, 1991:104-105). Other advantages of high-perceived quality include:

- ❖ Directly influences purchasing decisions since it provides reasons for the customers to buy the product or visit the destination (Aaker, 1991:35-36, 106-108; Trott & Sople, 2016:8);
- ❖ Higher perceived quality drives more sales and accordingly, more profits (customers prefer best quality products/destinations and this will lead to increased levels of profit) (Aaker, 1991:35-36);
- ❖ Perceived quality leads to customer satisfaction (Trott & Sople, 2016:96);
- ❖ Directly influences brand loyalty (Aaker, 1991:35-36);
- ❖ Creates brand power and dominates market share (Aaker, 1991:109);
- ❖ Assists in positioning strategies, especially differentiation (the ability to distinguish one offering from another) (Aaker, 1991:107-108; Trott & Sople, 2016:8);
- ❖ Provides the option of charging a price premium, which can further increase profits (Aaker, 1991:35-36, 107-108);
- ❖ Allows for product line or brand extensions since a brand with strong perceived quality will be able to extend (Aaker, 1991:35-36, 108-109; Trott & Sople, 2016:8); and
- ❖ Aids in gaining distribution (distribution channels are more motivated to distribute brands perceived as high quality) (Aaker, 1991:108-109; Trott & Sople, 2016:8).

- *Brand associations*

“Brand association is anything linked to a brand in a person’s memory” (Aaker, 1991:132). Brand associations refer to feelings, perceptions, thoughts, beliefs, images, experiences, and attitudes that are related to the brand (Kotler & Keller, 2016:193; 2006:188). These thoughts, images, experiences, beliefs, etc., will grow stronger as a person is exposed to more experiences and communications – including advertising, corporate social marketing, event sponsorships and social networking sites – with regard to the brand (Aaker, 1991:132; Cant, Van Heerden & Ngambi, 2013:366; Trott & Sople, 2016:73).

Brand associations are commonly built on customer benefits, images and product attributes, such as value for money, durability and safety (Cant *et al.*, 2013:366; Trott & Sople, 2016:62). Aaker (1991:136) refers to these, and others, as types or classes of associations. Figure 3.4 indicates Aaker’s (1991:137-138) types of associations with a relevant example of each added.

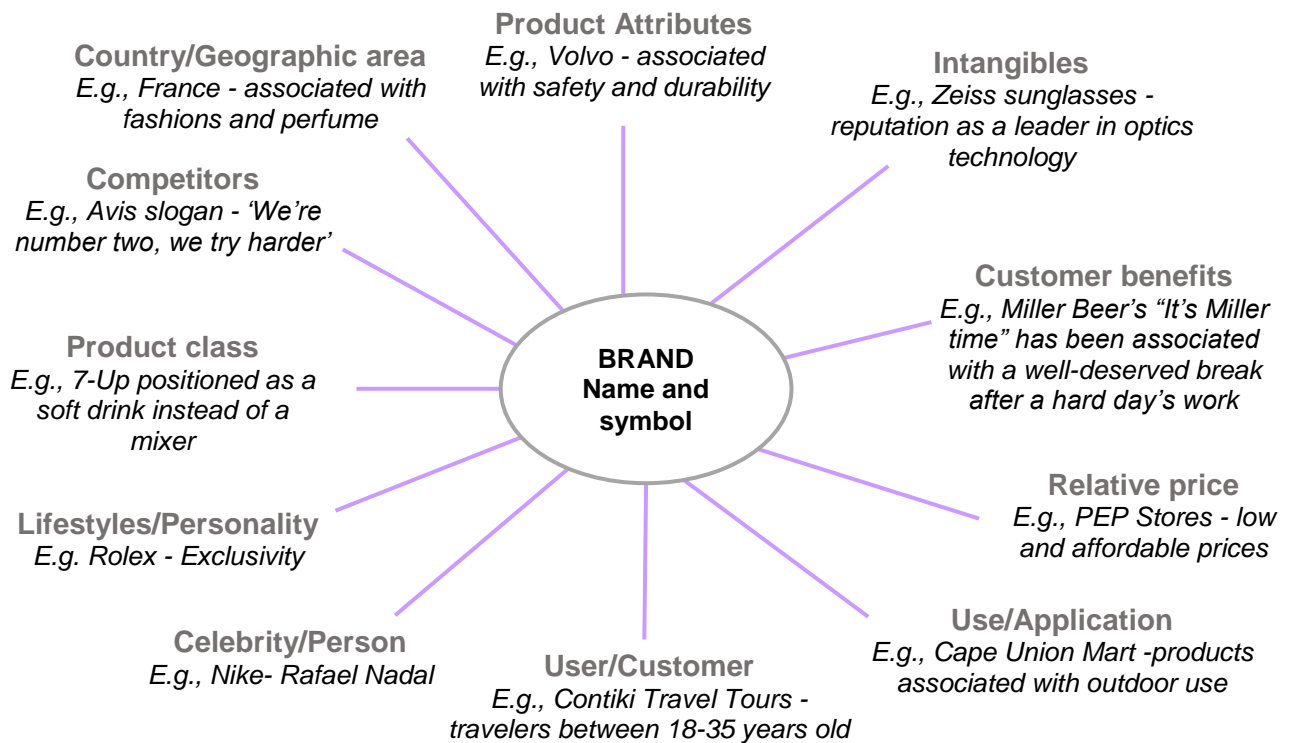


Figure 3.4: Types or classes of associations
Source: Aaker (1991:137-154)

Figure 3.4 shows that brand associations can be built on a product’s attributes or features, the intangible elements of the brand, the benefits it offers customers or its relative price. Furthermore, associations can be based on who the brand’s user is, the lifestyles or personalities of customers, the product class, competitors, a specific geographic area or even a celebrity (Aaker, 1991:137-154). Despite the type of association in question, it remains important that the associations made are positive. According to Trott and Sople (2016:61), this is no easy task and a time-consuming process

to develop and maintain positive brand associations. Negative brand associations need to be avoided as far as possible and can be detrimental. Negative brand associations mean that a person associates the business or destination with some negative, dissatisfactory characteristic, such as poor quality, no value for money, poor service delivery, etc. – resulting in negative word-of-mouth. Positive brand associations entail the following advantages:

- ❖ Creates a strong source of differentiation, which can lead to competitive advantage (Aaker, 1991:134-135; Cant *et al.*, 2013:366; Trott & Sople, 2016:8, 70);
- ❖ Assists with positioning the brand in the market (Aaker, 1991:132-133; Cant *et al.*, 2013:366; Trott & Sople, 2016:70);
- ❖ Positive associations provide reasons for the consumer to buy the offering and attract customers (such as the customer benefits it entails) (Aaker, 1991:35-36, 134-135; Cant *et al.*, 2013:366; Trott & Sople, 2016:8, 70);
- ❖ Provides the basis for extending the brand (Aaker, 1991:35-36, 136-137; Cant *et al.*, 2013:366; Trott & Sople, 2016:8, 70);
- ❖ Creates positive attitudes and feelings about the brand amongst consumers (Aaker, 1991:35-36, 135-136; Cant *et al.*, 2013:366; Trott & Sople, 2016:8);
- ❖ Instils confidence and trust amongst consumers (Cant *et al.*, 2013:366);
- ❖ Assists consumers in processing and retrieving information regarding the brand, and saves communication costs for the firm (Aaker, 1991:133-134; Trott & Sople, 2016:70); and
- ❖ Acts as a barrier against the competition (Aaker, 1991:36-37).

- *Other proprietary brand assets*

Aaker (1991:37) outlines other proprietary brand assets, which include “patents, trademarks and channel relationships.” Trott and Sople (2016:107) add copyright and industrial design to other proprietary assets. This dimension of brand equity is closely related to legal aspects and is referred to as intellectual property. Such assets are needed to protect the customer base and loyalty from competition, to increase competitive advantage and create strong brand equity (Aaker, 1991:37; Trott & Sople, 2016:107). For example, a trademark will ensure that a brand is protected against competitors who want to confuse consumers by using similar names, symbols, or packaging (Aaker, 1991:37). Trott and Sople (2016:108-109, 116) outline the following advantages of protecting intellectual property:

- ❖ Creates a higher market value for companies;
- ❖ It provides innovative products and services to consumers;
- ❖ It protects consumers from inferior and dangerous counterfeits;
- ❖ It also entails economic benefits;
- ❖ It offers a strong level of security; and

- ❖ Safeguards the brand.

Aaker's (1991) brand equity model is a useful and extensive tool that can guide businesses and destinations in measuring their brand equity – ultimately used as a basis for brand-related decision-making and choices. The brand equity model of Keller (1993) will be addressed in the following section.

3.2.3.2 Keller's (1993) basic brand equity model

Professor Kevin Lane Keller is an acknowledged author in the field of brand equity and one of the top academics of his generation (Kotler & Keller, 2006:viii). Keller approached the concept of brand equity from a slightly different angle than Aaker (1991). He addressed brand equity with consumer loyalty and attachment in mind (Duman *et al.*, 2018:361). Keller (1993:1) defines brand equity as “the differential effect of brand knowledge on consumer response to the marketing of the brand.” Keller (1993:2) argues that brand equity will occur as a result of the consumer being familiar with the brand and having favourable, unique brand associations in memory. As can be seen from Keller's (1993:1) definition, brand knowledge is a crucial part of brand equity. Keller's (1993:2) conceptualisation of brand equity was built on the notion of brand knowledge. Brand awareness and brand image are the two pillars of brand knowledge, which play a vital role in shaping the consumer's response to a product, service or destination's marketing (Duman *et al.*, 2018:361). Keller's (1993) basic brand equity model is displayed in Figure 3.5.

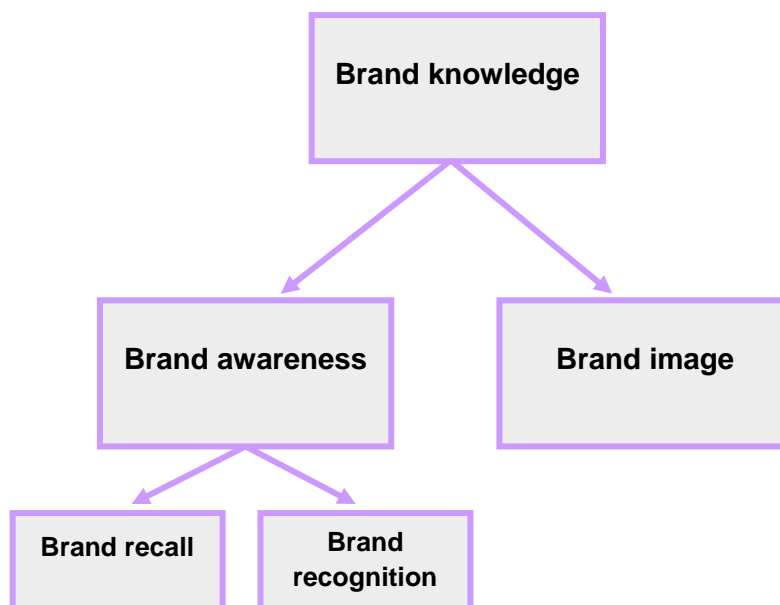


Figure 3.5: Keller's (1993) basic brand equity model
Source: Researcher's compilation based on Keller (1993:1-3)

- *Brand knowledge*

Brand knowledge refers to all the thoughts, feelings, images, experiences, beliefs, etc. that become associated with the brand in the minds of consumers (Kotler & Keller, 2006:277). From Keller's (1993:2) conceptualisation, two important standpoints emerged. Firstly, marketers should take into account the effects of their marketing activities on brand knowledge, and the impacts that changes in brand knowledge can hold. Secondly, the short-term marketing efforts build brand knowledge, which is required for the long-term success of marketing programs in future (Keller, 1993:2). Destination marketers should thus focus on understanding and creating desired brand knowledge content and structures for the destination brand since it will significantly influence what comes to mind when a potential consumer/tourist thinks about the destination (Keller, 1993:2; Kotler & Keller, 2006:277). Keller (1993:3) explains that "brand knowledge is conceptualised as consisting of a brand node in memory to which a variety of associations are linked." It is important to ensure that the brand node and associations created are positive. Brand knowledge is built on brand awareness and brand image (Keller, 1993:2-3).

- *Brand awareness*

Brand awareness refers to the "likelihood that a brand name will come to mind and the ease with which it does so" under different conditions (Keller, 1993:3). Both Aaker (1991:78) and Keller (1993:3) explain brand awareness related to brand recall and brand recognition. Brand recall and recognition form important sub pillars in Keller's (1993) brand equity model. Brand recognition is defined as "consumers' ability to confirm prior exposure to the brand when given the brand as cue" (Keller, 1993:3); in other words, when customers admit that they have seen or heard about a brand before. The purpose of measuring brand recognition is to ensure the availability or presence of the brand in the consumer's memory, as well as to enhance the consumer's ability to retrieve the brand from memory (Keller, 1993:14). Brand recall is defined as "consumers' ability to retrieve the brand when given the product category, the needs fulfilled by the category, or some other type of probe as a cue" or, in other words, consumers' ability to "correctly generate the brand from memory" (Keller, 1993:3). The purpose of measuring brand recall is for the brand to occupy the 'top-of-mind' position in the consumer's memory – meaning the brand must become the first choice for purchase (Keller, 1993:14).

- *Brand image*

Keller (1993:3) defined brand image as the "perceptions about a brand as reflected by the brand associations held in consumer memory." It includes the "favourability, strength and uniqueness of brand associations" (Keller, 1993:3). Cai (2002:723) added that it is important to keep in mind that a "brand image is not a brand but merely a source of its equity." From Keller's (1993:3) definition of brand image, it is clear that brand associations form an integral part of brand image. Keller (1993:3)

explained: “Brand associations are the other informational nodes linked to the brand node in memory and contain the meaning of the brand for consumers.” The type or class, favourability, strength and uniqueness of these brand associations are what makes brand knowledge distinguishable (Keller, 1993:3).

The basic brand equity model of Keller (1993) provides valuable bases for measuring the value of a brand from consumers’ perspectives, but can, to some extent, be restrictive. A discussion of Keller’s (2001) extended brand equity model follows.

3.2.3.3 Keller’s (2009; 2003; 2001) extended consumer-based brand equity pyramid

Keller (2009; 2003; 2001) extended his basic brand equity model of 1993 (or brand knowledge model). Duman *et al.* (2018:361), explain that Keller’s extended brand equity model was developed to integrate “both cognitive and affective elements of brand evaluations in the process of brand resonance creation.” This extension was called the Customer-Based Brand Equity Pyramid or the Brand Resonance model. According to Keller (2001:3), the model was created to help answer the following two questions: “(1) What makes a brand strong? and (2) How do you build a strong brand?” The model offers a unique view on brand equity and acts as a guideline to build, measure and manage brand equity (Keller, 2001:3). The model or pyramid is shown in Figure 3.6.

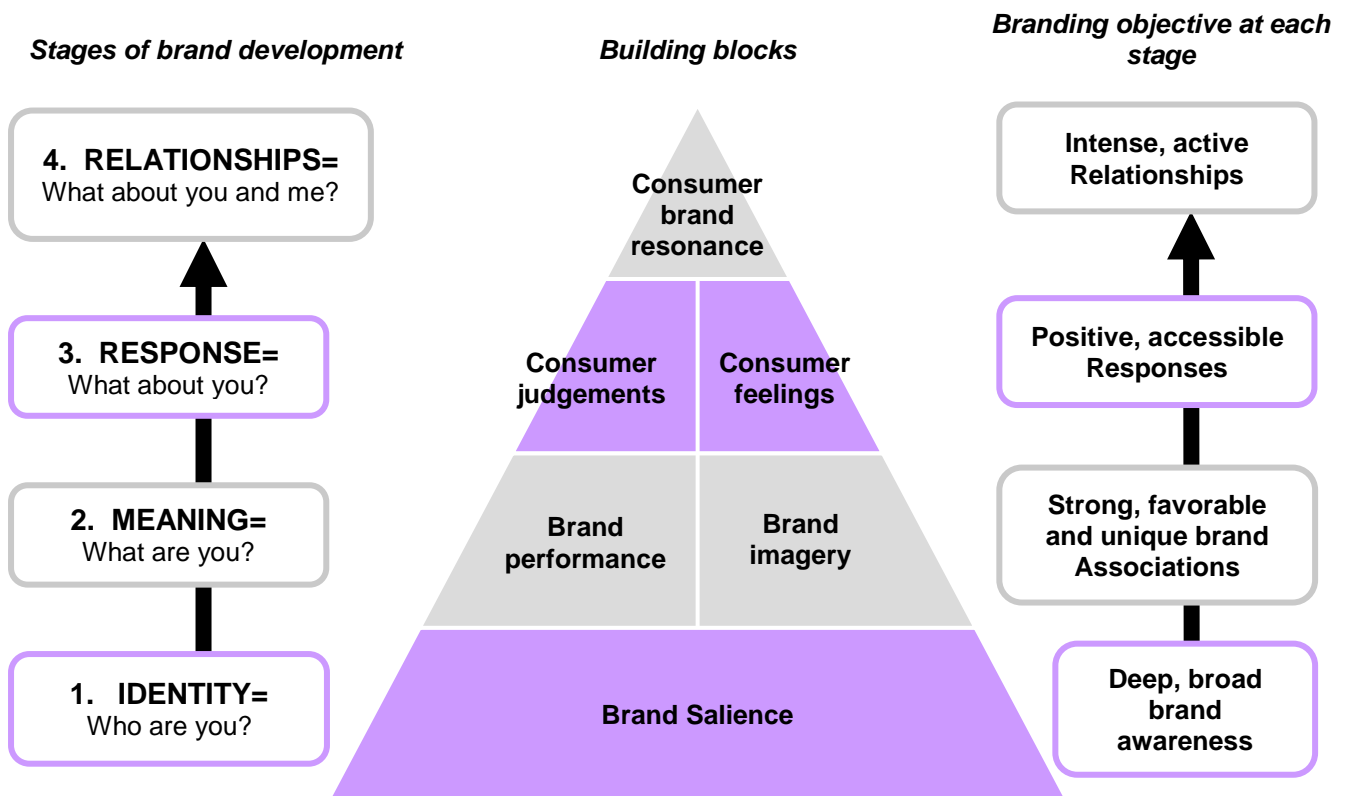


Figure 3.6: Consumer-Based Brand Equity pyramid or Brand Resonance model
Source: Keller (2009:141; 2003:11; 2001:7)

Keller (2003:10-11; 2001:5) proposes that building a strong brand consists of four consequent stages – each assigned with certain objectives aimed at existing and potential customers. The first stage is ensuring the identification of the brand with customers (brand identity). The second stage is to establish the totality of the brand’s meaning in the minds of customers (brand meaning). The third stage is to trigger the proper customer responses (brand response). The fourth and last stage is to convert the brand response into loyalty relationships between customers and the brand (brand relationships) (Keller, 2009:143; Keller, 2001:5). Figure 3.6 shows that each stage is represented by a fundamental question and supported by subsequent brand building blocks assembled as a brand pyramid. The brand building blocks include brand salience, brand performance, brand imagery, consumer judgements, consumer feelings and consumer brand resonance. They provide structure and are used to reach the pinnacle of the brand resonance pyramid necessary to create strong brand equity (Keller, 2009:143; Keller, 2001:7). Trott and Sople (2016:9) refer to these brand building blocks as the dimensions of brand equity. A discussion of each step and its supporting brand building blocks follows.

- *Stage 1: Brand identity*

The first stage is brand identity, which refers to how customers identify with the brand and the association they hold of the brand in mind (Keller, 2009:143; Kotler & Keller, 2006:280). Brand identity can also be explained by asking the fundamental question: “Who are you (firm, organisation, and destination)?” (Keller, 2001:5). The building block supporting brand identity is brand salience. *Brand salience* is defined by Keller (2009:143) as “how easily and often customers think of the brand under various purchase or consumption situations.” In other words, salience implies the extent of brand familiarity or awareness among consumers or tourists (Keller, 2001:8; Trott & Sople, 2016:9). This familiarity or awareness should be both deep and broad. The depth of brand awareness can be explained as the convenience and ease with which a customer recalls or recognises the brand. In contrast, the breadth of brand awareness refers to the different purchase and consumption situations in which the consumer might think of the brand (Keller, 2001:9). Hence, a brand with high salience possesses brand awareness that is both deep and broad, so that the brand is not only part of the consideration set but also at the right times and right places (Keller, 2001:9).

- *Stage 2: Brand meaning*

Keller (2009:143) describes the second stage as “firmly establishing the totality of brand meaning in the minds of customers by strategically linking a host of tangible and intangible brand associations.” It is important that these brand associations are positive, unique and strong. Brand meaning is represented by the question: What are you (the associations or image that define the firm, organisation or destination)? The two underlying building blocks are brand performance and brand imagery, which are both related to brand associations (Keller, 2001:9). *Brand performance* relates

to what is told or projected to the consumer through the firm's marketing communications and activities, but also include their own personal experiences with a brand and what others tell them about the brand, in other words, how well the product, service or destination offerings meet the functional needs of customers and visitors (Keller, 2009:143; Keller, 2001:9). According to Trott and Sople (2016:10), a brand's performance can easily be enhanced in numerous ways, such as improving on quality or providing advanced features to the product or service. Keller (2009:143; 2001:11) described *brand imagery* as "the extrinsic properties of the product or service, including the ways in which the brand attempts to meet customers' psychological or social needs." It is the abstract thinking of the brand rather than what the brand actually does – thus, the intangible aspects (purchase and usage situations, personalities, values, history, heritage, experiences, etc.) of the brand (Keller, 2001:11). Imagery can be enhanced by exceeding customer or visitor expectations (Trott & Sople, 2016:10).

- *Stage 3: Brand response*

Brand response is defined as "how customers respond to the brand, its marketing activity, and other sources of information, that is, what customers think or feel about the brand" (Keller, 2001:13). The responses should be positive, accessible and readily remembered when thinking of the brand (Keller, 2001:15). The corresponding question for this stage is: What about you? Consumer judgements and feelings are the building blocks for consumer brand response. According to (Keller, 2009:143), *brand judgements* "focus on consumers' own personal opinions and evaluations" regarding the brand. It refers to how the consumers evaluate the brand based on different criteria, such as quality, credibility, consideration and superiority (Keller, 2001:13-14; Trott & Sople, 2016:10). *Brand feelings* refer to the consumer's emotional response and reaction regarding the brand. Feelings associated with a brand can be positive or negative and range from mild to more intense. Examples of important brand-building feelings include warmth, fun, excitement, security, social approval and self-respect (Keller, 2001:14; Trott & Sople, 2016:10).

- *Stage 4: Brand relationships*

Stage four is represented by the question: What about you (consumer) and me (firm/destination)? It entails converting brand responses (stage 3) into the ultimate, intense, lasting, active loyalty relationships between consumers and the brand (Keller, 2009:144; Keller, 2001:15; Kotler & Keller, 2006:280). The nature of these relationships and the extent to which consumers feel in harmony with the brand, are known as *brand resonance* (Keller, 2009:144; Keller, 2001:15). Brand resonance forms the brand building block supporting brand relationships and can be broken down into four categories. The first category is behavioural loyalty (in terms of repeat purchases/visits and volume/frequency). The second category is an attitudinal attachment (a strong personal attachment and positive attitude towards the brand as being something special or an once-in-a-lifetime

experience). The third category is called a sense of community (where consumers feel a special kinship or affiliation with people who are associated with the brand in some way – fellow brand users or representatives of the company or destination). The fourth category is active engagement (where consumers are willing to invest time, energy, money or other resources into the brand, for example, joining a club that is centred on the brand) (Keller, 2009:144-145; Keller, 2001:15-16).

Keller's (2001) brand resonance model provides businesses and destinations with a detailed step-by-step guideline on what makes a strong brand and how they can build this strong brand – aimed at creating long-lasting relationships with consumers/visitors and ensure their return to the business/destination. In the following section, the BRANDZ™ model will be explained.

3.2.3.4 The BRANDZ™ model or Brand Dynamics Pyramid

The BRANDZ™ model is a diagnostic and predictive brand equity measurement tool that was developed by marketing research consultants, Millward Brown and WPP (Wire and Plastic Products) in 1998 and is based on Millward Brown's established Brand Dynamics Pyramid or framework (De Chernatony & McDonald, 2003:442; Kotler & Keller, 2016:329; Kotler & Keller, 2006:280). Kotler and Keller (2016:329) explain that the Brand Dynamics pyramid uses scores to summarise and display a brand's equity. These scores are directly related to financial and business outcomes used in practice. The model/pyramid depicts the strength of relationship consumers have with the brand and indicates the factors that underpin the brand's consumer loyalty (Dyson, Farr & Hollis, 1996:14; Matin, 2016:30). It indicates the growth of consumers' value of a brand from a distant relationship to a more closely bonded relationship (De Chernatony & McDonald, 2003:442). The model proposes that brand building consists of five sequential steps, where each step needs to be completed successfully before advancing to the next step. The steps, in ascending order, include Presence, Relevance, Performance, Advantage and Bonding (Kotler & Keller, 2016:329; Kotler & Keller, 2006:280). The Brand Dynamics Pyramid is displayed in Figure 3.7.

- *Step 1: Presence*

The first step is to create an active presence in the market. For a brand to be potentially useful and be considered for purchase, it should have a presence in the market, both physically in terms of availability, and psychologically in terms of awareness (De Chernatony & McDonald, 2003:442; Hood:2015:131). A brand with a strong presence will result in higher awareness of the brand. People tend to select a brand they recognise or know over one they are unaware of (Aaker, 1991). Dyson *et al.* (1996:14) explained that presence “at the most basic level is exhibited in unaided awareness of the brand name, remembered trial, or an active understanding of the brand promise.”

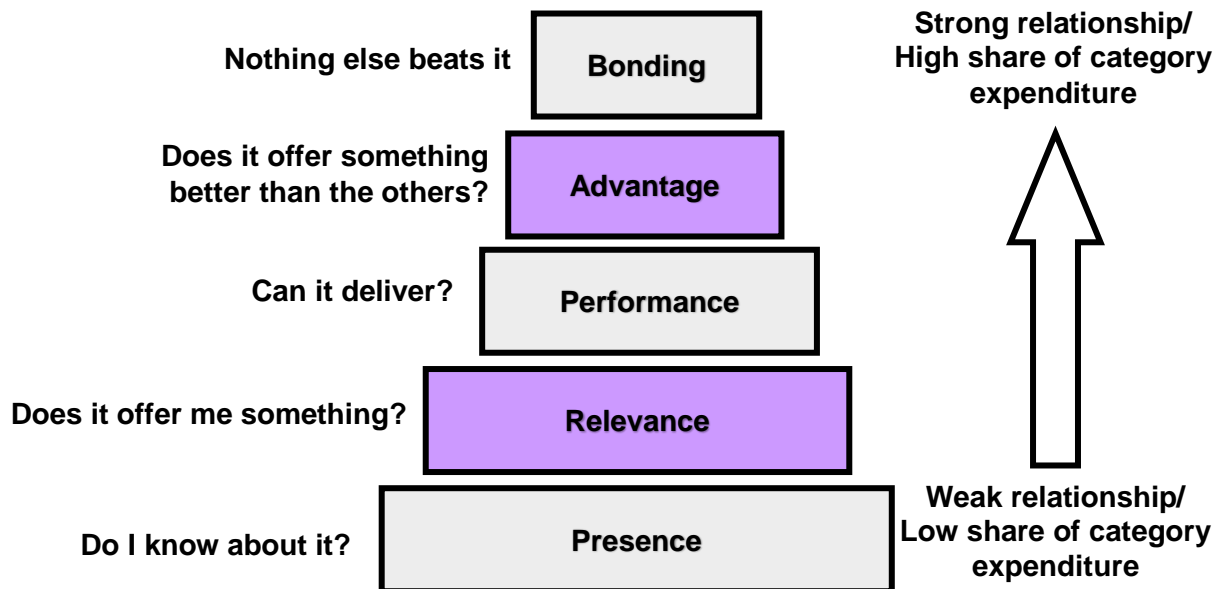


Figure 3.7: Brand Dynamics Pyramid
 Source: Kotler and Keller (2012:247)

- *Step 2: Relevance*

The second step refers to the relevance of the brand's promise to potential buyers' needs and aspirations (Dyson *et al.*, 1996:14). Does the brand satisfy the needs and aspirations of potential buyers? At this level, the brand should indicate that it can fulfil the consumer's key criteria. The criteria could be functional performance, an image that matches the buyer's identity or even an acceptable price (Dyson *et al.*, 1996:15). If the brand's inherent promise is relevant to people's needs, they are more likely to buy the brand and form a favourable view about the brand's performance (De Chernatony & McDonald, 2003:442).

- *Step 3: Performance*

The third step is performance. Performance refers to the brand's ability to "live up to its claims and deliver the intended (and promised) benefits" (Dyson *et al.*, 1996:15). Can the brand deliver? Performance, in this context, is closely associated with product acceptability and the evaluation of the brand's functional and emotional performance capabilities in relation to competitor brands (De Chernatony & McDonald, 2003:442; Dyson *et al.*, 1996:15).

- *Step 4: Advantage*

If a brand's performance is high in relation to competitor brands, consumers can perceive the brand's relative advantages (De Chernatony & McDonald, 2003:442). A successful brand must offer a unique proposition to consumers (Dyson *et al.*, 1996:15). It must offer something superior to its competitors. It is, therefore, necessary for a brand to find its own unique selling proposition in order to distinguish itself from, and gain advantage over, the multitude of competing brands.

- *Step 5: Bonding*

The fifth step is described as bonding and refers to the brand's ability to create a bond with consumers. If the brand's advantages are substantial, consumers will continue to buy the brand resulting in bonded relationships and future loyalty (De Chernatony & McDonald, 2003:442; Dyson *et al.*, 1996:15). At this level, the brand is the only choice for consumers and nothing else beats it.

The BRANDZ™ model provides a short and simple brand equity measurement for businesses by focusing specifically on consumer loyalty factors. The last brand equity model to be addressed, is that of Konecnik and Gartner (2007).

3.2.3.5 Konecnik and Gartner's (2007) consumer-based brand equity model for destinations

The work of Konecnik and Gartner (2007) is prevalent in literature. They applied the CBBE concept to tourism, specific destinations, and referred to it as consumer-based brand equity for tourism destinations (CBBETD) or simply destination brand equity. Following Aaker and Keller, Konecnik and Gartner (2007:401) agree that brand equity consists of various dimensions or components that contributes to the value of a brand. Brand dimensions of both Aaker's (1991) (with reference to awareness, quality, loyalty and associations/image) and Keller's (2001) (with reference to image) brand equity models were used in construction of the model. Their proposed model is shown in Figure 3.8.

The model starts with the destination. A destination name has substantial value just like any other company name. As the name of the destination becomes known among potential visitors, the image of the destination devolves into different brand dimensions (as identified by Aaker, 1991 and Keller, 1993), which are responsible for creating brand value (Konecnik & Gartner, 2007:404). Konecnik and Gartner (2007:401-401) proposed four dimensions, namely awareness, image/associations, quality and loyalty. Furthermore, one can clearly view the influence of familiar cognitive, affective and conative brand image components in creating brand equity for destinations. *Cognitive image* refers to what people know (or think they know) about a destination and the level of awareness of a destination. It is often based more on perceptions rather than reality. *Affective image* refers to feelings and emotions experienced about the destination, which are triggered by specific images. *Conative image* refers to the action step; whether the knowledge, feelings and emotions pertaining to the destination, will result in the tourist deciding to visit the destination or not (Gartner, 1994:193-197; Konecnik & Gartner, 2007:403; Wong & Teoh, 2015:207). Different brand dimensions affect different image components, for example; brand awareness affects the cognitive and conative components. Brand image and quality influence affective and conative components, while loyalty mainly affects the conative image component. The interrelationships and total value of brand dimensions are what greatly contributes to the creation of brand equity in the end (Konecnik &

Gartner, 2007:404). A discussion of the different components of Konecnik and Gartner's (2007) model follows.

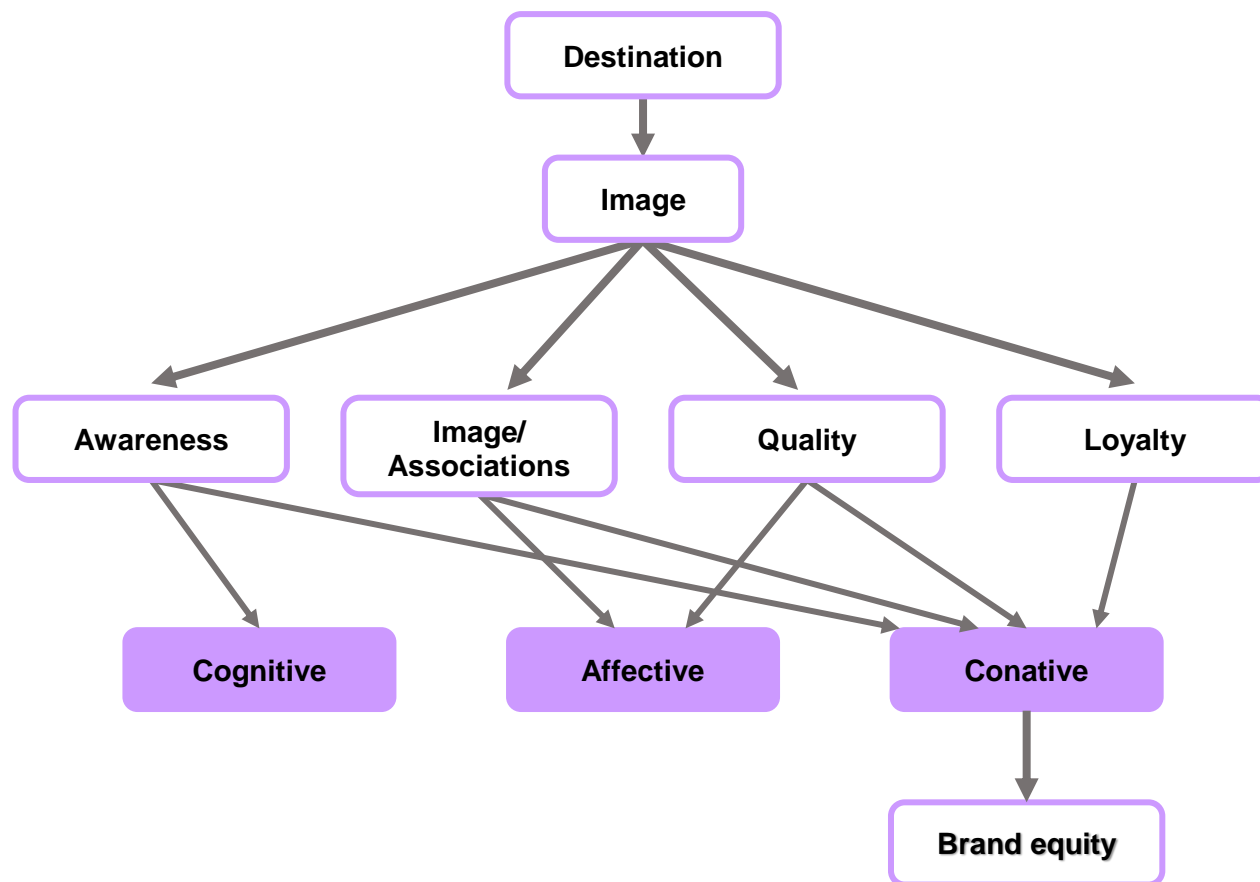


Figure 3.8: Creation of brand equity for a destination brand
 Source: Konecnik and Gartner (2007:403)

- *Destination awareness*

According to Gartner (1994:193), destination awareness implies that “an image of the destination exists in the mind(s) of the decision makers (potential visitors).” Destination awareness is embedded in tourist decision-making and destination selection process research. ‘Awareness’ is present in all models of consumer behaviour (more specifically, decision-making and selection), (Konecnik & Gartner, 2007:404). Only the destinations that the visitor is aware of, will be considered for decision-making and selection (Gartner, 1994:193). Keller (1993:3) highlighted the main aspects of brand awareness in his model, namely brand recall and brand recognition. Konecnik and Gartner (2007:412) incorporated both brand recall and recognition into the CBBETD model. *Destination brand recall* includes variables such as whether visitors have heard about the destination before and their ability to recall the destination’s name. The characteristics of the destination, how visitors imagine the destination and the ability to recognise the destination’s symbol/logo are some of the constituents of destination *brand recognition* (Konecnik & Gartner, 2007:412).

- *Destination image/association*

Extensive research has been done on the topic of destination image (Konecnik & Gartner, 2007:404-405; Pike, 2007:107; Pike, 2002:541). Image is a prominent concept in branding, which arguably contains the other dimensions. Despite this, Konecnik and Gartner (2007:401-402) emphasise the need to perceive image as only a part of something more inclusive to ensure the effective use and operation of brand equity for destinations. Destination image was defined by Cai (2002:723) as the “perceptions about the place (destination) as reflected by the associations held in tourist memory.” More recently, Haarhoff and De Klerk (2019:202) define destination image as the symbolic meanings that tourists associate with the destination features and offerings – their mental picture of the destination. From these definitions of brand image, it becomes clear that destination brand image is closely related to the concept of destination brand associations. Various researchers have referred to destination brand image instead of associations when measuring the brand equity of destinations (Boo *et al.*, 2009:221; Chi *et al.*, 2020:3; Duman *et al.*, 2018:361; Gómez *et al.*, 2015:212; Horng *et al.*, 2012:816; Konecnik & Gartner, 2007:403-405). In global marketing, the associations or images attached to destinations sometimes stem from products or brands originating from those destinations. Examples include Germany who is strongly associated with quality engineering. Italy, which is synonymous with style and Japan, which is associated with advanced technology (Viosca *et al.*, 2005:87). Destination attributes or features are usually used to determine destination image/association. Examples of destination attributes or variables include beautiful nature (mountain, lakes, beaches), lovely towns and cities, modern health resorts, interesting historical sites, good nightlife and entertainment, pleasant weather, friendly people and an exciting atmosphere (Konecnik & Gartner, 2007:412). Positive associations can strengthen the destination brand whereas negative associations can taint the destination’s image.

- *Destination quality*

Quality is an essential element affecting tourist behaviour (Konecnik & Gartner, 2007:405). Konecnik and Gartner (2007:405) mentioned that the existence of the destination quality dimension was not explicitly mentioned in literature during the time they proposed the CBBETD model, which they found interesting since a “tourist’s overall evaluation of a destination is a combination of products, services and experiences.” Destination quality is usually presented as a combination of many attribute-based variables of the destination. Price is an important extrinsic quality cue of a destination but other attributes such as accommodation, infrastructure, cleanliness, personal safety, local cuisine, etc., share the same potential (Konecnik & Gartner, 2007:405, 411). High perceived destination quality can strengthen the destination brand.

- *Destination loyalty*

Chatzigeorgiou and Christou (2016:103-105) define destination brand loyalty as repeat visitations prompted by strong internal dispositions as they emphasise the importance of trust in loyalty. This trust is rooted in building relationships between destination brands and visitors. Brand relationships, encapsulated in brand resonance, was introduced in Keller's (2009:144-145; 2001:7) extended brand equity model. Accordingly, the concepts of behavioural loyalty and attitudinal loyalty arises. *Behavioural loyalty*, from the context of destinations, is defined by Yousaf *et al.* (2017:129) as the "degree to which tourists repeatedly visit the destination... whenever they have a choice." Opperman (2000:81) adds that the previous experiences of tourists inherently form part of behavioural loyalty that can greatly impact travel decisions – especially destination choice. Therefore, Konecnik and Gartner (2007:406) suggested that behavioural loyalty can be used for predicting tourists' destination choice. *Attitudinal loyalty* refers to the tourist's personal attachment and positive attitude towards a destination and its attributes, as well as the extent to which the destination is loved and described as an important part of the tourist's life (Keller, 2001:15; Konecnik & Gartner, 2007:406; Yousaf *et al.*, 2017:129). The tourists' attitudes towards a destination are important. Tourists who hold positive attitudes toward a destination will still provide positive word-of-mouth although they may not revisit the destination (Opperman, 2000:81). Due to the importance of word-of-mouth recommendations, attitudinal loyalty appears to be just as important as behavioural loyalty when it comes to destination brand equity (Konecnik & Gartner, 2007:406).

The CBBETD model of Konecnik and Gartner (2007) offer a comprehensive guideline, designed explicitly for destinations in the creation and measurement of brand equity. The model comprises brand equity dimensions of both Aaker's (1991) and Keller's (2001) models – contributing to its comprehensiveness. From these models, it is evident that brand equity can be measured in differently and based on different dimensions/components (e.g., loyalty, awareness, image, perceived quality, associations, consumer knowledge, etc.). Brands have strong emotional appeal (Danesi, 2006:137) and represent customers' expectations and feelings – encapsulating everything that the product or destination means to them. Therefore, marketers should not underestimate the power of brand affinity as an additional prominent driver or element of brand equity. Brand affinity, as a brand equity element, is discussed in the following section.

3.2.4 The role of destination brand affinity

As mentioned before, brand equity is a multidimensional construct (Bick, 2011:34) consisting of several components or elements. As there is no general agreement on how brand equity should be measured (Yoo & Donthu, 2001:1), the elements constituting brand equity are not limited to only those identified in models of brand equity, as discussed previously. In their research study regarding

brand equity of financial services, Rambocas and Arjoon (2019: 645-648) identified various other drivers/components of brand equity, of which some include brand attitude, brand judgements, customer satisfaction, service experience, personality, perceived value, brand relevance, brand uniqueness and brand affinity. For this study, the latter concept – brand affinity – will be discussed and applied as there is a direct and positive relationship between brand affinity and brand equity (Rambocas & Arjoon, 2019:659-660). Brand affinity, such as brand loyalty, is explicitly aimed at individual-level or consumer-specific impacts – without which brand equity is not possible (eBrandValue, 2019).

3.2.4.1 Defining destination brand affinity

The word 'affinity' is derived from the Latin expression '*affinitas*', which means 'related' (Oberecker, Riefler & Diamantopoulos, 2008:24). It is defined as "a natural liking for and understanding of someone or something" (OUP, 2020a) or "an attraction to or liking for something", where the "likeness is based on relationship or causal connection" (Merriam-Webster, Inc., 2020). The former meaning of 'affinity' remains the same in principle, regardless of referring to products and services, brands or even destinations.

According to Oberecker *et al.* (2008:26), consumer affinity is "a feeling of liking, sympathy and even attachment toward a specific foreign country because of the consumer's direct personal experience and/or normative exposure to the country." In short, consumer affinity is purely conceptualised as an affective attachment, affective feelings or positive attitudes of consumers towards a specific something (such as a country/destination, good, service or brand) (Asseraf & Shoham, 2017:376; Oberecker *et al.*, 2008:26-27). Hamel and Prahalad (1994:284) defined brand affinity as "the extent to which the brand is an integral part of the customer's sense of self" – the strength of the emotional tie that connects the consumer with the brand. Rambocas and Arjoon (2019:651) explain that brand affinity refers to the relationships between consumers and brands, which should be deep and enduring. Such long-lasting relationships will result in higher trust and commitment to the brand, as well as encourage the development of deep, intrinsic meaning for brands (Rambocas & Arjoon, 2019:651). The meaning of a brand is described by Chandler (2014:3) as "an irreplaceable asset" that "sparks an emotional affinity." Hamel and Prahalad (1994:284) went on to explain brand affinity by asking the following questions: Is the brand an integral part of the consumer's lifestyle? Does it somehow encapsulate the consumer's aspirations? Is it intertwined with happy memories? From a destination perspective, the former questions are important for destination marketers to consider as well: is the destination an integral part of the tourist's lifestyles? Does the destination encapsulate the tourist's aspirations? Is the destination brand intertwined with favourable memories or experiences? As with corporate brands, people harbour affinities toward specific country/destination

brands (Oberecker *et al.*, 2008:23-24). A discussion of the importance of strong destination brand affinity follows in the next section.

3.2.4.2 The importance of destination brand affinity

Chandler (2014:1) explains that the purpose of a destination brand is to make the destination more appealing to travellers and increase its awareness in consumers' minds. Brand affinity can reinforce this purpose. Arguably, the more a traveller can relate to a destination and share common values with the destination, the more appealing that destination might appear to him/her. Strong destination brand affinity is very important and advantageous for a destination. Some of the main reasons for destinations pursuing brand affinity are discussed below:

- *Provides a competitive advantage*

Due to increasing competition between destinations and consumers' seemingly endless choices when it comes to choosing a destination, more attention was provided to the relationships between destinations and visitors in recent years (Aro, Suomi & Saraniemi, 2018:71; Chandler, 2014:3). Chandler (2014:3) highlighted the importance of a brand's emotional benefits. The feelings and emotions evoked in people by a brand also plays a role in consumer persuasion – and not only common variables, such as price, recommendations and convenience (Chandler, 2014:3). A strong brand affinity between the destination and potential visitors can become a differentiation point for the destination amongst competitor destinations. Chandler (2014:7) summarises when stating: "Understanding how guests feel about your destination, and imaginatively capturing that feeling in a differentiated brand, will create a message that truly rises above the noise".

- *Overcome negative consumer attitudes*

Creating positive attitudes towards destination brands is challenging due to their multi-year bases, consumer ethnocentrism and animosity, and the fact that they are viewed by consumers as outgrowths of their culture and history (Asseraf & Shoham, 2017:375-376, 378). Brand affinity can assist in converting negative attitudes towards destinations into positive attitudes. It acts as an instrument for overcoming negative consumer attitudes (Asseraf & Shoham, 2017:376). The affection that consumers have towards a destination brand, will improve their attitudes and result in more favourable evaluations of the destination brand (Rambocas & Arjoon, 2019:651).

- *Assists in decision-making*

Brand affinity positively affects consumers' decision-making. The affective responses evoked within potential visitors by a destination play an important role in their general decision-making to either visit a destination or not (Oberecker *et al.*, 2008:23, 27, 48). As a result of the ability of brand affinity

to assist in decision-making, Asseraf and Shoham (2017:375) explained that “multiple groups with a stake in destinations’ attractiveness (e.g. hotels, attractions operators, municipalities and governments) use brand management techniques to attract visitors based on affinity towards their destinations.”

- *Increases willingness to buy/visit*

Consumer affinity directly impacts a consumer’s willingness to buy – or in this case, willingness to visit a destination (Oberecker *et al.*, 2008:48). A strong destination brand affinity will lead to increased willingness amongst visitors to visit the destination at hand.

- *Create brand ambassadors*

Rambocas and Arjoon (2019:651) explained that brand affinity includes more than the likeness for a brand – it includes something deeper such as love and commitment to the brand. Brand love demonstrates consumers’ deepening relationships with brands – or in this case, with destinations (Aro *et al.*, 2018:71). In a study by Motista, a predictive-intelligence company, who studied 100 000 retail shoppers over two years, it was found that consumers who reported to have an emotional connection with a brand, recommended those brands at a higher rate (71%) than those who rated themselves as only ‘satisfied’ (51%) (Kosaka, n.d.). Strong brand affinity indicates that people love the brand and increases the possibility that consumers will act as brand ambassadors and tell others about a product (or destination) without prompting (Kosaka, n.d.). This will further contribute to increased positive word-of-mouth about the destination.

In conclusion, the elements or components of consumer-based brand equity discussed in this chapter may be used to assist destination marketing organisations in determining whether the brand identity of the destination occupies a favourable and successful position in the market, or not (Pike *et al.*, 2010:435). This study will focus on destination brand awareness, loyalty, associations, perceived quality and affinity to measure destination brand equity. Brand identity will be addressed in the remainder of this chapter.

3.3 EXPLAINING DESTINATION BRAND IDENTITY

The meaning of brand identity is twofold. According to Morrison (2019:388), the first meaning of brand identity refers to the perception or image of the brand held by the market based on brand positioning and brand personality. The second meaning refers to the visual design of the brand, which usually includes a logo, slogan and or symbol (Morrison, 2019:388). Although the two meanings are intertwined to some extent, this study will mainly focus on the second meaning. From

here on, brand identity will be addressed and investigated based on the second meaning (visual design), due to the importance of effective logos and slogans for tourism destinations.

3.3.1 Defining brand identity and its value

Tarver (2020) comprehensively defines brand identity as the way in which a company (or in this case destination), “1) chooses its name, 2) designs its logo, 3) uses colours, shapes, and other visual elements in its products and promotions, 4) crafts the language in its advertisements and 5) how they train employees to interact with customers.” Brand identity is tangible and appeals to the senses as it can be seen, touched, held and heard (Wheeler, 2018:4). Aaker (1996b:68) defined brand identity as “a unique set of brand associations that the brand strategist aspires to create or maintain.” Brown (2016:197) states that a brand’s identity is what it believes about itself and how it presents itself to the consumer. These self-representations are usually in the form of visual brand elements. Brand elements include names, logos, slogans, symbols, URLs, characters, spokespeople, jingles, packages and signage (Cai, 2002:722; George, 2014:526; Hem & Iversen, 2004:86; Keller, 2013:142; Kladou *et al.*, 2017:426; Neal & Strauss, 2008:48-49). The organisation’s chosen brand elements make up its brand identity (Keller, 2013:167). Brand elements help to identify and differentiate the destination brand (Hem & Iversen, 2004:85; Keller, 2013:30, 142).

The brand identity of a company or destination should be well thought out and carefully designed. It should encapsulate the vision and core values of the company/destination in question and appear in all marketing and branding communications (George, 2019:298). Furthermore, is it a representation of what the brand stands for and an indication of the customer promise (Aaker, 1996b:68). The creation of a brand identity for a destination is much more challenging, as opposed to corporate brands. The main challenge for destinations being to create a uniform brand identity that encapsulates the essence of a multi-faceted destination that is represented and owned by numerous stakeholders (Pike, 2008:191). If destinations can overcome the challenge, rewarding benefits and value awaits. A strong and successful brand identity can create value for destinations and benefit them in the following ways:

- ❖ It fuels recognition (Wheeler, 2018:4; 2013:4);
- ❖ It provides a sustainable point of differentiation for the destination (Pike, 2018:110; Wheeler, 2018:4; 2013:4);
- ❖ It makes big ideas and meaning accessible (Wheeler, 2018:4; 2013:4);
- ❖ It guides the DMO and stakeholders in marketing activities (Huang & Santos, 2011:13; Pike, 2008:191);

- ❖ It showcases the exceptionalities of a country (or any destination) and justifies the destination's worthiness (Huang & Santos, 2011:13);
- ❖ It assists in building brand equity (Wheeler, 2013:11);
- ❖ It helps to embody the intangibility (emotions, context and essence) of a brand (Cullen, 2018, as quoted by Wheeler, 2018:4); and
- ❖ It eases the buying and selling of offerings or destinations (Wheeler, 2013:11).

As mentioned before, Keller (2013:167) states that an organisation's (or in this case destination's) brand identity is made up of its entire set of brand elements. For this study, two common and prominent brand identity elements will be further investigated, namely logos and slogans. Logos and slogans are two ubiquitous and promising brand elements, used within all industries. As destination brand elements, they could provide crucial information about individual attractions or cluster of attractions, thereby contributing to the overall image of a destination (Hem & Iversen, 2004:85) with the latter creating challenges. South Africa has so much to offer tourists, and to capture that in a single logo and slogan requires insight, creativity and in-depth research. Research on logos and slogans for the branding and promotion of destinations started to grow in the late 1990's and early 2000's alongside the overall booming of destination branding (Cai, 2002:722; Hem & Iversen, 2004:86; Morrison, 2013:288). In the last two decades, research regarding destination logos and slogans has increased significantly (refer to Table 1.2 in Chapter 1). In the following sections, the prominence of logos and slogans within tourism destinations will be discussed, respectively.

3.3.2 Logo as a prominent destination brand element

Logos have been used for decades to indicate a brand's origin and ownership, as well as to enhance associations with the brand (Hem & Iversen, 2004:86; Keller, 2013:155). The use of visual symbolism (logos) is an ancient occurrence based on the premise that the appeal of a brand increases if it can literally be associated with some unique and distinguishing visual mark (Danesi, 2006:57; Evamy, 2007:8). The technique of using visual signs (logos) to promote and identify products, have become a popular marketing strategy since the turn of the twentieth century (Danesi, 2006:57). According to Neal and Strauss (2008:48-49), the emergence of the printing press and electronic media, led to the further development of logos and their use.

3.3.2.1 Defining logos and their value

Evamy (2007:7) defines logos as "signs/marks of identity designed for easy recognition," which are present all around the world and in every kind of organisation. They do not only encapsulate the organisations they represent but symbolise consumer society (Brown, 2016:42). People seek

meaning in visual images (Evamy, 2007:15) and interpret signs in symbolic terms (Danesi, 2006:55). Danesi (2006:57) defines a logo as “a name, symbol or trademark adopted by a manufacturer or service that has been designed for easy and definite recognition.” From the perspective of a destination, Hem and Iversen (2004:87) explained that a logo can be regarded as the graphic design or element that a destination uses to identify itself as a quality destination, which can either include the destination’s name, or not. The destination logo is used as a means of communication between the destination and its internal and external stakeholders (Hem & Iversen, 2004:87). They are also known as emblems or symbols (George, 2019:591; Keller, 2013:156). They are the most visible and omnipresent part of most brands, and can be found everywhere, from airports to the internet (Brown, 2016:42; Tsaur *et al.*, 2020:355).













Various researchers have acknowledged the importance of and necessity for using logos in destination branding practices (Beritelli & Laesser, 2018:3; Bonnardel *et al.*, 2020:1-2; Lee *et al.*, 2012:584; Tsaur *et al.*, 2020:355). The prominence of logos lies within its potential to create significant value for organisations and destinations. The main goal and benefit of a destination logo is to build and enhance destinations’ awareness levels and positive images (Hem & Iversen, 2004:83). As the determinant visual artefact or element of destination branding (Beritelli & Laesser, 2018:1), it also plays a critical role in building brand equity (Keller, 2013:155). Evamy (2007:8) explains that logos own great power to unlock memories, feelings and associations. Another benefit of logos is its recognisability. Logos are easily recognisable and a valuable instrument of identification (Keller, 2013:156). According to Aaker (1996b:84), strong symbols (or logos) provide continuity to an identity and contributes to gaining easy recognition and recall. Hem and Iversen (2004:89) add that a recognisable logo evokes a “consensually held meaning in the target market,” which elicits a positive effect and enhances destination choice. Consequently, it is supposed to be better noticed (Beritelli & Laesser, 2018:5). Logos are also versatile (Keller, 2013:156). Their versatility is described by Evamy (2007:9) in the following way: logos “could be understood by people of different languages and cultures within large cities or in countries beyond the logo’s place of origin.” Lastly, logos are adaptable. They can be easily adapted or transformed over time to keep up with design trends and maintain a contemporary look (Keller, 2013:156). Hence, logos are undoubtedly important and remain the focal point of any brand identity (Brown, 2016:41, 43; Evamy, 2007:7, 9). Although logos are significant, their success is dependent on choosing and utilising the correct type of logo for the offering or destination in question. The different types of logos are discussed in the following section.









3.3.2.2 Types of logos

Based on the thorough analysis of logos from various sectors by Evamy (2007), Brown (2016:43) identified three basic types of logos, including a) symbols, b) representations; and c) logotypes and

letters. A fourth type can be added, which is referred to as a mixed logo and includes a combination of symbols or representations and text (Adîr, Adîr & Pascu, 2012:652). An explanation and examples of each type are displayed in Table 3.1. Since destinations form a core part of this study, applicable examples of destination logos have been provided for each type of logo.

Table 3.1: Different types of logos

Type of logo	Explanation	Product or service examples	Destination examples
Symbols	Basic geometric figures (squares, triangles, circles, crosses). They are deeply meaningful for many cultures.	 Logo of Mitsubishi Motors www.mitsubishi-motors.com  Vodacom logo www.vodacom.co.za	 Spain tourism logo www.spain.info  MOÇAMBIQUE Mozambique tourism logo www.visitmozambique.gov.mz
Representations	Stylised depictions of the many and varied things that surround us – plants, animals, flames, feathers, buildings, body parts, etc.	 Logo of the World Wildlife Fund (WWF) www.worldwildlife.org  Shell logo www.shell.co.za	 Australia tourism logo www.australia.com  NEW ZEALAND TOURISM New Zealand tourism logo www.tourismnewzealand.com
Logotypes and letters	“Logotypes spell out brand names in distinctive typefaces, which judiciously combines the verbal and the visual” (Brown, 2016:44).	 Coca-Cola logo www.coca-colacompany.com  Ebay logo www.ebay.com	 India tourism logo www.incredibleindia.org  México tourism logo www.visitmexico.com

	<p>Letters refer to the individual use of an alphabetical letter/s for representing a firm.</p>	 <p>Unilever logo www.unilever.co.za</p>  <p>McDonalds logo https://corporate.mcdonalds.com</p>	 <p>New York logo www.iloveny.com</p>  <p>The Netherlands tourism logo www.holland.com</p>
<p>Mixed</p>	<p>The use of symbols (geometric shapes, images, signs) and text (usually the name of the company) together in one design.</p>	 <p>Bayer company logo www.bayer.co.za</p>  <p>Expedia's logo www.expedia.com</p>	 <p>South Africa tourism logo www.southafrica.net</p>  <p>Japan tourism logo www.japan.travel/en/</p>

Source: Researcher's compilation based on Adir et al. (2012:652); Brown (2016:43-44); and Evamy (2007)

The South African tourism logo can be classified as a mixed type logo (see Table 3.1). The logo was launched in 2009, prior to the 2010 FIFA World Cup, hosted by the country. According to Brand South Africa (2009), it was inspired by the national flag but evolved into a “trade-markable” form. The logo is described as “distinctive, dynamic and energetic with the ability to stand out in the competitive environment” (Brand South Africa, 2009). Destinations should not only give thought to the types of logos, but also carefully consider the impact of graphic elements and colours in logo design, which will be addressed in the following section.

3.3.2.3 The role of graphic elements and colours in logo design

According to Evamy (2007:7), logos are the best way to make a mark on the world. Therefore, choosing and designing the perfect logo for a destination requires careful consideration. This is due to the various representations and meanings associated with graphic elements (shapes, signs, symbols, etc.) and colour as were seen in Table 3.1. For example, a circle suggests perfection and balance. A square represents stability and power. A triangle suggests harmony and an urge towards something whereas a spiral is representative of advancement or detaching (Adir et al., 2012:653). Colour plays an important role in logo design as well (Séraphin et al., 2016:5025; Wheeler, 2018:154). It is a constitutive element needed to balance its graphic (Adir et al., 2012:653). The

colours for the logo should be selected carefully, bearing in mind the different meanings associated with different colours. According to George (2019:300), green signifies the environment, red and yellow signify fast and speedy service, whereas blue signifies water or the ocean. Wheeler (2018:149, 154) adds that colours have different connotations in different cultures; therefore, it is important to ensure that the chosen colours for a logo have positive associations amongst different cultures. This is especially essential in the case of international tourist destinations, which are portrayed to countless numbers of cultures from around the world through marketing initiatives and campaigns.

Indonesia's tourism logo is displayed in Figure 3.9 as an example of the significant meanings attached to shapes and colours. Indonesia's tourism logo is in the shape of the mythical Garuda bird spreading its wings. The stretched-out wings represent to peacefully fly high (Tsaur *et al.*, 2020:363). Each colour represents a quality of Indonesia. Blue represents its universality, green its creativity, orange its innovation, purple its imagination and the magenta represents Indonesia's pragmatic nature (Tsaur *et al.*, 2020:363). Indonesia's logo is also in harmony with the unique features the country has to offer, such as natural wonders, diversified cultural wonders, expeditions and adventure, and discovery (Tsaur *et al.*, 2020:363). Reyna (2012) describes the Indonesian tourism logo as "Majestic, with a lot of strength, looking at this makes me want to travel and know this country, its fauna, its culture, a simple beauty."

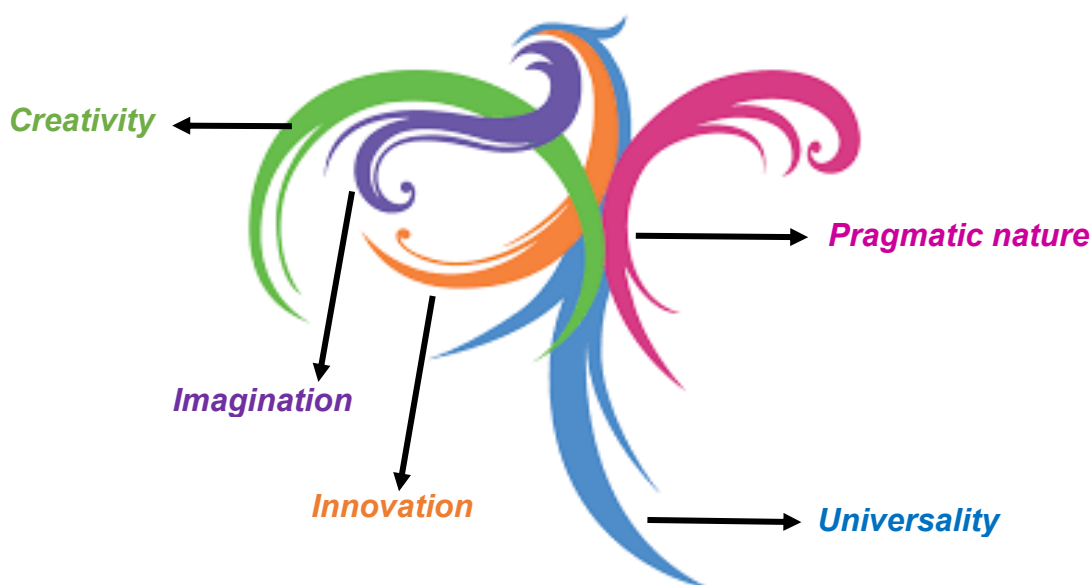


Figure 3.9: Indonesia's official tourism logo and the meaning of its colours
Source: www.indonesia.travel

Another example is the tourism logo of Spain, which is displayed in Figure 3.10. The logo was designed by Spanish artist, Joan Miró, in 1982 and has prevailed since then (Blanco-Gomez, 2013:116). Each colour carries meaning. The black and red in the logo refer to the skin and blood

of a bull (related to the bullfights peculiar to Spain), red also represents passion. The yellow in the logo represents the Spanish sun, whereas the green represents the Spanish fields and prairies (Blanco-Gomez, 2013:118).

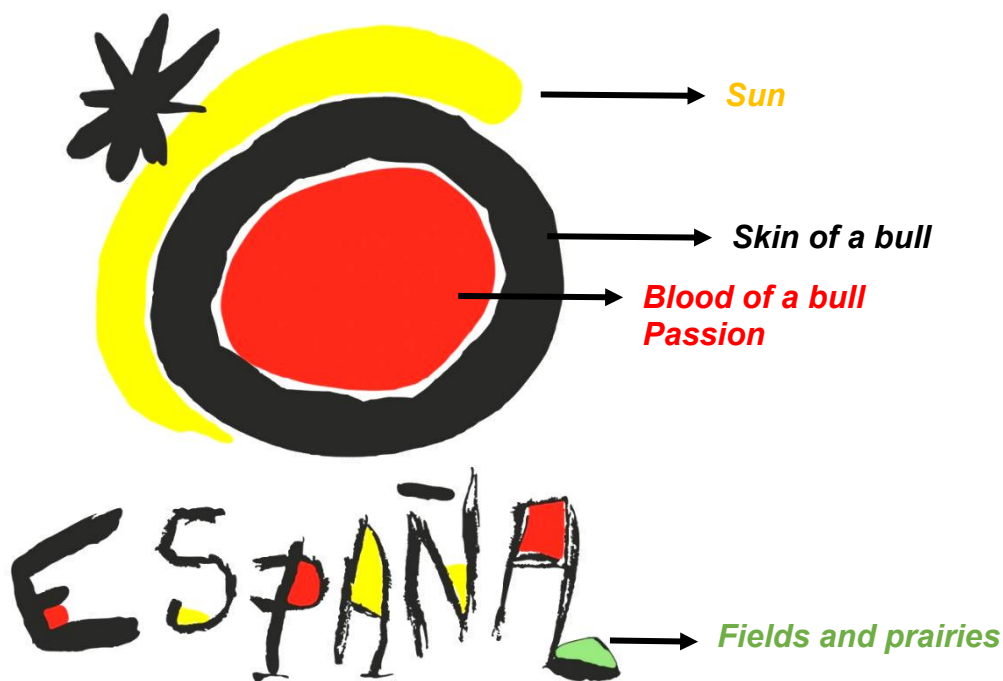


Figure 3.10: Spain's official tourism logo and the meaning of its colours
Source: www.spain.info

Spain's logo is an example of an efficient destination logo that works and has stood the test of time. According to Blanco-Gomez (2013:126), the brand of Spain can serve as an example for other destination brands but it must be noted that every destination should develop its own original branding strategy depending on the unique features and values it has to offer. It is important that the designed logo (with all its shapes and colours) fully encapsulates and supports the true nature of a destination, and what it has to offer. It is clear that shapes and colours can be effectively used in logo design to represent a destination and its offerings. Despite the deeply engrained meaning of shapes and colours, certain attributes contribute to a successful destination logo. These attributes are discussed in the following section.

3.3.2.4 Attributes of a destination logo

A variety of attributes can contribute to the success of a destination logo. These attributes or characteristics can be used as a criterion for ensuring a striking and effective destination logo.

- *Legible and coherent*

When using logotypes and letters, they should be easy to read and in a very good font (Adîr *et al.*, 2012:651). Logos should be clear and easy to understand (Adîr *et al.*, 2012:651).

- *Adaptable*

A logo should undergo changes from time to time. Keller (2013:144) explains that brand elements (such as logos) must be updated due to consumers' values and opinions that change, and the need to remain contemporary. Logo changes, such as a new look or new design, are important and positive for a brand since it may result in consumers perceiving a brand as modern and relevant (Blanco-Gomez, 2013:126; Brown, 2016:45; Du Toit & Erdis, 2013:32; Keller, 2013:144; Müller, Kocher & Crettaz, 2013:86). Adîr *et al.* (2012:653-654) refer to this as logo evolution or logo lifting.

- *Meaningful*

Hem and Iversen (2004:89) state that if a logo has a precise meaning assigned to it, it can be more easily linked to the destination. Therefore, a destination's logo design should focus on communicating the most appropriate destination message, with either descriptive or persuasive content (Hem & Iversen, 2004:90; Keller, 2013:143). It should convey general and specific attributes of the product or destination (Keller, 2013:143).

- *Distinctive*

According to Evamy (2007:14), logos need to be different and draw on the points of difference that distinguish the individual culture of the organisation or destination. It is important that logos stand out from the crowd (Brown, 2016:45).

- *Simple or recognisable*

Meaning that a logo should be easily recognised (Adîr *et al.*, 2012:651). Tourists will easily recognise distinctive logos that stand out above the rest. This is based on the rationale that images are perceived faster than words (Hem & Iversen, 2004:89). The destination's logo need to be designed in such a way that it is easily recognised and creates a sense of familiarity, which leads to further benefits such as the enhancement of destination choice (Hem & Iversen, 2004:89). One way to enhance the recognition of a logo is the effective use of colour (Wheeler, 2018:154).

- *Memorable*

The logo should not be forgotten (Adîr *et al.*, 2012:651). According to Keller (2013:143), brand elements (such as logos) that promote brand awareness are inherently memorable and grab attention. Accordingly, they are more easily recognised and recalled (Du Toit & Erdis, 2013:38).

- *Likeable*

Meaning the logo should be aesthetically appealing. Keller (2013:143) describes likeability of a logo as being “rich in imagery and inherently fun and interesting.” This will add to memorability since very few consumers rely much on information when making purchasing decisions (Du Toit & Erdis, 2013:38-39).

3.3.3 Slogan as a prominent destination brand element

Similar to logos, slogans have been present for a long time. During the Middle Ages in Europe, slogans were used “as passwords to ensure proper recognition of individuals at night or in the confusion of battles” (Denton Jr., 1980, as cited by Silveira & Bogas, 2019:89). The origin of the word ‘slogan’ comes from the Gaelic term *slaughgairm*, meaning war cry (Wheeler, 2018:29). Slogans indeed have become the battle cry for the brand (Supphellen & Nygaardsvik, 2002). According to Silveira and Bogas (2019:89), the use of slogans in branding and advertising has increased significantly since the industrial revolution and the emergence of marketing concept and techniques. Their use is still so relevant today. It is an effective memory-aiding device (Danesi, 2006:13), which encloses the entire brand – its essence, its ethos, its personality and positioning; its distinctiveness, and its reason for being – into a short one-line phrase that continues to live forever in the consumers’ memories (Brown, 2016:50; Wheeler, 2018:28; 2013:24).

3.3.3.1 Defining slogans and its value

While logos are seen as the visual side of branding, slogans are perceived as the verbal side of branding and are just as important in brand building (Brown, 2016:41; Huang & Lin, 2017:378). According to Danesi (2006:75), slogans are one of the most effective verbal strategies. Keller (2013:158) defines slogans as “short phrases that communicate descriptive or persuasive information about the brand.” Similarly, Silveira and Bogas (2019:89) define a slogan as a “motto or short sentence designed to encapsulate the beliefs and/or distinctive traits of an entity.” Slogans are also sometimes called payoff lines, taglines, straplines, by-lines or mottos that act as a clarifier, mantra, company statement, guiding principle or brand promise that describes, synopsisizes, or helps create an interest (George, 2019:299, 591-592; Pike, 2004b:122; Koontz-Traverso, as cited by Wheeler, 2018:29). Silveira and Bogas (2019:89) emphasised the overall usability of slogans by organisations, companies, brands, institutions and individuals. Destinations can be added to the list without a doubt. Pike (2004a:105) states that slogans are commonly used by destinations. They are crucial tools in the development and success of tourist destination brands (Galí *et al.*, 2017:243). The purpose and effectiveness of a destination’s slogan lie within its ability to be easily remembered, correctly related to the destination and communicate the main features of a destination in the most

persuasive way possible (Galí *et al.*, 2017:243; Huang & Lin, 2017:376). An effective slogan holds great value and benefit for destinations.

Effective tourism slogans promote destinations and allow potential visitors to store, accept and remember certain marketing information (related to the destination) in their minds (Huang & Lin, 2017:375, 377) or “cementing brands into consumer consciousness,” as expressed by Brown (2016:51). Slogans provide additional and desired associations for the brand (Aaker, 1991:228-229; George, 2019:592). Effective slogans also contribute to building both brand image and brand awareness of the destination as well as aiding in its recognition and recall (Keller, 2013:48, 158; Kohli *et al.*, 2007:416; Supphellen & Nygaardsvik, 2002:386). Kohli *et al.* (2007:415) add that slogans assist in creating brand differentiation in the minds of consumers. Furthermore, slogans offer some things that logos and names do not. Firstly, according to Galí *et al.* (2017:243), “names and logos are somewhat limited in their ability to articulate a message, but a slogan can partially bridge this gap.” Slogans offer more meaning than brand names or logos and can even remove some ambiguity from the name and logo (Aaker, 1991:228-229; Pike, 2004b:122). Slogans help consumers to grasp the “meaning of a brand in terms of what the brand is and what makes it special” (Supphellen & Nygaardsvik, 2002:385). Secondly, can slogans be easily changed, while a name or logo cannot – this is a very relevant function in the most dynamic part of the brand (Aaker, 1996b:232; Aaker, 1991:228-229; Galí *et al.*, 2017:243; Keller, 2013:163; Kohli *et al.*, 2007:416). Kohli *et al.* (2007:416) explain that slogans “act as bridge between a brand’s legacy and its evolving image.” Since slogans are easy to adapt over time, destination marketers have more flexibility in managing them (Keller, 2013:163). It can be concluded that slogans are strong reinforcements of a brand’s name and logo (Aaker, 1991:229; George, 2019:592). Despite the importance and value of slogans in constructing brands, research studies on tourism slogans have been limited (Galí *et al.*, 2017:243-244; Huang & Lin, 2017:376; Lee *et al.*, 2006:818; Lehto *et al.*, 2014:251).

Some destinations have succeeded in creating dynamic, powerful and easily recognisable slogans such as the most renowned tourism slogan in history – ‘*I Love New York*’ (Galí *et al.*, 2017:243). These destinations have experienced the resulting benefits. Columbia, for example, has seen a vast increase in visitors to the country after their 2009 campaign with the slogan ‘*Columbia, the only risk is wanting to stay*’ (Galí *et al.*, 2017:243). South Africa’s former tourism slogan ‘*Alive with Possibility*’ was used from 2003 to 2010, when Africa’s first FIFA World Cup was hosted by the country, where SA was showcased to the world as the most developed African economy (Brand South Africa, 2012). The tourism slogan ‘*Inspiring new ways*’ was introduced in 2012. The change in slogan was justified by the CEO of Brand South Africa at the time, Miller Matola, as: “The world saw the sense of the proposition and investors, businesses and tourists piled into the country – taking advantage of the possibilities” (during the 2010 FIFA World Cup), but “now, our country has moved to a different phase of its development. South Africa has moved beyond possibility to delivery. Our delivery has

necessitated a change in brand positioning, to keep up with and lead the way that we are perceived by the world.” (Brand South Africa, 2012). The slogan ‘*Inspiring new ways*’ describes the national character, values and fabric of South Africans and the remaining challenge to build a reputation for inspiration and innovation (Brand South Africa, 2012). Creating a successful and effective destination slogan is no easy task. It requires an intensive strategic and creative process (Wheeler, 2018:28). A good starting point for such a process will be an investigation of the different types of slogans available.

3.3.3.2 Types of slogans

Wheeler (2018:29; 2013:25) distinguished between five types of taglines or slogans. These include descriptive, imperative, superlative, provocative and specific slogans. Destination marketers need to select the most efficient type of slogan for the destination in question. A discussion and examples of each are provided in Table 3.2. Destination examples of each type of slogan have been added.

Table 3.2: Types of slogans

Type of slogan	Explanation	Product or service examples	Destination examples
Imperative	Action commands, statements of advice or recommendation coming from an unseen authoritative source. Usually starts with a verb (Danesi, 2006:76-77)	<p>Just Do It Nike slogan www.nike.com</p> <p>Think Different Apple company slogan www.apple.com/za/</p> <p>Taste the feeling Coca Cola slogan www.coca-colacompany.com</p>	<p>Imagine Your Korea Korea’s tourism slogan http://english.visitkorea.or.kr/</p> <p>Discover the Routes of Life Moldova’s tourism slogan https://moldova.md/en</p> <p>Inspiring new Ways South African Tourism slogan www.southafrica.net</p>
Descriptive	Describes the service, product, or brand promise	<p>Lower prices you can trust always Shoprite slogan www.shoprite.co.za</p> <p>The Leading Voice in Tourism Tourism Business Council of South Africa (TBCSA) slogan https://tbcsa.travel/</p>	<p>Beyond beach, nature and heritage Zanzibar’s tourism slogan http://www.zanzibartourism.go.tz/</p> <p>The Land of Kilimanjaro, Zanzibar and The Serengeti Tanzania’s tourism slogan www.tanzaniatourism.go.tz</p>

		<p>Broadcast Yourself YouTube company slogan www.youtube.com/about/</p>	<p>The Grand Canyon State Arizona's tourism slogan https://az.gov/</p>
Superlative	Positions the company as the best in its class	<p>The Ultimate Driving Machine A previous tagline of BMW www.bmw.co.za</p> <p>The King of Beers Budweiser's company slogan www.budweiser.com</p> <p>Nothing Runs Like a Deer John Deere slogan www.deere.com</p>	<p>There's nothing Like Australia Australia's tourism slogan www.tourism.australia.com</p> <p>The Ultimate Island Reunion Island's tourism slogan https://en.reunion.fr/</p> <p>Happiest Place on Earth! Denmark tourism slogan www.visitdenmark.com</p>
Provocative	Thought-provoking; frequently a question	<p>Got milk? Slogan of the California Milk Processor Board www.gotmilk.com</p> <p>How can we help you? Slogan of First National Bank (FNB) www.fnb.co.za</p> <p>Have you driven a Ford lately? A previous slogan of Ford www.ford.co.za</p>	<p>Travel in Slovakia – Good Idea Slovakia tourism slogan https://slovakia.travel/en</p> <p>I feel sLOVEnia Slovenia tourism slogan www.slovenia.info/en</p> <p>Are You Up For Amazing? A previous slogan of the State of Illinois www.enjoyillinois.com</p>
Specific	Reveals the business category	<p>All the News That's Fit to Print Slogan of The New York Times www.nytimes.com</p> <p>Love the skin you're in A previous slogan of OLAY www.olay.com</p> <p>Now anyone can fly! A previous tagline of Kulula Airlines www.kulula.com</p>	<p>One Happy Island Aruba's tourism slogan www.aruba.com/uk</p> <p>The Nature Island Dominica tourism slogan https://discoverdominica.com/en/home</p> <p>The City Different Motto of Santa Fe (New Mexico) https://santafe.org/</p>

Source: Researcher's compilation based on Wheeler (2018:29; 2013:25)

Together with the different types of slogans, destinations can also consider using the name of the destination itself in the slogan. The power of including a destination's or brand's name in a slogan will be explained below.

3.3.3.3 The power of including brand names in slogans

According to Doyle (2011), the average western consumer is subject to an estimated 5000 advertising messages daily. For a destination's slogan to effectively reach and affect a consumer, it needs to cut through the media clutter (Pike, 2004a:112). An advertising message (in the form of a slogan) will need to be strong, unique, pervasive and influential. One way to create a slogan that complies with such criteria is to use the brand or destination's name in the slogan itself. The use of the destination's name in the slogan appears to be a common and effective occurrence amongst destination marketers. In their analysis of 150 tourist destination slogans, Galí *et al.* (2017:249) found that 56.6% of the destinations included the brand name in their slogans. Similarly, in their examination of the effectiveness of the tourism slogans of ten prominent Asian destinations, Huang and Lin (2017:383) established that the most effective slogans all included the destination names whereas the least effective slogans did not. Some examples of slogans that include the destination's name are:

- *Taiwan – Heart of Asia* (<https://eng.taiwan.net.tw/>);
- *There's nothing like Australia* (www.tourism.australia.com);
- *Wonderful Indonesia* (www.indonesia.travel/gb/en/home);
- *Imagine your Korea* (<http://english.visitkorea.or.kr/>);
- *Pure Grenada: the Spice of the Caribbean* (www.puregrenada.com);
- *Only in Dubai* (www.visitdubai.com/en); and
- *I Amsterdam* (www.iamsterdam.com/en).

Including the brand name in the slogan enhances brand recall (Kohli *et al.*, 2007:420). It reduces the inimitability of the slogan (Galí *et al.*, 2017:249) and helps a destination that is not well known with identification (Galí *et al.*, 2017:244; Martínez, Antón & Campos, 2006:129-130). The usage of the destination's name in the slogan is only one of many attributes that destination marketers need to consider when developing an effective destination slogan. More attributes of a successful slogan are addressed in the following section.

3.3.3.4 Attributes of a destination slogan

From tourism slogan literature, numerous attributes for an effective and successful slogan have been defined (Galí *et al.*, 2017:244). The following attributes can contribute to a successful destination slogan. Wheeler (2018:29; 2013:25) refers to these attributes as 'essential characteristics.' Destination marketers should contemplate these attributes.

- *Short and simple*

An effective slogan should be short and concise (Galí *et al.*, 2017:244, 248; Huang & Lin, 2017:383-384; Kohli, Thomas & Suri, 2013:35; Pike, 2004a:112; Supphellen & Nygaardsvik, 2002:388). A few words should be used to convey the main idea. More than half of the 150 destination slogans assessed by Galí *et al.* (2017:248) contained one to three words and the average number of words in each slogan was 3.53. Similarly, Pan (2019:183) found the average number of words in each slogan to be 3.64 in his assessment of 201 country slogans. Simplicity of slogans is key and improves recall and memorability (Huang & Lin, 2017:378; Molian, 1993:45; Pike, 2004a:112). Slogans should be expressed in simple terms such as '*Arizona – Grand Canyon state*' and '*Cumbria – Lake district*' (Pike, 2004a:112). Slogans that are short and simple will be effortlessly recognisable in a crowded marketplace (Pike, 2004a:112).

- *Differentiated from its competitors*

A destination's slogan should distinguish the destination from its competitor destinations. An effective slogan contributes to differentiating the brand and distinguish it from competitors (George, 2019:592; Kohli *et al.*, 2007:415; Wheeler, 2018:28). According to Galí *et al.* (2017:247), "a slogan is a declaration of intentions, and a way to present what a destination is, or wants to be." It is important that this representation of the destination (which is the slogan) indicates superiority or some form of exclusivity in relation to other competing destinations.

- *Unique*

A successful slogan is one that is unique (Galí *et al.*, 2017:244; Wheeler, 2018:29). Firstly, unique in the sense that the slogan should be different from those of competitors. Destination marketers should pay careful attention to ensure that the potential slogan is not already used by another destination (George, 2019:300). Secondly, unique in the sense that the slogan should sufficiently portray the distinctiveness associated with the destination. Middleton and Clarke (2001:336) explain that slogans should "be based on genuine product (or destination) values and attributes that can be delivered and that visitors recognise as authentic, not fake." According to Supphellen and Nygaardsvik (2002:387), slogans should focus on the most prominent destination associations and aim to increase and strengthen these unique associations. Lee *et al.* (2006:824) referred to slogans that are unique and attribute focused. A unique, attribute-focused slogan portrays the unique product attribute/s (or unique selling points) of the destination. Examples include the state of Arizona – *Grand Canyon State* (refers to the Grand Canyon) and South Dakota – *Great Faces, Great Places* (refers to Mount Rushmore) (Lee *et al.*, 2006:824). Such slogans are unique and impossible to imitate.

- *Catchy*

The word 'catchy' is defined as a phrase that is instantly appealing or pleasant, and memorable (OUP, 2020b). The most effective and best slogans are catchy (Aaker, 1991:229-230; Blanco-Gomez, 2013:118). In a survey of top UK advertisers, Molian (1993:45) found that 'catchy phrasing' was rated as the most important single factor in making a slogan easy to remember. The slogan should provide entertainment (Galí *et al.*, 2017:244) or as Brown (2016:51) explains, it should be 'snappy' and 'sticky.' An example of a catchy slogan is that of Spain. During the '60s, the well-known slogan '*Spain is different*' emerged. After rebranding in 2012, the slogan was '*Spain Brand is different*' (Blanco-Gomez, 2013:118). Only a slogan that is catchy and appealing will be able to work for so long and endure for years (Blanco-Gomez, 2013:118).

- *Memorable*

Slogans should be easy to say, remember and recall (Aaker, 1991:229-230; Galí *et al.*, 2017:244; George, 2019:299; Supphellen & Nygaardsvik, 2002:386; Wheeler, 2018:29). They should stick in consumers' minds and consciousness. According to Brown (2016:51), a memorable catchphrase fires up employees (or residents of a destination) and not only visitors and makes them proud to be part of the brand. The memorability and recall of slogans are enhanced by the use of rhyme, rhythm, alliteration, puns, analogies, syllogisms and jingles (Filuková & Klempe, 2013:426; Galí *et al.*, 2017:244; Kohli *et al.*, 2007:417; Kohli *et al.*, 2013:35; Supphellen & Nygaardsvik, 2002:387). An example of a memorable slogan is Amsterdam (*I Amsterdam*) using a clever all-in-one pun for both the local residents, tourists and the city itself (Galí *et al.*, 2017:244).

- *Meaningful*

Although a slogan should be short and simple, it should still be meaningful. A slogan acts as a communication tool that captures the brand essence and positioning of the destination (Galí *et al.*, 2017:245; Wheeler, 2018:29). The combination and choice of words need to be selected carefully. Bear in mind that different words may be associated with different meanings in other languages (George, 2019:299). Galí *et al.* (2017:248) derived that there is a clear trend towards using more meaningful words (nouns, verbs and adjectives) in slogans, which clearly conveys the attributes intended to be associated with the brand and the destination.

- *Evokes an emotional response*

Although successful slogans have to reflect the brand essence of the destination, it is important to remember that the intended audience is the potential visitor (Lehto *et al.*, 2014:250). In order to cut through media clutter, a slogan should resonate with consumers (George, 2019:591-592; Lehto *et al.*, 2014:250). The slogan's message should provoke positive emotions (Galí *et al.*, 2017:244) and have no negative connotations (Wheeler, 2018:29). An individual's emotions and feelings about a destination are referred to as the affective component of the destination image (Konecnik & Gartner,

2007:403). A slogan, which awakens emotions and feelings, and allows consumers to easily connect to a destination, proves to be more effective (Galí *et al.*, 2017:244; Huang & Lin, 2017:378; Lehto *et al.*, 2014:257-258).

- *Repeatedly exposed to media*

Wheeler (2018:28; 2013:24) states that slogans require frequent and consistent use and should become part of the popular culture. According to Middleton and Clarke (2001:337), slogans should form part of all the promotional and marketing efforts of the destination. The consistent use of slogans in promotional material and media will enhance slogans' memorability – resulting in a consistent brand image (Kohli *et al.*, 2007:420). Slogans with higher media exposure have greater recall (Kohli *et al.*, 2013:34).

In summary, brand identity plays a determining role in the success of a destination's brand. Therefore, the discussions and research, pertaining to destination logos and slogans in this section, aims to guide destinations in creating the most effective, meaningful and representative logo and slogan possible.

3.4 CONCLUSION

This chapter aimed to conduct an in-depth literature review based on the phenomena of brand equity and brand identity. Brand equity was addressed first, followed by brand identity. Brand equity and identity are two well-researched and influential constructs in both corporate and destination branding literature. In this chapter, it was confirmed that a strong destination brand equity and identity are required for destinations to grow powerful brands that outshine competitor destinations.

Brand equity is the value of a product's or destination's brand from the perspective of consumers. The stronger the brand's equity, the more favourable are these consumer perceptions – ultimately leading to tourists showing a preference for one destination over another. Brand equity is a multi-dimensional construct, which has been approached differently by various authors and researchers. It was evident that brand awareness, loyalty, associations/image, perceived quality and affinity prove to be prominent drivers of destination brand equity. Brand identity refers to the visual design of the destination portrayed through its logo and slogan. Together, a logo and slogan portray and communicate a destination's image – both visually (logo) and verbally (slogan). However, the design of such a logo and slogan for a multi-facet destination remains challenging. Destinations should provide careful consideration to the different types of logos and slogans, the different meanings attached to shapes, graphics and colours, the choice of whether to use the destination's name in the slogan or not, and the numerous attributes pertaining to successful destination logos and slogans.

This chapter provided in-depth insight and understanding of brand equity and identity, which can greatly assist destination marketers in building powerful, strong and global tourist destination brands.

CHAPTER 4

RESEARCH METHODOLOGY

4.1 INTRODUCTION

The term 'methodology' is explained by Burns *et al.* (2017:443), as the science of determining appropriate methods to conduct research. The aim of the research methodology section is to describe the research design, the sampling method and the methods for gathering and analysing data (Wiid & Diggines, 2015:326). In other words, to elaborate on how the research was conducted, who the participants or subjects were, and the tools and methods that were used to achieve the research goal and objectives (Burns *et al.*, 2017:442).

The aim of this chapter is to provide a detailed discussion of the research methodology for this study and is divided into two parts. Firstly, the chapter addresses the chosen research design and data collection method – introducing the choices made in the research methodology. Secondly, the research process that was followed is explained in detail and provides insight into the population and sample, as well as the different sampling phases implemented in this study. The measuring instrument is analysed and the distribution thereof. Lastly, the way in which the data was collected and analysed is explained – including an exposition of the statistical techniques utilised in this study.

4.2 RESEARCH DESIGN AND METHOD OF DATA COLLECTION

Burns and Bush (2014:70) define the research design as “a set of advance decisions that makes up the master plan specifying the methods and procedures for collecting and analysing the needed information.” There are three traditional categories of research designs, namely exploratory, descriptive and causal research, and the choice of the most appropriate design will mainly depend on the set research objectives (Burns *et al.*, 2017:93). According to Wiid and Diggines (2015:66), exploratory research is used to explore, to find deeper insight and information regarding the problem or phenomenon being researched. Descriptive research describes a current situation and provides information about the why, who, what, when and how of consumers, industry and environment (Berndt & Petzer, 2011:32; Wiid & Diggines, 2015:3). It further enables the researcher to describe the tourism phenomenon under study (Jennings, 2011:18). Causal research is used to determine the causality in relationships between two events, in other words, how one event affects the other

(Berndt & Petzer, 2011:32; Burns *et al.*, 2017:102). In causal research, “if-then” statements are commonly used (Burns *et al.*, 2017:102). This study followed both a descriptive and causal research design, since it, firstly, aimed to describe how international tourists (respondents) perceive the current brand equity and identity of South Africa as a tourism destination, and secondly, aimed to determine the relationship between brand equity and identity. Regarding the descriptive design, respondents’ socio-demographic profile and travel behaviour further addressed the questions of who, why, what, when and how concerning respondents.

Data collection is divided into two broad categories, namely qualitative and quantitative research (Burns *et al.*, 2017:143). Qualitative research is concerned with the collection, analysis and interpretation of unstructured data through the observation of people’s behaviour, where the number of respondents is usually small and findings are, therefore, not necessarily representative of the entire population (Burns *et al.*, 2017:144; George, 2019:158). However, qualitative research provides valuable insight into consumer behaviour (Burns & Bush, 2014:144). In tourism marketing, three commonly used qualitative research methods include in-depth interviews, focus groups and content analysis (George, 2019:158). Quantitative research (also referred to as survey research) is defined as “the administration of a set of structured questions with predetermined response options to a large number of respondents” (Burns *et al.*, 2017:143). Quantitative research is used to examine the relations among variables (Creswell, 2014:4). George (2019:162) describes the aim of quantitative research as the process of measuring the situation and generalising the results to the broader population. He further identifies the three main quantitative research methods in tourism: observations, experiments and surveys (George, 2019:162). Surveys usually consists of a questionnaire, aimed at collecting reliable and valid data that can be obtained in various ways (e.g., postal, in-house, internet/online or mobile), (George, 2019:165). This study followed a quantitative research approach through an electronic platform, where primary data (or field research) was collected through an online survey (to be discussed in more detail below).

4.3 RESEARCH PROCESS

The research process involves the planning of the research and indicates how the research will be conducted (Berndt & Petzer, 2011:23, 36). Research is a process rather than a once-off event (Burns & Bush, 2014:40). The research methodology for this study is two-fold, namely a literature review and an empirical study.

4.3.1 Literature review

The literature review is an important part of the research process (Mills & Gay, 2019:95). Mills and Gay (2019:95) describe the literature review as “the systematic identification, location and analysis of documents containing information related to the research problem.” It offers more insight into and better understanding of the phenomenon under study. Van Dyk (2018:24) explains that the purpose of the literature review is to create a conceptual theoretical framework, provide better understanding and context to different terminology and keywords, and also identify existing models, theories and other influencing aspects regarding the research topic. Chapter 2 and 3 of this study consisted of the literature review, which firstly elaborated on the definition and principles of marketing and branding, followed by a more detailed discussion of destination branding. Secondly, the concepts of brand equity and identity were addressed distinctively and included discussions of the importance, value, measurement, components, types and attributes pertaining to the two concepts.

The literature study is based on the review of secondary sources, such as articles, abstracts, review, monographs, dissertations, books, government publications and other research reports (Mills & Gay, 2019:95). The secondary sources used for the literature review of this study, included scholarly journals, academic textbooks, online dictionaries, theses, dissertations and reports of other tourism-related organisations (such as SAT and UNWTO). Various electronic scientific databases were used, such as Google Scholar, Ebscohost, Science Direct, SA-e Publications, ProQuest, Sabinet and Emerald.

4.3.2 Empirical research

Emerald Publishing (2020) describes empirical research as “research that is based on observation and measurement of phenomena, as directly experienced by the researcher,” where the data collected is primary data. Primary data consists of information generated by new research and is collected for the first time (Berndt & Petzer, 2011:43; George, 2019:151). As mentioned above, the researcher used a quantitative research method. The research plan that was followed for collecting the primary data of this study, is discussed below.

4.3.2.1 Population

Berndt and Petzer (2011:33) define the population as the total group of people participating in the survey. Similarly, Burns and Bush (2014:47) define a population as consisting “of the entire group about which the researcher wishes to make inferences, based on information provided by the sample data.” Mills and Gay (2019:148) add that a population can be of any size, but the entire population is rarely available to the researcher. The population for the current study was all non-South African

citizens who visited South Africa previously. This is a very large and diversified population, and therefore sampling was applied.

4.3.2.2 Sampling and description of the sample

A sample refers to selecting some elements of the population from which certain conclusions about the population are then drawn (Berndt & Petzer, 2011:165; Wiid & Diggines, 2015:183, 185). The main reasons for using sampling, include cost and time savings (Berndt & Petzer, 2011:168). The two major categories of sampling methods are probability and non-probability sampling (Wiid & Diggines, 2015:190). Probability sampling means that each unit or person of the population has an equal chance or known positive probability to be included in the sample (Wiid & Diggines, 2015:190). In contrast, non-probability sampling refers to each unit or person of the population not having an equal chance or unknown probability of being selected as part of the sample (Wiid & Diggines, 2015:190-191). Non-probability sampling is mainly based on the researcher's judgement (Wiid & Diggines, 2015:191). There are different types or methods of probability and non-probability sampling, which is explained in Table 4.1.

Table 4.1: Probability and non-probability sampling

Probability sampling methods	Non-probability sampling methods
<i>Simple random:</i> Individual population units are randomly selected (Berndt & Petzer, 2011:175), where each member of the population has an equal chance of being selected for the sample (George, 2019:169).	<i>Judgement (or purposive):</i> The sample units are subjectively and deliberately selected based on the researcher's judgement (Berndt & Petzer, 2011:174; Burns <i>et al.</i> , 2017:254).
<i>Cluster:</i> Population is divided into mutually exclusive clusters, groups or areas, where a sample of the groups is drawn (George, 2019:169).	<i>Convenience:</i> The sample is drawn from a section of the population that is easily accessible for the researcher (Berndt & Petzer, 2011:174; Burns <i>et al.</i> , 2017:253).
<i>Stratified:</i> Consists of two steps: first the researcher divides the population into groups that are mutually exclusive. Secondly, a random sample is drawn from the groups by means of random or systematic sampling (Berndt & Petzer, 2011:175).	<i>Snowball (or chain referral):</i> Respondents or sample units with certain characteristics are used as information sources to identify other potential individuals with the same characteristics that can be included in the sample (Berndt & Petzer, 2011:174).
<i>Systematic:</i> A list of all the population units is used to systematically draw a sample from (Berndt & Petzer, 2011:175).	<i>Quota:</i> Quota characteristics (such as demographics) are selected and used to set up quotas for each class or group of respondents in the population (Burns & Bush, 2014:227)

Source: Researcher's compilation

Sources: Berndt and Petzer (2011:174-175); Burns & Bush, (2014:227); Burns *et al.* (2017:253-254)

For this study, non-probability sampling was applied followed by the use of both convenience and purposive sampling. The sampling was done in three phases due to COVID-19 restrictions and low response rates in the beginning. Detailed descriptions of the three phases follow.

- *Phase 1:*

In the first phase, cooperation was requested from three accommodation establishments that receive mostly international visitors (convenience sampling). The three accommodation establishments that agreed to assist in the study, included Moditlo River Lodge (Moditlo Private Game Reserve, Hoedspruit), Simbavati Safari Lodges (Timbavati and Klaserie Game Reserves, Hoedspruit) and L'Amitie Estate (Charmonix Farm, Franschoek). They assisted by posting the link to the online survey on their social media platforms, namely Facebook and Instagram. A limited number of respondents reacted, which resulted in phase two.

- *Phase 2:*

It was then decided to distribute the online link on personal Facebook sites of friends and family, colleagues and acquaintances, for distribution to international visitors that have been to South Africa before. This resulted in a higher number of respondents but it was not enough to ensure validity of the study.

- *Phase 3:*

The researcher searched for potential individual respondents on the Facebook pages of South African tourism establishments and tourism groups that have international followers. The researcher then browsed through the comment sections of the establishments' posts and identified potential candidates. Potential respondents were identified based on their comments – through which the researcher could deduce that the potential respondents were not South African citizens but have visited the country before. In this case, purposive sampling was utilised. Each potential respondent identified, was firstly asked to voluntarily participate in the survey and only after a positive reply, the link to the survey was send to the participants. If the potential respondent did not want to participate, they were thanked for their time. The latter approach proved to be effective with a good response rate.

Overall, the sample for this study was limited to the following:

- a) Those social media followers that actually logged into their social media profiles and saw the online survey after it was posted.
- b) Those social media followers who were willing to complete the survey after they saw it or willing to complete after being asked to participate.

- c) The lifespan (running time) of the survey, which was between 8 August 2020 and 29 September 2020.

To determine the size of the sample, either statistical methods or blind guessing can be used (Wiid & Diggins, 2015:202). Arguably, a statistical method of some kind would be preferable. Different published statistical tables and formulas can be applied to determine the sample size. The formula created by Krejcie and Morgan (1970:607) was used to determine the required sample size (or required number of responses) in this study. According to Krejcie and Morgan (1970:608), a population larger than (>) 100 000 should consist of a sample of 384. As mentioned in chapter 1, the population for this study was described as any non-South African citizen who has visited South Africa before. A final number of 386 responses were recorded and used as part of the dataset.

4.3.2.3 Development of the measuring instrument and the distribution thereof

The measuring instrument (or questionnaire) is at the centre of the research process and acts as a “vehicle used to present the questions the researcher desires respondents to answer” (Burns *et al.*, 2017:216). Burns *et al.* (2017:216) outline the following functions of a questionnaire:

- It translates the research objectives into specific questions asked for respondents;
- It standardises questions and the response categories so that every participant responds to identical stimuli;
- It fosters cooperation and keeps respondents motivated through its wording, question flow, and appearance;
- It serves as an enduring record of the research;
- It can speed up the process of data analysis when using certain modes of data collection such as an online mode; and
- It contains the information on which reliability and validity assessments can be made.

As mentioned before, a web-based (or online) questionnaire was created for the current study by using Google Forms. The online questionnaire was self-administered, meaning that all the instructions to complete the online questionnaire were sufficiently clear so that the respondent could complete it without the assistance of any person (Berndt & Petzer, 2011:32). After the questionnaire was finalised, the link to the survey was distributed to potential respondents using social media platforms, which included Facebook and Instagram. The online survey was available to complete between 8 August 2020 and 29 September 2020. A total number of 386 usable responses were recorded during this time. Google Forms automatically captured the data in a Microsoft Excel spreadsheet.

The questionnaire for this study (see Appendix B) was carefully designed to address the set study goal and objectives. To ensure that respondents formed part of the identified population for the study, a screening question was inserted before commencement of the questionnaire. The screening question was 'Are you a South African citizen?' and ensured that only non-South African citizens partook in the survey. Respondents were only allowed to continue with the survey, if they answered 'No' at the screening question. If 'Yes' was selected, the survey was automatically submitted, and the respondent was not required to continue. Results are indicated in Figure 4.1. A total number of 460 responses were received, of which 16.1% were South African citizens. The remaining 83.9% were non-South African citizens who formed the dataset (of 386 useable responses) for the study.

Screening question: Are you a South African citizen?

460 responses

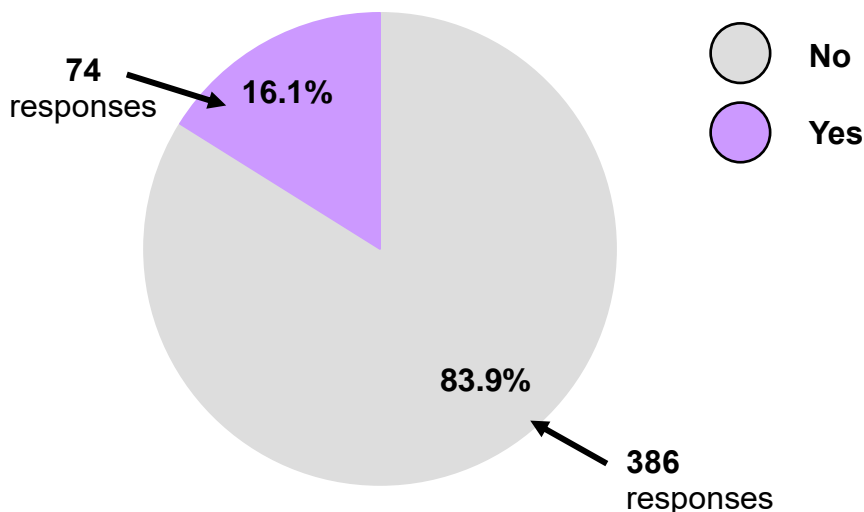


Figure 4.1: Screening question results

The questionnaire consisted of four sections (A, B, C and D). Section A was named demographic information. Demographic variables are used to describe the characteristics of the sample and helps to provide context to the research findings (Berndt & Petzer, 2011:184-185). The demographic variables that were addressed, included gender, age, country of residence, education, occupation and marital status. In constructing these questions, the works of various researchers were considered, including Bezuidenhout (2019); Boo *et al.* (2009) and Hood (2015; 2008).

Section B was designed to determine the travel behaviour and motivation of respondents with regards to visiting South Africa. In regard to this, the works of Bezuidenhout (2019), Haarhoff and De Klerk (2019), Steyn (2015), Van Dyk (2018), and Yousaf and Amin (2017) were consulted. The variables chosen to constitute this section included number of times visited, when was the last visit,

reason for visit, size of travel party, length of trip, preferred accommodation type and mode of transport, as well as where the respondent obtained travel news about South Africa as a tourism destination.

In section C, the brand equity of South Africa as a tourist destination was measured. Five common components or dimensions of brand equity (brand loyalty, awareness, quality, association/image and affinity) were each measured individually by means of five-point Likert scales. Each component was assigned five variables in the form of representative statements. Respondents were then required to indicate their level agreement or disagreement with each of the statements on a five-point Likert scale, where 1 was strongly disagree and 5 was strongly agree. In constructing the different statements (variables) of this section, the works of Bianchi and Pike (2011), Boo *et al.* (2009), Ferns and Walls (2012), Gartner and Konecnik-Ruzzier (2011), Hood (2015), Konecnik and Gartner (2007), Van Dyk (2018), Veríssimo *et al.* (2017), and Yousaf and Amin (2017) were inquired.

The fourth and last section of the questionnaire was section D. This section was designed with the aim to measure the brand identity of South Africa as a tourist destination with specific reference to the current tourism logo and slogan of the country. Likert scale and open-ended questions were used in this section. Although previous research studies with regards to effective logos and slogans (brand identity) were consulted in creating this section, the questions remained unique due the specific destination-related logo, slogan and images used by South Africa. The studies from which information was gained for section D, included that of Beritelli and Laesser (2018), Bonnardel *et al.* (2020), Galí *et al.* (2017), Hood (2015), Hood (2008), Lee *et al.* (2012) and Pike (2004a).

4.3.2.4 Collection of data

The collection of good quality data forms a vital part of the research process (Berndt & Petzer, 2011:33-34). There are numerous ways to collect data. Quantitative research can be collected through observations, experiments and surveys (George, 2019:162). Observations include the collection of primary data by observing the actions or behaviour of people (George, 2019:162). Experiments include the use of mechanical devices to measure subjects' physical responses and usually takes place in a laboratory setting where the researcher has complete control over the environment (George, 2019:164). Mills and Gay (2019:202) describe a survey as "an instrument to collect data that describe one or more characteristics of a specific population." It is one of the most commonly used methods in tourism marketing (Brunt, 1997:4, as cited by George, 2019:165).

George (2019:166-167) distinguishes between six survey methods: personal (face-to-face) interviews, telephone surveys, postal surveys, in-house surveys (completed by consumers on the premises of the tourism organisation), mobile surveys and internet/online surveys. Online or internet

surveys (also referred to as computer-assisted, self-administered surveys) can take the form of e-mail or web-based questionnaires (Berndt & Petzer, 2011:143-144; George, 2019:167). Advantages of online surveys are outlined as follows:

- Speed or short lead times – data collection is much faster than the pure human interview approach adding to cost savings (Berndt & Petzer, 2011:144; Burns *et al.*, 2017:177);
- Cost effectiveness – due to no printing questionnaires, no distribution costs, no mailing or telephone costs, etc. (Berndt & Petzer, 2011:144; Wiid & Diggines, 2015:132);
- Immediate and automatic capturing of data onto a hosting server – responses are captured as entered, therefore no need for manual data capturing (leading to further time savings) (Berndt & Petzer, 2011:144; Burns *et al.*, 2017:177; Wiid & Diggines, 2015:132);
- Respondent anonymity (Berndt & Petzer, 2011:144);
- Questionnaire can include tailored and responsive questioning (Berndt & Petzer, 2011:144)
- Design of the questionnaire can be optimised to make it as user-friendly as possible (Berndt & Petzer, 2011:145);
- Convenient for both researcher and respondent. The questionnaire can be accessed from anywhere, at any time and when it is convenient for the respondent (Wiid & Diggines, 2015:132);
- Interviewer bias is eliminated since the questionnaire is self-administered (Wiid & Diggines, 2015:132); and
- Multimedia facets may be inserted such as pictures, audio-visuals and graphics, as it will be viewed on a computer or mobile device screen (Berndt & Petzer, 2011:145; Burns *et al.*, 2017:177), resulting in a more interesting and appealing questionnaire (Wiid & Diggines, 2015:132).

For the current study, an online survey was used to collect the data, which was created on the Google Forms platform.

4.3.2.5 Statistical data analysis

Analysing data is a vital step in the research process with the objective of presenting the data according to the set research objectives through the use of statistical tools (Burns & Bush, 2014:49). The data recorded from the online survey responses was automatically captured in Microsoft Excel on Google Forms and resulted in a total number of 460 responses of which 386 were usable for the purpose of this study. The data was then exported to and analysed by SPSS software (Statistical Package for Social Sciences). The statistical techniques utilised in this study, included factor analyses, Spearman's rank-order correlation, *t*-tests, ANOVA's (analysis of variance), and regression analyses. Each statistical technique is briefly explained below:

- *Exploratory Factor Analysis (EFA):*

Mills and Gay (2019:665) describe a factor analysis as “the statistical procedure used to identify relations among variables in a correlation matrix.” Factor analysis is performed to determine whether the individual questions contribute to the constructs in the questionnaire or, in other words, how variables group together based on their communalities (Mills & Gay, 2019:665; Wiid & Diggines, 2015:242).

- *Spearman rank-order correlation:*

Spearman rank-order correlation is a popular correlational analysis used to correlate ranked or ordinal data (Mills & Gay, 2019:490). It is a non-parametric measure used to measure the strength and direction of the association between variables (Laerd Statistics, 2020). It produces a correlation coefficient, which is indicated by r_s and can range from -1 to 1, where ± 1.00 = a perfect correlation, ± 0.80 = strong correlation, ± 0.5 = a moderate correlation, ± 0.20 = weak correlation and ± 0 indicates no correlation (Widd & Diggines, 2015:287-288). The guidelines provided by Cohen (1998) were used to interpret the correlations in this study, which suggested that the strength or size of the correlations can either be small (0.10 – 0.29), medium (0.30 – 0.49) or large (0.50 – 1.0). The direction of r_s is indicated by a positive (+) or negative (-) in front of the value. Wiid and Diggines (2015:288) explain that a positive correlation indicates that as values for one variable increase, values for the other variable also increase, whereas a negative correlation indicates that as values for one variable increase, the values for the other variable decrease.

- *t-test:*

Mills and Gay (2019:670) define the *t*-test as “an inferential statistics technique used to determine whether the means of two groups are significantly different at a given probability level.” Different types of *t*-tests exist, such as the paired *t*-test, independent *t*-test, and a one sample *t*-test (Mills & Gay, 2019:670; Wiid & Diggines, 2015:285-286). For the purposes of this study, independent *t*-tests were used. An independent *t*-test is used to evaluate the statistical significance of difference between the mean scores of two categories or groups that are independent (Wiid & Diggines, 2015:286).

- *Analysis-of-Variance (ANOVA)*

Similar to the *t*-test, ANOVA is defined by Mills and Gay (2019:663) as “an inferential statistics technique used to test for significant differences among the means of three or more groups.” It allows for multiple comparisons to be made (Burns *et al.*, 2017:364). Either, a one-way or two-way ANOVA can be conducted (Wiid & Diggines, 2015:282). For this study, one-way ANOVA’s

were applied – meaning that the relationship between one dependent variable (continuous) and only one independent variable (categorical) are tested (Wiid & Diggines, 2015:282).

- *Regression analysis*

Wiid and Diggines (2015:290) explain that regression analysis “is a collective name for techniques for the modelling and analysis of numerical data consisting of the values of one dependent variable and of one or more independent variables.” One can also distinguish between bivariate linear regression and multiple regression (Burns *et al.*, 2017:407, 412). For this study, multiple regression was applied – meaning that more than one independent variable was used to predict a single dependent variable (Burns *et al.*, 2017:412).

4.4 CONCLUSION

This chapter aimed to analyse the research methodology for this study in detail. To achieve this aim, the research design and method were explained first. This study followed both a descriptive and causal research design and a quantitative research approach were utilised to collect primary data by means of an online survey.

Secondly, the research process was discussed comprehensively – addressing both the literature review and empirical research of the study. The population for the study was all non-South African citizens who visited South Africa before. The sampling method applied, was non-probability sampling – specifically, convenience and purposive sampling. The sampling process was executed in three phases due to COVID-19 restrictions and low response rates. The sample size added up to 386 responses. The questionnaire was carefully designed to address the set research goal and objectives and consisted of four sections. Section A aimed to collect the demographic information of respondents. Section B focussed on determining the travel behaviour and motivation of respondents with regards to visiting South Africa. Section C addressed the brand equity of South Africa as a tourist destination. Lastly, Section D measured the brand identity of South Africa as a tourist destination. The questionnaire was in the form of an online survey created on the Google Forms platform and distributed via the social media platforms, Facebook and Instagram. The collected data was analysed by using Statistical Package for Social Sciences (SPSS) software – where numerous statistical techniques were utilised, such as Spearman’s rank-order correlation, ANOVA’s, *t*-tests and regression analyses.

CHAPTER 5

RESULTS AND FINDINGS

5.1 INTRODUCTION

According to Berndt and Petzer (2011:265), the report and presentation of research findings are critical and paves the way for further research studies to be undertaken. The purpose of this chapter is to report and discuss the results and findings of the empirical research that was conducted utilising a quantitative online survey distributed mainly via social media platforms (influenced by COVID-19 restrictions). The survey determined how international visitors perceive South Africa's tourism brand by means of firstly, analysing brand equity factors (awareness, loyalty, quality, associations and affinity) and secondly, brand identity factors (logo and slogan). The survey was created on Google Forms and a total number of 386 responses were captured in Microsoft Excel and analysed by means of the Statistical Package for Social Sciences (SPSS, Version 23). To reach the objectives of the chapter descriptive analyses (frequency tables and figures), exploratory analyses (factor analysis) and inferential analyses (*t*-tests, ANOVAs, and regression analyses) were applied, which provided insightful findings and discussions.

The results are divided into two main categories, namely descriptive and exploratory results. The descriptive results comprise thorough displays and discussions of respondents' socio-demographic and travel behaviour profiles and the factors constituting brand equity and identity, respectively. The exploratory results consist of in-depth analyses of South Africa's perceived brand equity and identity. Brand equity and identity are respectively compared with selected demographic and travel behaviour variables to determine significant differences. Lastly, South Africa's perceived brand equity and identity are compared with one another to determine their relationship.

5.2 DESCRIPTIVE RESULTS

According to Burns and Bush (2014:289), descriptive results "describe the variables (question responses/answers) in a dataset (all of the respondents' answers)" – it summarises the essential findings of the sample or describes the typical respondent. For this study, the aim of the descriptive results is to describe the findings regarding the socio-demographic profile of the respondents, their travel behaviour and how they perceived the brand equity and identity of South Africa as a tourism

destination, which will likewise be dealt with in this section. The descriptive results are displayed by making use of frequency tables and figures.

5.2.1 Socio-demographic profile of respondents

The questions in section A of the questionnaire were aimed at assessing the socio-demographic profile of respondents, where they were required to provide information such as gender, age, level of education, marital status, country of residence and occupation. The socio-demographic results are displayed in Table 5.1. A number of 386 responses (completed questionnaires) were used in this analysis.

The majority of respondents were female (70%) and aged between 50 and 59 years (28%) with the average age of respondents being 51. Results indicated that more than half of the respondents are well educated, with 44% of respondents holding a diploma or degree, followed by 37% having a post-graduate qualification. Sixty-two percent of the respondents are married and 16% holds a professional occupation, followed by 14% employed in a management position. The respondents were mainly from the United Kingdom (UK) (24%) and the United States of America (USA) (20%).

The socio-demographic findings of this study show some consistencies and inconsistencies with recent studies aimed at international tourists. Consistencies in marital status, occupation and country of residence were found. In Van Dyk's (2018:84-85) study, 50% of the 558 respondents (international tourists that visited SA) were married and the majority held a professional occupation. Regarding country of residence, the United Kingdom, Germany, the Netherlands and France are key source markets for international tourism to SA (SAT, 2018a:15). These four countries are also in the top ten countries from which respondents originated (see Table 5.1). The UK and USA produced the highest numbers of international tourists from overseas countries (excluding African countries) to SA during 2018 and 2019 (StatsSA, December 2019:23). These correspondences with the current study add to the representativeness of the international market with respect to marital status, occupation and country of residence.

Inconsistencies in gender and age were identified. StatsSA (2019a:6, 19; 2019b:5, 22) has frequently reported that most international tourists visiting South Africa were male and not female. With regards to age, numerous research results indicated that the international market to South Africa tend to be younger, roughly between 25 and 49 years (SAT, 2018a:12; StatsSA, 2019b:7, 22; Van Dyk, 2018:85), whereas the current study found more than half of the respondents (58%) to be older than 50 years. This study thus offers the opportunity to provide insight into and discover a less researched, more senior international market.

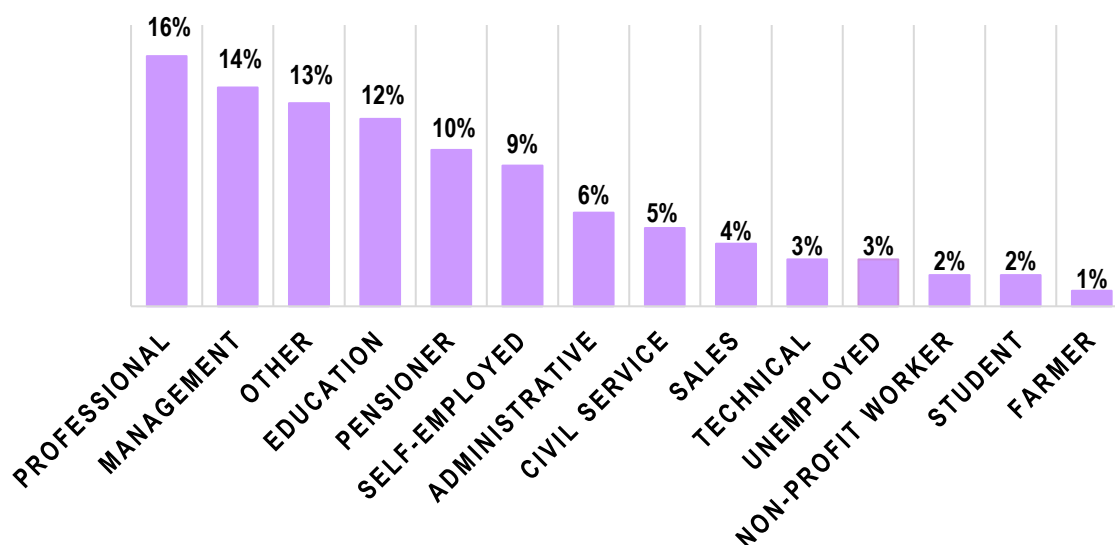
Table 5.1: Socio-demographic profile of respondents

Gender	%	Age	%	Level of education	%	Marital status	%
Female	70	20-29	7	No school	0	Married	62
Male	29	30-39	17	School (secondary)	17	Single	12
Other	1	40-49	18	Diploma or degree	44	In a relationship	14
		50-59	28	Post-graduate	37	Divorced	8
		60-69	19	Other	2	Widow or widower	3
		70+	11			Other	1

Country of residence

	%		%		%		%
United Kingdom	24	Italy	1	Bolivia	0.3	Mauritius	0.3
USA	20	Zimbabwe	1	Botswana	0.3	Nepal	0.3
Australia	8	Ireland	1	Chile	0.3	Pakistan	0.3
Netherlands	5	Norway	1	China	0.3	Peru	0.3
Canada	5	Poland	1	Croatia	0.3	Portugal	0.3
Germany	4	South-Africa	1	Ecuador	0.3	Romania	0.3
Namibia	3	Denmark	0.5	Ethiopia	0.3	Slovenia	0.3
Belgium	2	Israel	0.5	Fiji	0.3	Somalia	0.3
New Zealand	2	Mexico	0.5	Finland	0.3	Tanzania	0.3
France	2	Nigeria	0.5	Ghana	0.3	Thailand	0.3
Sweden	2	Philippines	0.5	Iraq	0.3	Uganda	0.3
Brazil	1	Slovakia	0.5	Jersey	0.3	Uruguay	0.3
Swaziland	1	Switzerland	0.5	Kenya	0.3	Zambia	0.3
India	1	Argentina	0.3	Luxembourg	0.3	Zanzibar	0.3
Spain	1	Austria	0.3	Malaysia	0.3		

Occupation



5.2.2 Travel behaviour of respondents

Section B of the questionnaire was constructed with the aim to determine the travel behaviour of respondents. Questions related to travel behaviour included the last time the person visited the destination, the number of times visited before, the length of their stay, the size of the travel party, their reason for visiting, their preferred accommodation type and transport mode, as well as where travel news was obtained about South Africa as a tourism destination. The results pertaining to travel behaviour of respondents are indicated in Table 5.2. A total number of 386 responses (completed questionnaires) were also used for these analyses.

The results showed that 32% of the respondents visited South Africa within the last year, followed by 26% that visited the country between one and two years ago – also ensuring that responses and comments of respondents were most likely based on recent experiences and events pertaining to South Africa. Although most first-time visitors (41%), a small percentage (30%) have visited South Africa five times or more. The number of first-time visitors holds both advantages and disadvantages. From 2016 to 2018, the largest percentage (%) of international visitors to SA was tourists who visited the country ten times or more (10+), followed by the second largest % being first-time visitors – indicating a high repeat visitation rate (SAT, 2018a:20). The size of travel groups to South Africa prove to be not too large, consisting of mainly between two to five people (60%), followed by 26% travelling alone. Most of these travel parties stayed in the country for one to two weeks (52%). This is consistent with Van Dyk's (2018:86-87) findings, where the majority of international visitors travelled in a group of two to five people (44%), followed by 34% travelling alone. SAT (2019a:40; 2018a:12) reports that international tourists stay in South Africa for one to two weeks with an average of 12.4 nights recorded for the 2017/18 year and 11.7 nights for 2018/19. Van Dyk (2018:86) also found the average number of nights spent in South Africa by international visitors to be 11.

Furthermore, the results indicated that the main reason for visiting South Africa was leisure (36%), followed by nature and adventure (25%), and visiting friends and family (21%). This finding is consistent with that of SAT (2018a:12, 20) who identified the two main reasons for international tourists visiting South Africa, was to visit friends and family and for holiday (leisure). These findings were consistent from 2016 to 2018. They added that holiday tourists were largely attracted by the country's safari and wildlife experience (relating to nature and adventure) (SAT, 2018a:12). The main reason for visiting SA, as identified by Van Dyk (2018:86), was also for leisure purposes. When international tourists travel for leisure purposes, they prefer the accommodation of lodges (58%), hotels (53%) and guesthouses or B&B's (45%). When travelling in South Africa, they prefer transport by airplane (65%) and rental car (54%). UNWTO (2019:7) reports that leisure travel by air is dominating international tourism.

Table 5.2: Travel behaviour of respondents

Time of last visit	%	Frequency of visitation	%	Size of travel party	%	Length of last trip/stay	%
Within the last year	32	1	41	1	26	Less than a week	4
1-2 years ago	26	2	15	2-5	60	1-2 weeks	52
2-3 years ago	18	3	8	6-10	8	3-4 weeks	32
3+ years ago	24	4	6	10+	6	Month+	11
		5+	30			Transit	1

Main reason for visiting South-Africa		Preferred accommodation	%
		Lodges	58
		Hotel	53
		Guesthouse or B&B	45
		Family and friends	26
		Backpackers	3
		Other	8
		Preferred transport mode	
		Airplane	65
		Rental car	54
		Coach/bus	18
		Uber	12
		Train	6
		Other	11

Travel news about South Africa as a tourism destination	
Other	5
Part of travel package	4
Fairs and exhibitions	3
Travel agency	30
Friends and family	52
Electronic media	59
Other printed media	21
Traditional media	16

Results showed that travel news about South Africa as a tourism destination is mainly obtained through electronic media (59%), and friends and family (52%). Electronic media refers to the internet, social media, Facebook, Twitter, Instagram and websites. The increased use of electronic media compared to other forms of media (printed and traditional media) is not a new phenomenon. It can be attributed to the multiplication of new digital technologies and channels, allowing tourists to do research, review and ultimately purchase tourism offerings (George, 2019:428).

5.2.3 Brand equity of South Africa as a tourism destination

Section C of the questionnaire was developed to measure brand equity. The brand equity of South Africa as a tourist destination was measured by means of five brand equity dimensions or factors, namely destination brand awareness, loyalty, association, perceived quality and affinity. The former five factors were measured respectively by assigning five variables, in the form of statements, to each (see Table 5.3). Each factor with its five variables was presented in the form of a five-point Likert scale, where respondents were required to indicate the extent to which they agree or disagree with each of the statements. According to Burns *et al.* (2017:210), the five-point Likert scale is “amenable to sophisticated statistical analysis that has the potential to reveal important relationships or associations among constructs.”

When examining the factor, **destination brand awareness** (from Table 5.3), it can be derived that respondents are highly aware of South Africa as a tourist destination. It seems like the majority of respondents agree (38%) and strongly agree (39%) that they are always interested in information about South Africa and 59% can picture what South Africa looks like in their mind. One worrisome variable proves to be the recall ability of respondents regarding the marketing about South Africa. More than a third of the respondents (36%) do not agree, nor disagree whether they can quickly recall marketing of South Africa. Overall, respondents seem to be loyal to South Africa as a tourist destination. Here, the majority of respondents strongly agree with four of the five variables of **destination brand loyalty** with 56%, 54%, 58% and 46%, respectively. This is consistent with the earlier finding in this study (cf. 5.2.2) as well as that of SAT (2018a:20) regarding the number of times visited.

Table 5.3: Brand equity of South Africa as a tourist destination

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean/ Std. dev
Destination brand awareness	%	%	%	%	%	
Whenever I think of any tourist destination, South Africa comes to my mind at first	5	10	25	34	26	3.66 (±1.12)
I am always interested in information about South Africa	3	4	16	38	39	4.06 (±0.98)
I am very familiar with South Africa as a tourism destination	3	7	21	37	32	3.90 (±1.02)
I can quickly recall the marketing about South Africa	5	15	36	30	14	3.32 (±1.04)
I can picture what South Africa looks like in my mind	2	1	7	31	59	4.45 (±0.82)
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean/ Std. dev
Destination brand loyalty	%	%	%	%	%	
I would recommend South Africa to friends and family as a tourism destination	5	3	6	30	56	4.28 (±1.08)
I intend to visit South Africa again in future	4	2	12	28	54	4.28 (±1.00)
I enjoy talking about South Africa as a tourism destination	3	3	10	26	58	4.31 (±1.00)
South Africa is one of my preferred tourist destinations to visit	5	5	17	27	46	4.03 (±1.14)
If there is another travel destination as good as this one, I prefer to visit South Africa	6	9	33	27	25	3.55 (±1.15)
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean/ Std. dev
Destination brand association	%	%	%	%	%	
South Africa offers a variety of tourism experiences	3	0	7	37	53	4.37 (±0.85)
South Africa offers fulfilling experiences	2	1	6	32	59	4.44 (±0.85)
As a tourist I felt relaxed whilst travelling in South Africa	7	9	18	38	29	3.74 (±1.17)
I felt welcome during my visit to South Africa	5	3	9	36	47	4.18 (±1.04)
Visiting South Africa is a once-in-a-lifetime experience	7	8	11	28	46	3.97 (±1.24)

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean/ Std. dev
Destination perceived quality	%	%	%	%	%	
South Africa provides good value for money	3	4	13	39	41	4.10 (±0.99)
South Africa has high quality accommodation facilities	3	1	10	34	52	4.30 (±0.91)
South Africa's tourism products deliver beyond value for money	3	3	23	34	37	3.98 (±1.00)
The overall service delivered was good.	4	2	10	37	47	4.23 (±0.96)
Visitor information is readily accessible.	4	2	14	43	37	4.08 (±0.96)
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean/ Std. dev
Destination brand affinity	%	%	%	%	%	
I feel emotionally connected to South Africa as a tourism destination	3	4	18	31	44	4.08 (±1.03)
I like South Africa as a tourism destination	3	3	9	31	54	4.30 (±0.97)
To me South Africa as a tourism destination, is unique	3	3	12	29	53	4.25 (±0.99)
South Africa suits my personality	4	4	17	32	43	4.06 (±1.05)
I am proud to tell people about visiting South Africa	3	3	8	22	64	4.42 (±0.97)

Results indicated that respondents showed extremely high levels of **destination brand affinity** towards South Africa as a tourist destination. All five variables of destination brand affinity rated the highest in the 'Strongly Agree' category. The majority of respondents feels emotionally connected to the country (44%), likes the country (54%), thinks that the country is unique (53%), feels that the country suits their personality (43%), and am proud to tell other people about visiting South Africa (64%). This indicates that South Africa is not only a tourist destination offering a variety of high quality and memorable tourism experiences but also a beloved country with which visitors connect emotionally. Destination marketers can utilise the country's high affinity potential by designing marketing campaigns and initiatives that connect with the international market on a deeper, emotional level.

Overall, nineteen of the brand equity variables' highest percentages (%) were in the 'Strongly Agree' category. Four variables' highest % fell in the 'Agree' category and only two variables' highest %

were in the 'Neutral' category. This indicates that the overall brand equity of South Africa as a tourism destination is perceived as strong among the international market who visited the country before.

5.2.4 Brand identity of South Africa as a tourism destination

The aim of section D of the questionnaire was to determine how international tourists perceive the brand identity of South Africa as a tourism destination. In order to measure the brand identity of South Africa as comprehensively as possible, open-ended, closed and Likert scale questions were used, as well as graphic representations of the South African tourism brand. Berndt and Petzer (2011:187) highlighted the usefulness of open-ended questions when more in-depth insight into valuable information is required and to identify reasons why a particular opinion is held. Closed or structured questions allow limited options to the respondents and enables a researcher to confidently find the information needed (Berndt & Petzer, 2011:187).

5.2.4.1 Word association with South Africa

The section started with an open-ended question, where respondents were required to provide the first word that comes to their mind when they hear the words *South Africa*. The majority of responses ($\pm 38\%$) provided words related to the rich natural aspects of South Africa and included words such as *safari*, *wildlife*, *nature*, *adventure*, *bush*, *wilderness*, *sun*, *beaches*, etc. The word that appeared the most was *safari*- mentioned 55 times, followed by *wildlife* being mentioned 22 times. Notable adjectives used to describe South Africa, included *Amazing*, *Awesome*, *Beautiful*, and *Exciting*. Various respondents described South Africa as *home*, which might have attributed to the high return rate of respondents and 'Visiting friends and family' being in the top three reasons for visiting the country (cf. 5.2.2). Results further indicated that two of South Africa's leading tourism attractions hold a favourable top-of-mind position among respondents. These attractions included the Kruger National Park and Cape Town. Negative words were also provided of which *crime* was the only prominent being mentioned seventeen times. This is consistent with the findings of SAT (2019a:43-44; 2018a:12; 2018b:30), which reported that safety and security issues are a significant barrier to international tourism growth following reports of crime against tourists and the targeting of tourist hotspots abroad (especially those from Europe and Asia).

The remainder of section D of the questionnaire consisted of three parts, which will be discussed below. The first part focussed on the South African tourism brand (including both the logo and slogan), whereas the second and third part addressed the tourism logo and tourism slogan, respectively.

5.2.4.2 South African tourism brand

The tourism brand was graphically presented to respondents (as displayed in Figure 5.1), followed by three variables or statements with a simple yes or a no response option. This question aimed to determine whether respondents were aware of and able to remember or recall the South African tourism brand (logo and slogan). Variables and results are indicated in Table 5.4.



Figure 5.1: Official South African Tourism Brand
Source: www.southafrica.net

Table 5.4: Frequency table for the South African tourism brand

South African tourism brand	YES (%)	NO (%)	Mean/ Std. dev
I am aware of this brand	55	45	1.45 (±0.50)
I have seen this brand before	57	43	1.43 (±0.50)
I have noticed marketing campaigns linked to this brand	46	54	1.54 (±0.50)

Table 5.4 reveals that 55% of respondents were aware of the South African tourism brand, 57% have seen the brand before but only 46% have noticed any marketing campaigns linked to the brand. One might expect these percentages to be higher since SAT has tourism offices situated in eleven countries (the Netherlands, Australia, UK and Ireland, Brazil, USA, Nigeria, China, Japan, India, Germany and France) around the globe and is marketing the country extensively (SAT, 2019a:7, 56-62); and the fact that respondents have visited South Africa previously. These results indicate that a large segment of South Africa's international tourist market might still be unfamiliar with the country's tourism brand. This allows for improvement.

5.2.4.3 South African tourism logo

The tourism logo of South Africa was graphically presented to respondents, as in Figure 5.2. Firstly, respondents were required to write the first word that comes to mind when they see the logo.



Figure 5.2: South Africa's official tourism logo
Source: www.southafrica.net

Results showed that the majority of respondents ($\pm 12\%$) associated the tourism logo with the natural attributes of the country and referred to words such as *adventure*, *animals*, *wildlife*, *safari*, *savannah*, *sunshine*, etc. Numerous respondents associate the logo with the words *holiday* or *vacation*, which was mentioned 25 times in total. Strong associations with the country's cultural diversity and local people were also evident with a total of 21 referrals, which included words like *diversity*, *multi-cultural*, and *hospitality*. Other prominent associations included the words *Rainbow Nation* (mentioned seventeen times) and *Mandela* (nine times). Overall, the logo evoked positive emotions among respondents, which provided words such as *love*, *excitement* and *happiness*. Secondly, respondents were asked to indicate their level of agreement with certain variables that measured the effectiveness of the logo on a five-point Likert scale, where one is strongly disagree and five is strongly agree. Variables and results are presented in Table 5.5.

Table 5.5: Frequency table for the South African tourism logo

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean/ Std. dev
South African tourism brand logo	%	%	%	%	%	
This logo captures the essence of South Africa as a tourism destination	4	11	35	40	10	3.42 (± 0.96)
This logo can be associated with a proud history of the country	5	7	27	42	19	3.62 (± 1.04)
This logo's colours attract attention.	3	3	11	48	35	4.10 (± 0.90)
This logo is memorable	3	6	17	46	28	3.90 (± 0.98)
This logo portrays a good image.	3	5	26	42	24	3.77 (± 0.98)
I like this logo	4	6	25	37	28	3.79 (± 1.06)
This logo is relevant	3	9	29	36	23	3.67 (± 1.03)

From Table 5.5, it is clear that the majority of each of the seven variables falls within the ‘agree’ category and only a negligible number of respondents disagree and strongly disagree in all the cases. A total of 61% of respondents agree and strongly agree that the logo can be associated with a proud history of the country. Half of the respondents (50%) agree that the logo captures the essence of South Africa as a tourism destination, followed by 35% who neither agree nor disagree. There is no doubt that the logo is memorable and that its colours attract attention. Overall, most respondents like the logo, feel that the logo is relevant and agree that it portrays a good image.

5.2.4.4 South African tourism slogan

The South African tourism slogan (*Inspiring new ways*) was measured using a different approach. The current slogan was hidden amongst other tourism slogans on a three-point Likert scale, where respondents were required to evaluate the slogans’ ability to represent the tourism image of South Africa. Two competitor destinations’ slogans were used, namely Namibia (*Endless Horizons*) and Zimbabwe (*A World of Wonders*). A previous tourism slogan of South Africa (*More than you can imagine*) was also included, as well as the current local ‘*We Do Tourism*’ campaign tagline endorsed by SAT. Findings are displayed in Table 5.6.

Table 5.6: Frequency table for the South African tourism slogan

	Does not represent South Africa at all	Slightly represents South Africa	Strongly represents South Africa	Mean/ Std. dev
South African tourism brand slogan	%	%	%	
More than you can imagine	6	22	72	2.66 (±0.59)
A World of Wonders	8	21	71	2.62 (±0.63)
Endless Horizons	6	28	66	2.60 (±0.61)
Inspiring new ways	15	41	44	2.28 (±0.72)
We Do Tourism	23	51	26	2.04 (±0.70)

The slogan that performed the best amongst respondents was ‘*More than you can imagine*’, with the highest mean of 2.66. According to 72% of respondents, the slogan (*More than you can imagine*) strongly represents South Africa, followed by 22%, indicating it slightly represents the country. Out of the five slogans provided, the current tourism slogan (*Inspiring new ways*) ranked fourth with a mean of 2.28. The tourism slogans of both Zimbabwe (*A World of Wonders*; \bar{x} =2.62) and Namibia (*Endless Horizons*; \bar{x} =2.60) outperformed the current slogan of South Africa in terms of representativeness. The slogan that was perceived to be the least representative of South Africa was *We Do Tourism*, with the lowest mean score of 2.04.

Respondents were also asked which slogan they would recommend being used for South Africa. Referring to the five tourism slogans listed in Table 5.6, roughly 20% of respondents recommend that the slogan – *More than you can imagine* – should be used for South Africa, 18% recommend *A World of Wonders* and 11% recommend *Endless Horizons*. Only eighteen respondents ($\pm 5\%$) recommend that the current tourism slogan (*Inspiring new ways*) should be used for South Africa and only one respondent recommended the tagline *We Do Tourism*. Respondents suggested numerous other creative tourism slogans. A few that stood out, included *A world in one country* (six referrals and also a previous slogan for SA); *Heaven on Earth* (three referrals); *Gateway to Africa*; *South Africa: Africa Tourism Hub*; *Where African beauty starts*; *Exceeds all expectations*; *Country with endless possibilities*; and *Unmatched worldwide*. One respondent recommended – *South Africa: The Journey Continues* – and described it as providing “a sense of awe and inspiration of many diverse people coming together to continue building a great, unified country.”

5.2.4.5 Other recommendations regarding South Africa’s brand identity

At the end of Section D, respondents could provide any other comments related to the brand identity of South Africa as a tourism destination. After thoroughly analysing the comments, the following important points were highlighted:

- Safety and crime in South Africa is a major issue for international tourists, tainting the image and attractiveness of the country as a tourism destination. Some of the comments included “*Safety of tourists need attention!*”; “*Try to let potential visitors see that SA is not as violent and dangerous as it is profiled in Europe*”; and “*South Africa is a very beautiful country, but its crime statistics are lowering the likelihood of people visiting SA.*” This is something SAT is already aware of (SAT, 2019a:43-44; 2018a:12; 2018b:30).
- Many respondents feel that some kind of image that represents South Africa’s wildlife, should be incorporated into the country’s tourism brand identity. This makes sense since wildlife is a prominent tourist attraction of South Africa. Earlier findings in this section (cf. 5.2.4.1 & 5.2.4.3) indicated that the words ‘South Africa’ and the tourism logo are largely associated with wildlife (together with other natural aspects). Some comments read as follows: “*...include animal silhouette*”; “*Maybe add images of the Big 5...*”; “*Would like to see the big five incorporated as this is a huge attraction*”; and “*I would add an elephant or lion to the logo in some way.*”
- It was noticed that numerous comments suggested that the brand identity of South Africa should encompass the variety and diversity of the country’s tourism offerings, which might be an indication that the current brand identity fails to do so. Respondents feel that the brand identity of South Africa should portray its “*Wide appeal – diversity of activities, landscape, culture and friendly people*”; “*its people, places and culture.*” One respondent described it as follows: “*Your country has so much history, is so rich in nature, has great passes to drive over, has so many*

friendly people, has many beautiful places to spend the night, has a great culture and delicious food.”

- Despite the former findings, various respondents feel that the current brand identity of South Africa is positive and sufficient when they described it as follows:
 - ❖ *“Memorable, awe inspiring, fabulously beautiful.”*
 - ❖ *“The brand is uniquely South African, which differentiates from other African nations. That is what makes it good.”*
 - ❖ *“I would say that it’s top of the mind, innovative, vibrant and talk to people travelling for various reasons.... I think they are doing a great job in promoting the destination...”*

5.3 EXPLORATORY AND INFERENTIAL RESULTS

Burns *et al.* (2017:94) define exploratory research as unstructured (not following predetermined procedures) and informal research, conducted with the aim to gather background information regarding the nature of a research problem – in other words, it is very flexible. Inferential statistics are “used to generate conclusions about the population’s characteristics based on the sample data” (Burns *et al.* 2017:318). The exploratory and inferential results of this study consisted of three parts, which are discussed in this section.

5.3.1 An in-depth analysis of brand equity

In this section, the fundamental factors of brand equity will be investigated to create a better understanding of the data and evaluate the data for further analysis. Firstly, it is important to analyse the reliability of the brand equity factors (through factor analysis and Cronbach’s alpha values) and secondly, to determine the aspects influencing brand equity levels (through Spearman rank-order correlations, independent *t*-tests and ANOVA’s).

5.3.1.1 Reliability of brand equity factors

The reliability and validity of the factors (or constructs) constituting brand equity (destination brand awareness, loyalty, association, perceived quality and affinity) were measured by executing exploratory factor analyses (see Table 5.7). Before to the factor analyses, it is needed to determine whether it is viable (or that the data is applicable) to conduct the EFA on the questionnaire items. To do this, specific measures need to be considered, including the Kaiser-Meyer-Olkin (KMO), Bartlett’s Test of Sphericity and the total variance explained.

The Kaiser-Meyer-Olkin Measure of sampling adequacy value provides a measure of the correlation structure of the items on which the EFA analysis is performed (Wiid & Diggines, 2015:242). The KMO value ranges from 0 to 1, where a value higher than 0.5 implies a strong enough correlation structure to conduct the EFA and a value below 0.5 implies that it is not viable to run the EFA (Kaiser, 1974; Wiid & Diggines, 2015:242). From Table 5.7, it can be seen that all five brand equity factors scored a high KMO-value, ranging between 0.78 and 0.91, much higher than the recommended 0.6 (Kaiser, 1974). Therefore, the individual items constituting each brand equity factor, correlate very well with each other. Bartlett's Test of Sphericity tests the hypothesis that the correlation matrix is an identity matrix, which would indicate whether variables are related or unrelated (IBM, 2020). A small value (also referred to as probability value or p -value) of less than 0.05 of the significance level indicates that the factor analysis will be useful with the data (IBM, 2020). Here, Bartlett's Test of Sphericity reached statistical significance ($p < 0.000$) in each of the five factor analyses, which indicates the significance of the data. The 'percentage of variance explained' refers to the percentage of variation in the data explained by a factor (Widd & Diggines, 2015:243). A cumulative percentage of variance of more than 60%, is considered sufficient (Widd & Diggines, 2015:243). Table 5.7 indicates that all the brand equity factors scored a 'percentage variance explained' of higher than 60%.

Table 5.7: Factor analysis of brand equity

Factor name	KMO	% Variance explained	Factor loadings (min & max)	Cronbach Alpha	Mean (\bar{x})	Standard deviation
Destination brand awareness	0.81	63.12	0.687 - 0.840	0.848	3.88	0.79
Destination brand loyalty	0.87	77.48	0.811 - 0.933	0.925	4.09	0.94
Destination brand association	0.78	68.39	0.648 - 0.912	0.865	4.14	0.84
Destination perceived quality	0.89	76.81	0.844 - 0.906	0.924	4.14	0.85
Destination brand affinity	0.91	79.59	0.867 - 0.918	0.935	4.22	0.89

Widd and Diggines (2015:243) explain that factor loadings are used to determine the composition of the factors, where an item's loading indicates the extent to which an individual item loads onto a factor. A value closer to 1 is better, meaning that an item loads strongly on a specific factor. In Table 5.7, the minimum and maximum factor loadings are indicated and ranged between 0.687 and 0.933. All the factor loadings were higher than 0.4, which is considered meaningful (Widd & Diggines, 2015:248).

To test the reliability of the brand equity factors, the statistical technique – Item Analysis – was used that produced Cronbach's Alpha values. The Cronbach's Alpha value is a measure of reliability of the tested construct. It can be interpreted as follows: a value higher than 0.8 means reliability is good, a value between 0.6 and 0.8 shows reliability is acceptable, and for a value below 0.6, reliability

is considered unacceptable (Widd & Diggins, 2015:249). The Cronbach's Alpha values of all five brand equity factors were higher than 0.8 (see Table 5.7) proving that the factors are highly reliable and can be used in further statistical analyses. It is also evident from Table 5.7 that respondents regarded destination brand affinity as the most important brand equity factor with a mean value of 4.22. There is thus an emotional connection between the respondents and the brand equity of South Africa. This is a positive finding regarding brand equity.

5.3.1.2 Aspects influencing brand equity

In this section, inferential analyses were used to determine correlations between brand equity factors and respondents' demographic profile and travel behaviour. Widd and Diggins (2015:287) state that correlations measure the extent to which a change in one variable can be associated with a change in another.

5.3.1.2.1 Relationships between brand equity factors and demographic characteristics

In this section, the correlations between brand equity and selected demographic variables of respondents are analysed. Selected demographic variables included age, level of education, gender and marital status.

a) Correlations between brand equity and selected demographic variables: Age and Education

Spearman's rank-order correlation was used to describe the strength and direction of the linear relationship between brand equity and selected demographic variables which included age and level of education. Results are shown in Table 5.8 and interpreted below.

In Table 5.8, all the p -values of correlations between brand equity factors and age were smaller than 0.05 indicating that significant correlations exist between brand equity and the age of respondents. The older the respondents were, the more aware they were of South Africa ($r_s= 0.253$), tend to be more loyal towards South Africa ($r_s= 0.133$), have more positive associations with South Africa ($r_s= 0.221$), perceive South Africa as a high quality destination ($r_s= 0.243$) and show higher levels of affinity towards the country ($r_s= 0.189$).

When examining the p -values of correlations between the brand equity factors and education, only the correlation between destination perceived quality and education proved to be significant ($p=0.03$). One negative correlation is evident for education regarding destination perceived quality ($r_s= -0.115$), indicating that the less educated the respondents, agreed more that South Africa is a quality destination. This suggests that there is a difference in perceptions of what constitutes a

quality destination. It might be that higher-educated respondents have more previous experience or might even be more critical in their evaluations. In all cases, the correlations were small.

Table 5.8: Correlation analysis for brand equity, and age and education

		Age	Education
Destination brand awareness	Correlation Coefficient	0.253*	-0.08
	Sig. (2-tailed)	0.00	0.13
	N	378	378
Destination brand loyalty	Correlation Coefficient	0.133*	-0.09
	Sig. (2-tailed)	0.01	0.08
	N	378	378
Destination brand association	Correlation Coefficient	0.221*	-0.09
	Sig. (2-tailed)	0.00	0.09
	N	378	378
Destination perceived quality	Correlation Coefficient	0.243*	-0.115*
	Sig. (2-tailed)	0.00	0.03
	N	378	378
Destination brand affinity	Correlation Coefficient	0.189*	-0.06
	Sig. (2-tailed)	0.00	0.23
	N	378	378

small $r_s = 0.10-0.29$; **medium $r_s = 0.30-0.49$; *large $r_s = 0.50-1.0$ (Cohen, 1998)*

b) Correlations between brand equity and selected demographic variables: Gender

To compare brand equity factors with respondents' gender, and accordingly determine potential differences, an independent *t*-test was conducted of which the results are displayed in Table 5.9.

Table 5.9: *t*-test for brand equity by gender

	Gender		ρ -value	F-value	Effect size
	Female Mean (Std. dev)	Male Mean (Std. dev)			
Destination brand awareness	3.90 (± 0.81)	3.84 (± 0.75)	0.521	0.268	0.07
Destination brand loyalty	4.15 (± 0.95)	3.99 (± 0.91)	0.121	0.020	0.17
Destination brand association	4.20 (± 0.86)	4.02 (± 0.76)	0.037*	0.096	0.22
Destination perceived quality	4.17 (± 0.89)	4.06 (± 0.74)	0.217	0.304	0.12
Destination brand affinity	4.30 (± 0.91)	4.09 (± 0.83)	0.032*	0.110	0.23

** $p < 0.05$*

From Table 5.9, it is clear that two statistically significant differences existed for gender. The first between gender and destination brand association ($p = 0.037$), and the second between gender and

destination brand affinity ($p= 0.032$). Female respondents hold more positive associations ($\bar{x}=4.20$) of South Africa than males ($\bar{x}=4.02$) and females ($\bar{x}=4.30$) also show higher levels of affinity towards the country than males ($\bar{x}=4.09$).

c) *Correlations between brand equity and selected demographic variables: Marital status*

A one-way ANOVA was used to analyse the relationship between brand equity factors and the respondents' marital status. Results are shown in Table 5.10, which indicate that no statistically significant differences ($p<0.05$) exist between brand equity and the marital status of respondents.

Table 5.10: ANOVA for brand equity by marital status

	Marital status					ρ -value	F-value
	Married Mean (Std. dev)	Single Mean (Std. dev)	In a relationship Mean (Std. dev)	Divorced Mean (Std. dev)	Widow/er Mean (Std. dev)		
Destination brand awareness	3.89 (±0.79)	3.89 (±0.77)	3.90 (±0.60)	3.77 (±1.06)	3.74 (±0.88)	0.899	0.267
Destination brand loyalty	4.09 (±0.93)	4.07 (±0.91)	4.18 (±0.87)	4.03 (±1.23)	3.94 (±0.90)	0.912	0.247
Destination brand association	4.14 (±0.81)	4.07 (±0.90)	4.18 (±0.69)	3.96 (±1.22)	4.54 (±0.47)	0.307	1.207
Destination perceived quality	4.20 (±0.77)	4.05 (±0.94)	4.07 (±0.82)	3.77 (±1.23)	4.37 (±0.62)	0.063	2.248
Destination brand affinity	4.21 (±0.88)	4.17 (±0.93)	4.32 (±0.72)	4.08 (±1.21)	4.43 (±0.80)	0.685	0.569

* $p<0.05$

5.3.1.2.2 Relationships between brand equity factors and travel behaviour variables

Correlations between brand equity and selected travel behaviour variables of respondents are analysed in this section. Selected travel behaviour variables included the last time respondents visited the country; the number of times they visited before (frequency of visitation); the size of their travel party; the length of the last trip; where respondents obtain travel news about South Africa as a tourism destination; their preferred accommodation type and mode of transport when travelling in South Africa, and their main reason for a visit.

a) Correlations between brand equity and selected travel behaviour variables: Time of last visit, Frequency of visitation, Size of travel party, Length of last trip.

Spearman's rank-order correlations were used to explain the strength and direction of the linear relationships between the brand equity factors and four selected variables related to travel behaviour. The variables were time of last visit, frequency of visitation, size of the travel party, and length of the last trip. Results are displayed in Table 5.11 and discussed below.

Table 5.11: Correlation analysis for brand equity and, 'time of last visit, number of times visited, size of the travel party and length of the last trip

		Time of last visit	Frequency of visitation	Size of travel party	Length of last trip
Destination brand awareness	Correlation Coefficient	-0,098	0.251*	0,078	0.160*
	Sig. (2-tailed)	0,054	0,000	0,126	0,002
	N	386	386	386	385
Destination brand loyalty	Correlation Coefficient	-0,093	0,036	0.168*	0,085
	Sig. (2-tailed)	0,068	0,483	0,001	0,096
	N	386	386	386	385
Destination brand association	Correlation Coefficient	0,017	-0.193*	0.179*	0.130*
	Sig. (2-tailed)	0,744	0,000	0,000	0,011
	N	386	386	386	385
Destination brand perceived quality	Correlation Coefficient	-0,031	-0,068	0,097	0,067
	Sig. (2-tailed)	0,547	0,182	0,056	0,188
	N	386	386	386	385
Destination brand affinity	Correlation Coefficient	-0,044	-0,011	0.126*	0.165*
	Sig. (2-tailed)	0,387	0,833	0,013	0,001
	N	386	386	386	385

*small $r_s = 0.10-0.29$; **medium $r_s = 0.30-0.49$; ***large $r_s = 0.50-1.0$ (Cohen, 1998)

Table 5.11 indicates significant, but small correlations between the number of times visited and destination brand awareness and loyalty ($p=0.000$). A positive correlation exists between the number of times visited and destination brand awareness ($r_s= 0.251$), which confirms that respondents who visit South Africa frequently show higher awareness levels about the country. The negative correlation between the number of visits and destination brand association ($r_s= -0.193$) indicate that the more regularly respondents visited South Africa, the less favourable their associations with South Africa were. This is a noteworthy finding since one would expect that favourable associations would increase as tourists are more frequently exposed to the country and its tourism offerings, but for the current respondents, it was not the case. This might indicate a gap between what is portrayed about South Africa through marketing and promotions, and what tourists

experience during their visits. It might also show that international tourists have different experiences (favourable and unfavourable) every time they visit the country – indicating inconsistent service delivery and experiences in the local tourism industry.

Regarding the size of the travel party, small significant correlations were found with destination brand loyalty ($p= 0.001$), destination brand association ($p= 0.000$), and destination brand affinity ($p= 0.013$). All three correlations were positive. Therefore, the larger the travel parties, the higher the levels of destination loyalty ($r_s= 0.168$), association ($r_s= 0.179$) and affinity ($r_s= 0.126$) were shown towards the country. The length of last trip was the last variable to be considered here. Results showed a significant correlation between length of the last trip and destination brand awareness ($p= 0.002$), association ($p= 0.011$) and affinity ($p= 0.001$), respectively. In all three cases, the correlations were small and positive. The longer respondents stayed in the country, the more they became aware of South Africa as a tourism destination ($r_s= 0.160$), the more positive associations they have with the country ($r_s= 0.130$), and the higher the levels of affinity towards the country ($r_s= 0.165$).

b) Correlations between brand equity and selected travel behaviour variables: Travel news about South Africa as a tourism destination

In the questionnaire, respondents were asked to indicate where they obtain travel news about South Africa as a tourism destination. Here, respondents were allowed to choose more than one option. The eight options provided included traditional media (e.g., television), other printed media (e.g., brochures), electronic media (e.g., social media), friends and family, travel agency, fairs and exhibitions, part of the travel package, and other. An independent t -test was conducted for each of the information sources to identify possible statistical differences between brand equity factors and respondents who use a certain information source to obtain travel news, in contrast to those who do not use the source. A total of eight t -tests were conducted and results are shown in Table 5.12. Note, 'Yes' and 'No' were used in the table to distinguish between the mean and standard deviation of respondents who do use the information source to obtain travel news (Yes) and those who do not use the information source (No).

In Table 5.12, various statistically significant differences are evident. Significant differences were found between printed media and destination brand awareness ($p= 0.027$), association ($p= 0.014$), and affinity ($p= 0.005$), respectively. In all three cases, the mean value for respondents who use printed media to obtain travel news, was higher than those who do not use printed media. Therefore, respondents who use printed media (books, guides, brochures, pamphlets, etc.) to obtain travel news about South Africa as a tourism destination tend to be more aware of South Africa as a tourism destination, own more positive associations with the country and show higher levels of affinity towards the country. Electronic media seems to outperform the other sources of information,

showing significant differences with each brand equity factor ($p= 0.000 – 0.002$) and showing higher mean values in each case assigned to the group of respondents who use electronic media, as opposed to those who does not. Respondents that use electronic media (internet, social media, websites) to obtain travel news about South Africa, display a better overall rating of South Africa's brand equity than those who do not use electronic media to obtain travel news.

Table 5.12: t-tests for brand equity by Travel news about South Africa as a tourism destination

		Destination brand awareness	Destination brand loyalty	Destination brand association	Destination perceived quality	Destination brand affinity	
Traditional media	Mean (Std. dev)	Yes	3.87 (±0.82)	3.97 (±1.08)	4.13 (±0.93)	4.13 (±0.85)	4.22 (±0.93)
		No	3.88 (±0.79)	4.11 (±0.91)	4.14 (±0.82)	4.14 (±0.85)	4.22 (±0.89)
	ρ -value	0.911	0.331	0.910	0.925	0.980	
	F-value	1.264	4.002	1.950	0.149	0.367	
	Effect size	0.02	0.13	0.02	0.01	0.00	
Other printed media	Mean (Std. dev)	Yes	4.03 (±0.64)	4.25 (±0.79)	4.31 (±0.65)	4.23 (±0.61)	4.43 (±0.71)
		No	3.84 (±0.82)	4.05 (±0.97)	4.09 (±0.88)	4.11 (±0.90)	4.17 (±0.93)
	ρ -value	0.027*	0.059	0.014*	0.144	0.005*	
	F-value	3.866	2.804	4.733	8.377	5.187	
	Effect size	0.23	0.20	0.25	0.14	0.29	
Electronic media	Mean (Std. dev)	Yes	4.02 (±0.69)	4.22 (±0.85)	4.26 (±0.71)	4.26 (±0.67)	4.36 (±0.78)
		No	3.68 (±0.88)	3.90 (±1.04)	3.97 (±0.98)	3.96 (±1.02)	4.02 (±1.00)
	ρ -value	0.000*	0.002*	0.001*	0.002*	0.001*	
	F-value	5.857	5.394	11.719	14.837	5.818	
	Effect size	0.39	0.31	0.30	0.29	0.33	
Friends and family	Mean (Std. dev)	Yes	3.81 (±0.83)	3.99 (±1.01)	4.04 (±0.92)	4.04 (±0.93)	4.13 (±0.96)
		No	3.95 (±0.74)	4.20 (±0.85)	4.24 (±0.73)	4.24 (±0.73)	4.32 (±0.81)
	ρ -value	0.078	0.023*	0.020*	0.025*	0.031*	
	F-value	1.262	5.385	9.015	5.574	4.638	
	Effect size	0.17	0.21	0.21	0.21	0.20	

Travel agency	Mean (Std. dev)	Yes	3.95 (±0.70)	4.21 (±0.84)	4.27 (±0.79)	4.23 (±0.79)	4.31 (±0.78)
		No	3.85 (±0.82)	4.04 (±0.98)	4.08 (±0.85)	4.10 (±0.87)	4.18 (±0.93)
	ρ -value		0.218	0.094	0.035*	0.161	0.167
	F-value		5.187	7.252	2.135	2.583	7.640
	Effect size		0.12	0.17	0.22	0.15	0.14
Fairs and exhibitions	Mean (Std. dev)	Yes	4.00 (±0.85)	3.70 (±1.21)	3.98 (±0.97)	4.15 (±0.51)	4.02 (±1.03)
		No	3.87 (±0.79)	4.10 (±0.93)	4.14 (±0.84)	4.14 (±0.85)	4.23 (±0.89)
	ρ -value		0.619	0.276	0.581	0.927	0.495
	F-value		0.139	2.999	1.418	1.941	0.357
	Effect size		0.15	0.33	0.17	0.02	0.21
Part of travel package	Mean (Std. dev)	Yes	3.84 (±0.54)	4.25 (±0.64)	4.39 (±0.54)	4.26 (±0.80)	4.35 (±0.59)
		No	3.88 (±0.80)	4.08 (±0.95)	4.13 (±0.95)	4.13 (±0.85)	4.22 (±0.90)
	ρ -value		0.774	0.335	0.084	0.527	0.399
	F-value		2.800	1.523	2.598	0.053	1.493
	Effect size		0.05	0.18	0.31	0.16	0.15
Other	Mean (Std. dev)	Yes	4.02 (±1.01)	4.36 (±0.74)	4.27 (±0.74)	4.43 (±0.57)	4.50 (±0.86)
		No	3.87 (±0.78)	4.07 (±0.95)	4.13 (±0.84)	4.12 (±0.86)	4.21 (±0.89)
	ρ -value		0.512	0.101	0.430	0.028*	0.134
	F-value		1.969	1.246	0.429	1.676	0.776
	Effect size		0.15	0.30	0.16	0.36	0.34

* $p < 0.05$

Regarding friends and family as an information source, significant differences were evident with all the brand equity factors ($p = 0.20 - 0.31$), excluding destination brand awareness ($p = 0.078$). However, interesting to note that the higher mean values in all four cases are represented by the group of respondents who do not use friends and family as an information source to obtain travel news. This indicates that respondents who do not refer to family and friends for travel news about South Africa, tend to be more loyal towards the country, have more positive associations, are more likely to perceive the country as a quality destination and show higher levels of affinity towards the country. This might indicate negative word-of-mouth between international tourists and their friends

and family (whether South African citizens or not). This is a finding that needs attention. A single significant difference exists between using a travel agency to obtain travel news about South Africa and destination brand association ($p= 0.035$). Respondents who make use of travel agencies as information sources have more positive associations with South Africa as a tourism destination.

c) Correlations between brand equity and selected travel behaviour variables: Preferred accommodation type

The determination of correlations between brand equity and preferred accommodation type was addressed in the same way as above. Respondents were asked to indicate what type/s of accommodation they prefer when travelling for leisure purposes. Accommodation types included family and friends, hotel, guesthouse or bed-and-breakfast, lodges, backpackers, and other. Six independent *t*-tests were conducted for each accommodation type to determine differences between brand equity and respondents who prefer a certain type of accommodation when travelling for leisure purposes (represented by 'Yes') instead of those who do not (represented by 'No') (see Table 5.13).

Significant differences are found between lodges as a preferred accommodation type and all the brand equity factors with *p*-values ranging between 0.000 and 0.007. In all cases, the mean value was higher for the group of respondents who prefer to stay in lodges instead of the group who does not. When travelling for leisure purposes, respondents who prefer lodges as an accommodation type tend to perceive the overall brand equity of South Africa in a more favourable way. This might result from previous favourable and high-quality experiences at South African lodges (such as Simbavati lodges and Moditlo River Lodge). Although a statistically significant difference is evident between family and friends as a preferred accommodation type and destination brand loyalty ($p= 0.020$), the higher mean value of 4.16 is represented by the group of respondents who do not prefer friends and family as an accommodation type. Respondents who do not prefer to stay with friends and family when travelling for leisure purposes tend to be more loyal towards South Africa as a tourism destination than those who prefer to stay with friends and family. This can be consequent on the previous finding regarding negative word-of-mouth among friends and family as an information source about the country.

Table 5.13: t-tests for brand equity by preferred accommodation types

			Destination brand awareness	Destination brand loyalty	Destination brand association	Destination perceived quality	Destination brand affinity
Family and friends	Mean (Std. dev)	Yes	3.86 (±0.85)	3.88 (±1.05)	4.03 (±0.94)	4.02 (±0.89)	4.06 (±1.07)
		No	3.88 (±0.77)	4.16 (±0.89)	4.17 (±0.80)	4.17 (±0.83)	4.27 (±0.82)
	ρ -value		0.855	0.020*	0.187	0.149	0.078
	F-value		1.125	5.995	7.385	1.011	9.808
	Effect size		0.02	0.27	0.15	0.17	0.20
Hotel	Mean (Std. dev)	Yes	3.85 (±0.75)	4.11 (±0.92)	4.21 (±0.79)	4.22 (±0.78)	4.30 (±0.83)
		No	3.91 (±0.84)	4.07 (±0.97)	4.06 (±0.89)	4.06 (±0.88)	4.14 (±0.95)
	ρ -value		0.511	0.673	0.070	0.054	0.086
	F-value		4.198	2.183	4.076	3.804	7.676
	Effect size		0.06	0.04	0.18	0.19	0.17
Guesthouse or B&B	Mean (Std. dev)	Yes	3.93 (±0.70)	4.15 (±0.86)	4.13 (±0.80)	4.13 (±0.85)	4.27 (±0.80)
		No	3.83 (±0.85)	4.04 (±1.00)	4.14 (±0.87)	4.14 (±0.85)	4.18 (±0.96)
	ρ -value		0.208	0.275	0.933	0.900	0.323
	F-value		5.913	2.921	0.457	0.145	2.776
	Effect size		0.12	0.10	0.01	0.01	0.09
Lodges	Mean (Std. dev)	Yes	3.98 (±0.73)	4.24 (±0.84)	4.26 (±0.77)	4.24 (±0.78)	4.34 (±0.82)
		No	3.74 (±0.85)	3.88 (±1.03)	3.97 (±0.90)	4.00 (±0.91)	4.07 (±0.96)
	ρ -value		0.004*	0.000*	0.001*	0.007*	0.004*
	F-value		4.092	10.503	4.340	3.029	5.333
	Effect size		0.28	0.35	0.32	0.26	0.28
Backpackers	Mean (Std. dev)	Yes	4.28 (±0.40)	4.23 (±0.92)	4.10 (±0.78)	3.90 (±0.58)	4.57 (±0.46)
		No	3.86 (±0.80)	4.09 (±0.94)	4.14 (±0.84)	4.14 (±0.85)	4.21 (±0.90)
	ρ -value		0.004*	0.595	0.865	0.184	0.024*
	F-value		3.533	0.041	0.009	1.609	2.799
	Effect size		0.53	0.16	0.05	0.29	0.40

Other	Mean (Std. dev)	Yes	3.94 (±0.87)	4.26 (±0.71)	4.33 (±0.59)	4.23 (±0.61)	4.47 (±0.61)
		No	3.87 (±0.79)	4.08 (±0.96)	4.12 (±0.86)	4.13 (±0.86)	4.20 (±0.91)
	ρ-value		0.663	0.216	0.086	0.388	0.037*
	F-value		0.639	1.730	4.096	1.330	4.431
	Effect size		0.08	0.19	0.24	0.12	0.29

* $p < 0.05$

Further results show differences between backpackers as a preferred accommodation type, and destination brand awareness ($p= 0.004$) and destination brand affinity ($p= 0.024$). Respondents who prefer to use backpacker accommodation when travelling for leisure purposes are more aware of South Africa as a tourism destination and show higher levels of affinity towards the country. Lastly, a significant difference exists between respondents who prefer other accommodation types (such as Airbnb, camping, cottages and villas) and destination brand affinity ($p= 0.037$). Therefore, respondents who prefer these other accommodation types when travelling for leisure purposes tend to show higher brand affinity levels towards South Africa as a tourism destination.

d) *Correlations between brand equity and selected travel behaviour variables: Preferred mode of transport*

Independent t -tests were used to identify possible statistical differences between brand equity factors and respondents who prefer a certain mode of transport when travelling in South Africa, in contrast to those who do not prefer the transport mode. Transport modes included airplane, rental car, coach/bus, train, Uber and other. A total of six t -tests were conducted and results are presented in Table 5.14. Again, 'Yes' and 'No' were used in the table to distinguish between the mean and standard deviation of respondents who do prefer a specific mode of transport (Yes) and those who do not prefer that mode of transport (No).

From Table 5.14 it is clear that statistically significant differences exist between airplane as a preferred mode of transport when travelling in South Africa and destination brand loyalty ($p= 0.011$), association ($p= 0.005$), perceived quality ($p= 0.043$), and affinity ($p= 0.032$). Respondents who prefer to travel by air when in South Africa tend to have more favourable associations about the country and perceive the country as a quality destination. They also show higher levels of loyalty and affinity towards South Africa as a tourism destination.

Table 5.14: t-tests for brand equity by preferred modes of transport

			Destination brand awareness	Destination brand loyalty	Destination brand association	Destination perceived quality	Destination brand affinity
Airplane	Mean (Std. dev)	Yes	3.93 (±0.74)	4.18 (±0.89)	4.23 (±0.78)	4.20 (±0.79)	4.30 (±0.84)
		No	3.78 (±0.84)	3.92 (±1.01)	3.97 (±0.91)	4.01 (±0.93)	4.08 (±0.97)
	ρ -value		0.100	0.011*	0.005*	0.043*	0.032*
	F-value		1.125	3.657	2.858	1.148	3.209
	Effect size		0.17	0.26	0.29	0.21	0.22
	Rental car	Mean (Std. dev)	Yes	3.90 (±0.80)	4.09 (±0.99)	4.08 (±0.86)	4.12 (±0.87)
No			3.85 (±0.79)	4.08 (±0.89)	4.21 (±0.81)	4.15 (±0.82)	4.23 (±0.83)
ρ -value		0.564	0.917	0.123	0.691	0.822	
F-value		0.332	0.862	0.006	0.031	0.920	
Effect size		0.06	0.01	0.15	0.04	0.02	
Coach/bus		Mean (Std. dev)	Yes	3.86 (±0.84)	4.11 (±0.99)	4.24 (±0.93)	4.19 (±0.96)
	No		3.88 (±0.78)	4.08 (±0.93)	4.12 (±0.82)	4.12 (±0.82)	4.20 (±0.89)
	ρ -value		0.866	0.866	0.315	0.612	0.409
	F-value		0.000	0.048	0.868	1.083	0.001
	Effect size		0.02	0.02	0.13	0.07	0.11
	Train	Mean (Std. dev)	Yes	3.68 (±0.46)	3.97 (±0.60)	4.11 (±0.62)	4.18 (±0.58)
No			3.89 (±0.81)	4.10 (±0.96)	4.14 (±0.85)	4.13 (±0.86)	4.23 (±0.90)
ρ -value		0.062	0.374	0.823	0.715	0.652	
F-value		6.790	4.800	1.034	1.991	1.255	
Effect size		0.26	0.13	0.04	0.06	0.08	
Uber		Mean (Std. dev)	Yes	3.85 (±0.59)	4.05 (±0.91)	4.20 (±0.65)	4.11 (±0.80)
	No		3.88 (±0.82)	4.10 (±0.95)	4.13 (±0.86)	4.14 (±0.85)	4.21 (±0.92)
	ρ -value		0.721	0.755	0.543	0.848	0.480
	F-value		3.985	0.101	2.168	0.122	0.738
	Effect size		0.04	0.05	0.08	0.03	0.09

Other	Mean (Std. dev)	Yes	3.96 (±0.67)	4.18 (±0.66)	4.26 (±0.63)	4.33 (±0.60)	4.30 (±0.79)
		No	3.87 (±0.80)	4.08 (±0.97)	4.12 (±0.86)	4.11 (±0.87)	4.21 (±0.90)
	<i>p</i>-value		0.402	0.401	0.223	0.043*	0.507
	F-value		1.714	3.934	3.174	2.033	1.048
	Effect size		0.12	0.10	0.15	0.25	0.10
	*<i>p</i> < 0.05						

One significant difference was identified between other modes of transport (such as family cars and private transfers) and destination brand quality. The higher mean value ($\bar{x}=4.33$) is represented by the group of respondents who do prefer these other modes of transport instead of the group that does not. When travelling in South Africa, respondents who prefer different modes of transport (such as family cars and private transfers) show more positive perceptions regarding the quality of South Africa as a tourism destination. No significant differences exist between brand equity factors and the preferred transport modes of rental cars, coaches/busses, train or Uber.

e) *Correlations between brand equity and selected travel behaviour variables: Main reason for visiting*

The four main reasons for visiting South Africa were identified in Table 5.2 as leisure (35%), followed by nature and adventure (25%), visiting friends and family (21%), and a combination of business and leisure (9%). An analysis of variance (ANOVA) was used to analyse the relationship between brand equity factors and the main reasons why respondents visit the country. Results are displayed in Table 5.15.

Table 5.15 shows that statistical significant differences existed between all the brand equity factors and respondents' main reasons for visiting South Africa. All the brand equity factors had a *p*-value of 0.000 except one – destination brand awareness, which had a *p*-value of 0.002. Tukey's-b was used to determine where the pairs of statistically significant differences between the means exist (Burns & Bush, 2014:341). For **destination brand awareness** the significant difference was between the reasons: Visiting Friends and Family ($\bar{x}=3.66$) and Nature and Adventure ($\bar{x}=4.07$) – indicating that respondents who visit the country for nature and adventure reasons rated the destination brand awareness of South Africa higher than those that came to visit friends and family.

Table 5.15: ANOVA for brand equity by main reasons for visiting

Main reasons for visiting						
	Leisure Mean (Std. dev)	Business/ Leisure Mean (Std. dev)	Nature & Adventure Mean (Std. dev)	Visiting Friends & Family Mean (Std. dev)	ρ -value	F-value
Destination brand awareness	3.99 (±0.67)	3.81 (±0.70)	4.07 (±0.76)	3.67 (±0.92)	0.002*	4.969
Destination brand loyalty	4.32 (±0.76)	3.95 (±0.95)	4.37 (±0.76)	3.53 (±1.18)	0.000*	16.907
Destination brand association	4.27 (±0.72)	3.95 (±0.75)	4.40 (±0.64)	3.77 (±1.10)	0.000*	11.071
Destination perceived quality	4.31 (±0.73)	4.16 (±0.76)	4.28 (±0.71)	3.74 (±1.06)	0.000*	9.392
Destination brand affinity	4.38 (±0.76)	4.06 (±0.90)	4.51 (±0.60)	3.80 (±1.19)	0.000*	12.051

* $p < 0.05$

For **destination brand loyalty**, significant differences were evident between Visiting Friends and Family' (\bar{x} =3.53) and the other three reasons, respectively. Respondents that travel to South Africa to visit friends and family are less loyal to the country than those who visit for reasons of Leisure (\bar{x} =4.32), Business/leisure (\bar{x} =3.95), and Nature and Adventure (\bar{x} =4.37). There were a further two significant differences regarding Business/leisure (\bar{x} =3.95) reasons. The first was with Leisure (\bar{x} =4.32), and the second with Nature and Adventure (\bar{x} =4.37). Respondents who visit the country for business/leisure reasons are less loyal than those who visit for leisure and, nature and adventure reasons. At **destination brand association**, both the reasons, Visiting Friends and Family (\bar{x} =3.77) and Business/leisure (\bar{x} =3.95), significantly differed from Leisure (\bar{x} =4.27) and Nature and Adventure (\bar{x} =4.40) reasons. Respondents who visit the country for either leisure, or nature and adventure purposes, hold much more favourable associations with South Africa than those who visit for friends and family or for business/leisure purposes. It can be that international visitors who come to South Africa to visit friends and family, or for business/leisure are much less exposed to tourist attractions of the country since their main purpose of visit is not holiday-related (such as to explore the country, visit the different attractions, etc.), which might contribute to the less-favourable brand associations held in mind.

When examining **destination perceived quality**, Visiting Friends and Family (\bar{x} =3.74) showed a significant difference with Business/leisure (\bar{x} =4.16), Leisure (\bar{x} =4.28), and Nature and Adventure (\bar{x} =4.31) reasons. Respondents who visit South Africa for leisure, business and leisure, or for nature and adventure reasons rated the quality of the country as a tourism destination much higher than

respondents who came to visit friends and family. Two significant differences with regards to **destination brand affinity** were evident. The first was between Visiting Friends and Family (\bar{x} =3.80) and Leisure (\bar{x} =4.38), and Nature and Adventure (\bar{x} =4.51), respectively. Therefore, the respondents who visit for leisure, and nature and adventure reasons are more emotionally attached to the country as a tourism destination than those who visited friends and family. The second was between Business/leisure (\bar{x} =4.06) and Nature and Adventure (\bar{x} =4.51) – indicating that respondents who visit the country for nature and adventure reasons show higher affinity levels and a stronger liking towards South Africa than the country's business/leisure travellers. People who visit South Africa for leisure, and nature and adventure reasons, will experience the tranquilities of diverse natural landscapes, breath-taking wildlife, and local hospitality to which an emotional bond could easily be formed. Those who visit friends and family or for business/leisure purposes will be much less exposed to such experiences and, therefore, show lower affinity levels towards the country. The reason, Visiting Friends and Family, consistently scored the lowest mean, which is consistent with the previous findings in this section regarding negative word-of-mouth among friends and family as an information source and preferred accommodation type.

In summary, older respondents rated brand equity overall higher. Female respondents had more positive associations and higher levels of affinity and liking for South Africa. A worrisome finding was the unfavourable associations with South Africa as a result of more frequent visits to the country. Electronic media makes the greatest contribution to the brand equity of South Africa, followed by printed media, such as books, guides and brochures. Interestingly, family and friends seem to be a negative source of travel news about South Africa. Lodge accommodation had the greatest positive impact on South Africa's brand equity. Respondents who prefer to stay with friends and family are less loyal to the country as a tourism destination. Respondents who visited South Africa for leisure, and nature and adventure purposes, perceived the brand equity of the country in a much more favourable manner than those who visited for business/leisure reasons or to visit friends and family.

5.3.2 An in-depth analysis of brand identity

In this section, an investigation is done on the factors constituting brand identity to create better understanding of the data and evaluate the data for further analysis. The reliability of the brand identity factors are analysed by making use of factor analysis and Cronbach's alpha values. Spearman rank-order correlations, independent *t*-tests and ANOVA's were used to determine the aspects influencing brand identity levels.

5.3.2.1 Reliability of brand identity factors

Exploratory factor analyses were conducted to measure the validity and reliability of the three brand identity factors (including the overall SA tourism brand, the SA tourism logo, and the SA tourism slogan). Once again, the suitability of the data needed to be determined before the factor analysis could be executed. The KMO, Bartlett's Test of Sphericity and the Total Variance Explained, were used. Results are displayed in Table 5.16.

Table 5.16: Factor analysis of brand identity

Factor name	KMO	% Variance explained	Factor loadings (min & max)	Cronbach Alpha	Mean (\bar{x})	Standard deviation
South African tourism brand	0.72	83.36	0.873 - 0.940	0.900	0.53	0.45
South African tourism logo	0.92	76.02	0.822 - 0.909	0.947	3.76	0.86
South African tourism slogan	0.75	47.84	0.541 - 0.752	0.718	2.44	0.45

Table 5.16 shows that the KMO values of all three brand identity factors were higher than 0.6, implying that the individual items constituting each factor, correlate well with each other. Bartlett's Test of Sphericity reached statistical significance ($p < 0.000$) in each of the three factor analyses, which contributes to the importance of the data. Two of three factors had a percentage variance of higher than 60%, but the factor, South African tourism slogan, scored a percentage variance of 47.84%. The minimum and maximum factor loadings were all higher than 0.4, which is considered meaningful (Widd & Diggins, 2015:248). To test the reliability of the brand identity factors, the statistical technique – Item Analysis – was utilised again. The Cronbach's Alpha values of two factors (SA tourism brand and SA tourism logo) were higher than 0.8, assigning high reliability levels. However, the South African tourism slogan-factor had a Cronbach Alpha value of 0.718, indicating that this factor's reliability is acceptable. It is evident from Table 5.16 that respondents strongly agreed with the South African tourism logo but not necessarily the tourism slogan.

5.3.2.2 Aspects influencing brand identity

Inferential analyses were used to determine correlations between brand identity factors and the demographic profile and travel behaviour of respondents.

5.3.2.2.1 Relationships between brand identity factors and demographic characteristics

Correlations between brand identity and selected demographic variables of respondents were determined in this section. The selected demographic variables included age, level of education, gender and marital status.

a) *Correlations between brand identity and selected demographic variables: Age and Education*

Spearman’s rank-order correlation was used to determine the strength and direction of the relationship between brand identity, and the age and level of education of respondents. Results are displayed in Table 5.17. As before, the statistical significance of the correlations were established by making use of a p -value, where $p < 0.05$.

Table 5.17: Correlation analysis for brand identity, and age and education

		Age	Education
South African tourism brand	Correlation Coefficient	0.138*	-0,04
	Sig. (2-tailed)	0,01	0,48
	N	378	378
South African tourism logo	Correlation Coefficient	0.206*	-0.119*
	Sig. (2-tailed)	0,00	0,02
	N	378	378
South African tourism slogan	Correlation Coefficient	0.179*	-0.168*
	Sig. (2-tailed)	0,00	0,00
	N	378	378

***small $r_s = 0.10-0.29$; **medium $r_s = 0.30-0.49$; ***large $r_s = 0.50-1.0$ (Cohen, 1998)**

Table 5.17 indicates that significant correlations existed between all the brand identity factors and the age of respondents. All the correlations were small and positive. Evidently, older respondents are more familiar with the overall South African tourism brand ($r_s = 0.138$), have more positive perceptions about the tourism logo ($r_s = 0.206$), and perceive the representativeness of the tourism slogan more positively ($r_s = 0.179$). Regarding education, two of the three brand identity factors seem to correlate with the level of education of respondents; that is the South African tourism logo ($p = 0.02$) and slogan ($p = 0.00$). Both of these correlations were negative. Therefore, the more educated the respondents, the less positive their perceptions of the South African tourism logo ($r_s = -0.119$) and the less positive they perceive the representativeness of the country’s slogan ($r_s = -0.168$). It can be that higher-educated respondents evaluated the tourism logo and slogan of South Africa in a more critical manner than those who are less educated.

b) *Correlations between brand identity and selected socio-demographic variables: Gender*

Table 5.18 shows the results of a t -test conducted on gender to compare the statistical differences on brand identity between females and males, where a significant difference is indicated by $p < 0.05$. Only one statistically significant difference was evident with regards to the South African tourism slogan ($p = 0.011$). Females ($\bar{x} = 2.48$) considered the South African tourism slogans more representative of the country than males ($\bar{x} = 2.35$).

Table 5.18: t-test for brand identity by gender

Gender					
	Female Mean (Std. dev)	Male Mean (Std. dev)	ρ -value	F-value	Effect size
South African tourism brand	0.51 (\pm 0.45)	0.56 (\pm 0.45)	0.294	0.341	0.12
South African tourism logo	3.81 (\pm 0.90)	3.66 (\pm 0.78)	0.118	1.688	0.16
South African tourism slogan	2.48 (\pm0.44)	2.35 (\pm 0.45)	0.011*	0.393	0.29

* $p < 0.05$

c) *Correlations between brand identity and selected socio-demographic variables: Marital status*

In Table 5.19, a one-way ANOVA was conducted to compare the brand identity factors with the marital status of respondents and accordingly determine the significant differences. When examining Table 5.19, it is evident that no statistically significant difference ($p < 0.05$) exists between the brand identity factors of South Africa and the marital status of respondents.

Table 5.19: ANOVA for brand identity by marital status

Marital status							
	Married Mean (Std. dev)	Single Mean (Std. dev)	In a relationship Mean (Std. dev)	Divorced Mean (Std. dev)	Widow/er Mean (Std. dev)	ρ -value	F-value
South African tourism brand	0.56 (\pm 0.45)	0.54 (\pm 0.46)	0.44 (\pm 0.46)	0.37 (\pm 0.46)	0.54 (\pm 0.48)	0.144	1.725
South African tourism logo	3.82 (\pm 0.81)	3.68 (\pm 0.90)	3.71 (\pm 0.93)	3.38 (\pm 1.12)	3.82 (\pm 0.59)	0.092	2.016
South African tourism slogan	2.47 (\pm 0.43)	2.24 (\pm 0.45)	2.43 (\pm 0.42)	2.25 (\pm 0.61)	2.49 (\pm 0.43)	0.146	1.713

* $p < 0.05$

5.3.2.2.2 Relationships between brand identity factors and travel behaviour

In this section, correlations between brand identity and selected travel behaviour variables of respondents are analysed. The travel behaviour variables included the last time respondents visited the country; the number of times they visited before (frequency of visitation); the size of their travel party; the length of the last trip; where respondents obtain travel news about South Africa as a tourism destination; as well as their preferred accommodation type and mode of transport when travelling in South Africa.

a) *Correlations between brand identity and selected travel behaviour variables: Time of last visit, Frequency of visitation, Size of travel party, Length of last trip.*

To determine the strength and direction of relationships between brand identity and the selected travel behaviour variables, Spearman’s rank-order correlation was applied. Results are shown in Table 5.20.

Table 5.20: Correlation analysis for brand identity and, time of the last visit, frequency of visitation, size of the travel party and length of the last trip

		Time of last visit	Frequency of visitation	Size of travel party	Length of last trip
South African tourism brand	Correlation Coefficient	-0.134*	0.130*	-0,073	0,059
	Sig. (2-tailed)	0,009	0,011	0,150	0,249
	N	386	386	386	385
South African tourism logo	Correlation Coefficient	-0.104*	-0,005	0,039	0,016
	Sig. (2-tailed)	0,041	0,914	0,446	0,748
	N	386	386	386	385
South African tourism slogan	Correlation Coefficient	-0.111*	-0,016	0,016	0,055
	Sig. (2-tailed)	0,029	0,752	0,760	0,278
	N	386	386	386	385

small $r_s = 0.10-0.29$; **medium $r_s = 0.30-0.49$; *large $r_s = 0.50-1.0$ (Cohen, 1998)*

Table 5.20 showed significant correlations between the time of last visit and the brand identity factors. In all three cases, the correlation coefficient was small and negative. This indicates that the longer ago respondents visited the country, the less familiar they are with the overall South African tourism brand ($r_s = -0.134$), the less positive their perceptions are of the South African tourism logo ($r_s = -0.104$) and the less positive they perceive the representativeness of the country’s slogan ($r_s = -0.111$). This can be the cause of different reasons, such as people’s ability to forget over time, brand changes (of the logo and/or slogan), or that high levels of awareness were not maintained. A significant positive correlation exists between the number of times visited and the South African tourism brand ($p = 0.011$). The more (times) respondents visit South Africa the more familiar they are with the overall tourism brand of the country ($r_s = 0.130$).

b) *Correlations between brand identity and selected travel behaviour variables: Travel news about South Africa*

Eight *t*-tests were conducted to identify possible statistical differences between brand identity factors and respondents who use a specific information source to obtain travel news about South Africa, in contrast to those who do not use the source. Table 5.21 displays the results and accordingly no

statistically significant differences ($p < 0.05$) existed between the information sources respondents use to obtain travel news about South Africa and the country's brand identity factors.

Table 5.21: t-tests for brand identity by Travel news about South Africa as a tourism destination

			South African tourism brand	South African tourism logo	South African tourism slogan
Traditional media	Mean (Std. dev)	Yes	0.59 (± 0.45)	3.97 (± 0.79)	2.34 (± 0.48)
		No	0.51 (± 0.45)	3.75 (± 0.88)	2.46 (± 0.44)
	ρ -value		0.197	0.680	0.060
	F-value		1.180	0.952	0.797
	Effect size		0.18	0.05	0.26
Other printed media	Mean (Std. dev)	Yes	0.47 (± 0.47)	3.70 (± 0.71)	2.44 (± 0.46)
		No	0.54 (± 0.45)	3.77 (± 0.90)	2.44 (± 0.44)
	ρ -value		0.225	0.489	0.972
	F-value		2.178	4.003	0.083
	Effect size		0.15	0.07	0.00
Electronic media	Mean (Std. dev)	Yes	0.50 (± 0.46)	3.77 (± 0.83)	2.42 (± 0.44)
		No	0.56 (± 0.44)	3.73 (± 0.92)	2.47 (± 0.45)
	ρ -value		0.200	0.602	0.282
	F-value		6.822	0.826	1.250
	Effect size		0.13	0.05	0.11
Friends and family	Mean (Std. dev)	Yes	0.53 (± 0.45)	3.69 (± 0.89)	2.43 (± 0.46)
		No	0.53 (± 0.46)	3.83 (± 0.83)	2.45 (± 0.44)
	ρ -value		0.998	0.115	0.769
	F-value		0.776	1.323	0.029
	Effect size		0.00	0.16	0.03
Travel agency	Mean (Std. dev)	Yes	0.47 (± 0.46)	3.82 (± 0.83)	2.47 (± 0.45)
		No	0.55 (± 0.45)	3.73 (± 0.88)	2.43 (± 0.44)
	ρ -value		0.131	0.336	0.428
	F-value		0.383	3.190	0.000
	Effect size		0.17	0.10	0.09
Fairs and exhibitions	Mean (Std. dev)	Yes	0.69 (± 0.44)	3.92 (± 0.54)	2.42 (± 0.54)
		No	0.52 (± 0.45)	3.75 (± 0.87)	2.44 (± 0.44)
	ρ -value		0.199	0.323	0.878

Part of travel package	F-value		3.299	2.031	0.632
	Effect size		0.39	0.19	0.05
	Mean (Std. dev)	Yes	0.50 (± 0.49)	4.06 (± 0.60)	2.45 (± 0.50)
		No	0.53 (± 0.45)	3.74 (± 0.87)	2.44 (± 0.44)
	ρ -value		0.836	0.056	0.939
	F-value		0.622	2.138	0.913
Effect size		0.05	0.37	0.02	
Other	Mean (Std. dev)	Yes	0.57 (± 0.45)	3.80 (± 0.85)	2.54 (± 0.39)
		No	0.52 (± 0.45)	3.75 (± 0.87)	2.43 (± 0.45)
	ρ -value		0.631	0.824	0.233
	F-value		0.847	0.068	0.412
	Effect size		0.11	0.05	0.24

* $p < 0.05$

c) Correlations between brand identity and selected travel behaviour variables: Preferred accommodation type

A number of six *t*-tests were conducted to identify possible statistical differences between brand identity factors and the group of respondents who prefer a specific accommodation type when travelling for leisure purposes than the group that does not. Table 5.22 shows the results of the *t*-tests and a simple 'Yes' is used to represent the group of respondents who prefer the accommodation type in each of the cases, and 'No' represents the group of respondents who do not prefer that accommodation type.

Table 5.22: *t*-tests for brand identity by preferred accommodation type

			South African tourism brand	South African tourism logo	South African tourism slogan
Family and friends	Mean (Std. dev)	Yes	0.56 (± 0.44)	3.64 (± 0.99)	2.44 (± 0.48)
		No	0.51 (± 0.46)	3.79 (± 0.82)	2.44 (± 0.44)
	ρ -value		0.327	0.160	0.984
	F-value		2.869	8.094	1.224
	Effect size		0.11	0.16	0.00
	Hotel	Mean (Std. dev)	Yes	0.49 (± 0.47)	3.78 (± 0.90)
No			0.57 (± 0.44)	3.73 (± 0.83)	2.43 (± 0.43)
ρ -value		0.077	0.507	0.721	

	F-value		11.929	0.732	0.085
	Effect size		0.18	0.06	0.04
Guesthouse or B&B	Mean (Std. dev)	Yes	0.54 (±0.45)	3.80 (±0.76)	2.44 (±0.44)
		No	0.51 (±0.46)	3.72 (±0.94)	2.44 (±0.45)
	p-value		0.448	0.320	0.991
	F-value		1.460	5.702	0.563
	Effect size		0.08	0.09	0.00
Lodges	Mean (Std. dev)	Yes	0.49 (±0.46)	3.72 (±0.86)	2.47 (±0.43)
		No	0.57 (±0.44)	3.80 (±0.88)	2.40 (±0.46)
	p-value		0.098	0.345	0.090
	F-value		10.042	0.431	0.770
	Effect size		0.16	0.10	0.17
Backpackers	Mean (Std. dev)	Yes	0.75 (±0.38)	4.02 (±0.69)	2.33 (±0.33)
		No	0.52 (±0.45)	3.75 (±0.87)	2.44 (±0.45)
	p-value		0.060	0.197	0.286
	F-value		11.819	0.638	2.165
	Effect size		0.51	0.32	0.25
Other	Mean (Std. dev)	Yes	0.47 (±0.48)	3.55 (±0.73)	2.38 (±0.42)
		No	0.53 (±0.45)	3.77 (±0.87)	2.45 (±0.45)
	p-value		0.536	0.122	0.419
	F-value		1.803	1.274	0.318
	Effect size		0.12	0.26	0.15

* $p < 0.05$

From Table 5.22, it is evident that no statistically significant differences ($p < 0.05$) exist between the preferred accommodation type when travelling for leisure purposes and South Africa's brand identity factors.

d) *Correlations between brand identity and selected travel behaviour variables: Preferred mode of transport*

To identify statistical differences between South Africa's brand identity factors and preferred mode of transport when travelling in the country, six *t*-tests were conducted. Results are displayed in Table 5.23. The *t*-tests aimed to determine differences between brand identity factors and the group of

respondents who prefer a specific mode of transport when travelling in the country (represented by 'Yes') in opposition to the group of respondents that does not (represented by 'No').

Table 5.23: t-tests for brand identity by preferred modes of transport

			South African tourism brand	South African tourism logo	South African tourism slogan
Airplane	Mean (Std. dev)	Yes	0.51 (±0.46)	3.82 (±0.85)	2.46 (±0.44)
		No	0.55 (±0.45)	3.64 (±0.88)	2.40 (±0.46)
	ρ -value		0.371	0.053	0.184
	F-value		2.126	0.195	0.978
	Effect size		0.09	0.21	0.14
Rental car	Mean (Std. dev)	Yes	0.52 (±0.46)	3.67 (±0.86)	2.42 (±0.45)
		No	0.53 (±0.44)	3.86 (±0.86)	2.47 (±0.44)
	ρ -value		0.752	0.032*	0.229
	F-value		3.764	0.033	0.175
	Effect size		0.03	0.22	0.12
Coach/bus	Mean (Std. dev)	Yes	0.57 (±0.46)	4.00 (±0.95)	2.48 (±0.53)
		No	0.52 (±0.45)	3.70 (±0.84)	2.43 (±0.43)
	ρ -value		0.418	0.018*	0.453
	F-value		0.024	0.685	5.382
	Effect size		0.11	0.31	0.10
Train	Mean (Std. dev)	Yes	0.59 (±0.47)	3.73 (±0.62)	2.28 (±0.57)
		No	0.52 (±0.45)	3.76 (±0.88)	2.45 (±0.44)
	ρ -value		0.505	0.833	0.145
	F-value		0.001	4.363	1.827
	Effect size		0.15	0.03	0.33
Uber	Mean (Std. dev)	Yes	0.57 (±0.45)	3.64 (±0.95)	2.27 (±0.47)
		No	0.52 (±0.45)	3.77 (±0.85)	2.46 (±0.44)
	ρ -value		0.424	0.379	0.009*
	F-value		0.965	0.985	1.025
	Effect size		0.12	0.14	0.42
Other	Mean (Std. dev)	Yes	0.54 (±0.48)	3.64 (±0.67)	2.50 (±0.34)
		No	0.52 (±0.45)	3.77 (±0.89)	2.43 (±0.46)

	ρ-value	0.833	0.243	0.289
	F-value	1.525	2.064	4.295
	Effect size	0.03	0.15	0.13

* $p < 0.05$

From Table 5.23, a total of three significant differences have been identified between the preferred mode of transport and brand identity factors. The first is between rental car and South Africa's tourism logo ($p = 0.032$). Based on the higher mean value, respondents who do not prefer a rental car as mode of transport when travelling in the country perceive the tourism logo in a more positive manner. The second is between coach/bus and South Africa's tourism logo ($p = 0.018$). Respondents that prefer to travel by coach/bus when in South Africa ($\bar{x} = 4.00$) tend to perceive the country's tourism logo more favourably than those who do not prefer to travel by coach/bus ($\bar{x} = 3.70$). The third significant difference is between Uber as preferred mode of transport and South Africa's tourism slogan ($p = 0.009$). Again, based on the higher mean value, the group of respondents who do not prefer Uber as a mode of transport when travelling in South Africa, consider the tourism slogans more representative of the country.

e) *Correlations between brand identity and selected travel behaviour variables: Main reason for visiting*

In Table 5.24, an ANOVA was conducted to determine significant differences between the brand identity factors and the four main reasons for visiting the country.

Table 5.24: ANOVA for brand identity by main reasons for visiting

	Main reasons for visiting				ρ -value	F-value
	Leisure Mean (Std. dev)	Business/Leisure Mean (Std. dev)	Nature & Adventure Mean (Std. dev)	Visiting Friends & Family Mean (Std. dev)		
South African tourism brand	0.57 (± 0.45)	0.57 (± 0.47)	0.37 (± 0.45)	0.54 (± 0.44)	0.006*	4.250
South African tourism logo	3.87 (± 0.76)	3.68 (± 0.77)	3.75 (± 0.85)	3.55 (± 1.08)	0.067	2.405
South African tourism slogan	2.54 (± 0.42)	2.34 (± 0.40)	2.43 (± 0.40)	2.35 (± 0.50)	0.008*	4.036

* $p < 0.05$

From Table 5.24, it is evident that significant differences existed between the main reasons for visitation and the overall South African tourism brand ($p = 0.006$) as well as the tourism slogan, specifically ($p = 0.008$). To determine where the statistically significant differences between the

means lay, Tukey's-b test was used (Burns & Bush, 2014:341). In examining the overall **South African tourism brand** (logo and slogan), the significant difference was between the reason Nature and Adventure ($\bar{x}=0.37$), and the reasons Leisure ($\bar{x}=0.57$) and Business/Leisure ($\bar{x}=0.57$). Respondents who visited South Africa for either leisure or a combination of business and leisure purposes are more aware of the country's overall tourism brand. This can be a result of the recent increase in South Africa's marketing initiatives in the leisure and business tourism markets (SAT, 2019a:56, 69; 2018b:41, 50). Significant differences were identified in relation to the **South African tourism slogan**. Both Business/leisure ($\bar{x}=2.34$) and Visiting Friends and Family ($\bar{x}=2.35$) significantly differed from Leisure ($\bar{x}=2.54$) reasons. Respondents who visit the country for leisure reasons consider tourism slogans more representative of the country than those who visit friends and family or for business/leisure purposes. People who visit the country for leisure are more exposed to the different tourist attractions and tourism offerings of the country, they are thus more informed of South Africa as a tourism destination and can more easily identify with the sometimes hidden representations in the tourism slogans. With regards to the **South African tourism logo**, no significant differences were evident with the main reasons for visiting South Africa as a tourism destination.

In summary, older respondents rated the brand identity of South Africa more positively. Female respondents perceived the tourism slogans to be more representative of the country than males. The longer ago respondents visited the country, the less positive their rating of the country's brand identity. Respondents who visited South Africa for leisure, and a combination of leisure and businesses purposes, were more familiar with the country's overall tourism brand than those who visited friends or family, or for nature and adventure reasons. Leisure travellers considered the South African tourism slogans the most representative of the country.

5.3.3 The relationship between brand equity and identity

In this section, the relationship between South Africa's brand equity and identity as a tourism destination is considered. From the literature review of this study (chapter 3), it became clear that the concepts of brand equity and brand identity are intertwined, where the latter contributes to building the former (Keller, 2013:155; Wheeler, 2013:11). Brand identity assists in building brand equity in the following ways (cf. 3.3.2.1 & 3.3.3.1):

- Both logos and slogans enhance awareness of the destination (Hem & Iversen, 2004:83; Kohli *et al.*, 2007:416; Supphellen & Nygaardsvik, 2002:386);
- Both logos and slogans contribute to brand recognition and recall (the pillars of awareness), (Aaker, 1996b:84; Keller, 2013:48, 156, 158);

- Both logos and slogans provide additional and desired brand associations/images (Aaker, 1991:228-229; Evamy, 2007:8; George, 2019:592; Hem & Iversen, 2004:83); and
- Logos have power to unlock brand feelings (affinity), (Evamy, 2007:8).

Regression analyses were used to investigate the relative importance of the South African tourism logo and slogan (brand identity factors) in predicting brand equity. Thus, the two brand identify factors were used as independent variables (or predictors) and the brand equity factors measure as dependent variables. Five regression analyses were conducted, and results are displayed in Tables 5.25 – 5.29, respectively.

Table 5.25: Regression analysis, destination brand awareness against the brand identity factors

Independent variables	Standardised coefficients	t-values	Significance
	Beta		
(Constant)			
SA tourism logo	0.510	10.441	0.000
SA tourism slogan	0.048	0,989	0.323

R² = 0.286 F = 76.561 Significance: p = 0.000

Dependent variable: Destination brand awareness

Independent variables: Brand identity factors

Table 5.26: Regression analysis, destination brand loyalty against the brand identity factors

Independent variables	Standardised coefficients	t-values	Significance
	Beta		
(Constant)			
SA tourism logo	0.466	9.298	0.000
SA tourism slogan	0.062	1.231	0.219

R² = 0.248 F = 63.130 Significance: p = 0.000

Dependent variable: Destination brand loyalty

Independent variables: Brand identity factors

Table 5.27: Regression analysis, destination brand association against the brand identity factors

Independent variables	Standardised coefficients	t-values	Significance
	Beta		
(Constant)			
SA tourism logo	0.511	10.796	0.000
SA tourism slogan	0.114	2.407	0.017

R² = 0.329 F = 93.827 Significance: p = 0.000

Dependent variable: Destination brand association

Independent variables: Brand identity factors

Table 5.28: Regression analysis, destination perceived quality against the brand identity factors

Independent variables	Standardised coefficients	t-values	Significance
	Beta		
(Constant)			
SA tourism logo	0.547	12.085	0.000
SA tourism slogan	0.133	2.947	0.003

R² = 0.386 F = 120.304 Significance: p = 0.000

Dependent variable: Destination perceived quality

Independent variables: Brand identity factors

Table 5.29: Regression analysis, destination brand affinity against the brand identity factors

Independent variables	Standardised coefficients	t-values	Significance
	Beta		
(Constant)			
SA tourism logo	0.505	10.422	0.000
SA tourism slogan	0.080	1.647	0.100

R² = 0.299 F = 81.504 Significance: p = 0.000

Dependent variable: Destination brand affinity

Independent variables: Brand identity factors

It is evident from Tables 5.25 – 5.29 that the South African tourism logo makes the strongest unique contribution to destination brand awareness (51%), destination brand loyalty (47%), destination brand association (51%), destination perceived quality (55%) and destination brand affinity (51%). These logo aspects include:

- This logo captures the essence of South Africa as a tourism destination.
- This logo can be associated with a proud history of the country.
- This logo's colours attract attention.
- This logo is memorable.
- This logo portrays a good image.
- I like this logo.
- This logo is relevant.

However, the tourism slogan did not perform as well as expected. The South African tourism slogan makes the weakest unique contribution to destination brand associations (11%) and destination perceived quality (13%).

5.4 CONCLUSION

This chapter aimed to empirically analyse the brand equity and identity in relation to South Africa's tourism brand from the perspective of international tourists who visited the country and consequently presenting the research results and findings.

Results and findings were divided into descriptive, and exploratory and inferential results. The descriptive results summarised the basic findings of the sample in frequency tables and figures, which resulted in the formation of a demographic profile of respondents and an exposition of their travel behaviour. Respondents were mainly married females who are between 50 and 59 years of age. They live in the UK and are professionally employed. The majority visited South Africa once within the last year for leisure purposes and preferred to stay in lodge accommodation. They stayed in the country for seven to fourteen days, where they preferred to travel by air. They mainly use electronic media to obtain travel news about the country as a tourism destination. With regards to the brand equity of South Africa, the majority of respondents rated the country's brand awareness, loyalty, association, perceived quality and affinity favourably (Agree and Strongly agree). With regards to brand identity, respondents strongly associate the words *South Africa* and the country's current tourism logo with natural attributes, such as safari and wildlife. An average of about 53% of the respondents are familiar with the South African tourism brand. Respondents rated the current tourism logo overall as being effective. However, the representativeness of the current tourism slogan (*Inspiring new ways*) is a worrisome finding, as the other tourism slogans were rated as being much more representative of South Africa and were recommended to be used instead.

The exploratory and inferential results provided further and more in-depth insight into the data. Both concepts of brand equity and identity were individually analysed, and thereafter, the two concepts were compared to one another. Older respondents rated the brand equity and identity of South Africa more favourably. Higher-educated respondents perceived the quality of the country, its logo, as well as its slogan in a less positive manner. Females showed more positive associations and higher levels of affinity towards the country and considered the tourism slogans more representative of the country than males. Respondents who visited the country frequently, were more familiar with the South African tourism brand but held less positive associations of the country in mind. Respondents that obtained travel news about South Africa from electronic and printed media, rated the brand equity of the country more favourably. In contrast, those who obtained travel news from friends and family, rated the brand equity less favourably. Respondents who preferred lodge accommodation and air transport when travelling in South Africa perceived the country's brand equity more positively. Respondents who visited the country for nature and adventure purposes had more positive perceptions of the country's brand equity. In contrast, respondents who visited for leisure reasons, held more positive perceptions regarding the country's brand identity. The South African tourism logo made the most substantial contribution to the country's brand equity. Overall, the findings concerning South African citizens indicate that South Africans are poor brand ambassadors of the country.

CHAPTER 6

CONCLUSIONS AND RECOMMENDATIONS

6.1 INTRODUCTION

The goal of this study was to measure international tourists' perceptions of South Africa's tourism brand equity and identity. To achieve this goal, four study objectives were set in chapter 1. The first three objectives were assigned to the second, third and fifth chapters of the study. This chapter aims to make informed conclusions and recommendations about the development of South Africa's brand equity and identity.

The first objective was to analyse marketing, branding and the practice of destination branding through an in-depth literature study. This was achieved in chapter 2, where insight was gained into where branding fits into the broad field marketing, and the importance and value of branding destinations in the 21st century. The processes for building a destination brand is described in detail. The second objective was to conduct an in-depth literature review based on the phenomena of brand equity and brand identity with applications to the tourism industry. This was achieved in chapter 3, where insight was gained into the different components that can constitute brand equity and its measurement as approached from the perspective of various researchers. Brand identity was unravelled by means of its importance, value and constituents, where further discussions provided detail on the meanings, significance, types and other essential aspects pertaining to logos and slogans. The third objective was to empirically analyse brand equity and brand identity concerning South Africa's tourism brand from the perspective of international tourists who visited the country. This was done through an online survey distributed mainly through social media platforms, which obtained 386 usable responses. This objective was achieved in chapter 5 and revealed interesting results.

The current chapter aims to achieve the fourth objective of this study, which is to draw conclusions regarding the measurement of the current South African tourism brand, with reference to brand equity and brand identity, and provide recommendations for improving the country's tourism brand in the future. Achieving this objective is twofold. First, conclusions will be drawn from the results of the previous three chapters, respectively. Secondly, recommendations will be proposed with regard to improving South Africa's tourism brand, as well as for future research opportunities. The chapter is concluded by explaining the limitations and value of this study.

6.2 CONCLUSIONS

To achieve the aim of this chapter, conclusions are drawn from the literature review (chapters 2 and 3) and the empirical survey (chapter 5) that were conducted.

6.2.1 Conclusions concerning Objective 1: To analyse marketing, branding and the practice of destination branding through an in-depth literature study (cf. 1.4.2).

The following conclusions can be drawn from chapter 2:

- Marketing is an inevitable task conducted by all businesses (cf. 2.2) and the importance thereof, should not be underestimated.
- The term 'marketing' is defined in many different ways but commonly addresses the need to satisfy consumer needs and wants and build long-lasting relationships with customers (cf. 2.2). This is important for tourism destinations since loyal tourists can build the image and brand of a destination.
- Literature indicates that branding is a historic concept dating back centuries but its purpose remains unchanged, which is identification and differentiation (cf. 2.2.1.6). One needs to stand out in the current competitive tourism environment.
- Destinations compete against each other in a very competitive and growing international market (cf. 2.3).
- Destinations have certain characteristics that make them unique from products. Numerous stakeholders collectively own them; they consist of various facets; they are intangible experiential goods and are extremely susceptible to external events (cf. 2.3.1).
- Destination branding holds numerous advantages for both the destination (supply) and tourists (demand), of which the most important one is differentiating itself from competitor destinations (cf. 2.3.2.1 & 2.3.2.2).
- Building a strong destination brand is a multi-step process, which can be approached in different ways (cf. 2.3.3) and thus, a standardised process was not evident in literature.
- Despite the approach applied, building a strong brand for a destination consists of at least the following activities: planning, designing/developing the brand, implementation/launch of the brand and evaluation/monitoring of the brand (cf. 2.3.3.1 – 2.3.3.3).
- Destinations can refer to the six P's (Purpose, People, Performance, Products, Positioning and Process) of destination branding to ensure the development of a successful destination brand (cf. 2.3.4).

From this, it is clear that destination branding is an important aspect to consider in the marketing practices of a destination. If understood and applied correctly, it holds numerous benefits for

destinations in a competitive market and will allow destinations to become preferred, thriving tourism destinations.

6.2.2 Conclusions concerning Objective 2: To conduct an in-depth literature review based on the phenomena of brand equity and brand identity with applications to the tourism industry (cf. 1.4.2).

The following conclusions can be drawn from the literature pertaining to brand equity and identity, respectively (chapter 3):

6.2.2.1 Conclusions pertaining to brand equity

- Brand equity is a vital and influential concept within destination branding practice (cf. 3.2).
- Brand equity can be defined in various ways but in its core, it represents the value of a brand from the consumer's perspective (cf. 3.2.1). Since tourists are a critical stakeholder in the tourism process, destination brand equity represents the value of a destination brand from potential tourists' perspective.
- A strong brand equity is highly beneficial for businesses and destinations (cf. 3.2.2). It indicates that tourists are familiar with the destination; they are loyal to the destination; they have improved perceptions about the destination and its offerings; and they hold strong and favourable associations of the destination in mind.
- Literature proves that the brand equity models of Aaker (1991) and Keller (2001; 1993) are most commonly utilised (cf. 3.2.3). In numerous research studies about destination brand equity, these two models were used as a basis (cf. 1.2 & Table 1.1).
- The models of Aaker (1991) and Keller (2001; 1993) share similarities. Both agree that brand equity is measured by means of brand awareness/salience, associations/image and loyalty/resonance (cf. 3.2.3.1 – 3.2.3.3).
- Konecnik and Gartner's (2007) consumer-based brand equity model for destinations is prevalent in destination branding literature and was based on a combination of brand equity dimensions from both Aaker (1991) and Keller's (2001; 1993) models (cf. 3.2.3.5).
- Aaker's (1991) loyalty pyramid indicates the levels that loyal customers can occupy, where the ideal group is the committed buyers who are proud and confident users and prefer your brand above all others (cf. 3.2.3.1). In a tourism environment, the ideal level of loyalty can be referred to as committed visitors who have pride in a destination and who will always prefer to visit the destination.
- Consumer or visitor loyalty entails numerous benefits, of which the most important is financial gain (through repeat visits), positive word-of-mouth and competitive advantage (cf. 3.2.3.1).

- Brand awareness is also a multi-level construct, where the ideal level indicates that your brand occupies the top position in consumers' minds. It is built on the two pillars of brand recall and brand recognition (cf. 3.2.3.1; 3.2.3.2 & 3.2.3.5). In a tourism environment, the ultimate destination awareness level will indicate that a tourist will think of the destination first when provided with some kind of cue.
- Brand associations can take many forms; but regardless of the type, it remains vital that the associations are positive. Destination brand associations can be built on various attributes of the destination, such as its landscapes, cities, climate, local ambience, etc. In many cases, the associations are related to the product or service brands originating from the destination (e.g., Japan being associated with advanced technology), (cf. 3.2.3.1 & 3.2.3.5).
- Perceived quality has become inevitable. A destination that offers value for money, and quality accommodation, infrastructure, cleanliness, personal safety, local cuisine, etc., is perceived as a high quality destination (cf. 3.2.3.5). It entails numerous benefits for the destination, of which the most important one is visitor/tourist satisfaction (cf. 3.2.3.1 & 3.2.3.5).
- Brand affinity indicates the level of attachment or liking between a tourist and a destination on a more emotional level (cf. 3.2.4 & 3.2.4.1). Keller's (2001) consumer-based brand equity model addressed brand affinity when referring to consumer feelings (cf. 3.2.3.3). The ideal outcome of strong brand affinity, is an unbreakable emotional bond between the destination and the tourist (cf. 3.2.4.1 & 3.2.4.2).
- Various brand equity dimensions are inter-related. Brand awareness contributes to brand loyalty; it enhances perceived quality; it strengthens brand associations/image; and it develops liking/affinity towards the brand (cf. 3.2.3.1). Perceived quality directly influences brand loyalty (cf. 3.2.3.1). Brand associations are influenced by perceived quality; and creates positive attitudes and feelings (consumer feelings and affinity) about the brand (cf. 3.2.3.1). Brand affinity builds brand awareness and increases brand loyalty (cf. 3.2.4.2).

6.2.2.2 Conclusions about brand identity:

- Brand identity assists in building brand equity (cf. 3.3.1).
- Brand identity is a representation of the destination, its features, and its offerings, to potential tourists through selected brand elements, of which logos and slogans are noteworthy (cf. 3.3.1)
- Both logos and slogans have been around for ages (cf. 3.3.2 & 3.3.3). Their purpose remains the same: identification, recognition and differentiation (cf. 3.3.2.1 & 3.3.3.1). Destinations use logos and slogans to be easily identified and recognised among numerous competitor destinations, in other words, to differentiate themselves.

- Logos visually represent the destination whereas slogans verbally represent the destination (cf. 3.3.2.1 & 3.3.3.1).
- Slogans reinforce names and logos (cf. 3.3.3.1).
- A destination should consider whether the prospective logo would be in the form of symbols, representations, logotypes and letters, or a combination hereof (cf. 3.3.2.2).
- Graphic elements, shapes and colours bear different meanings and should, therefore, be carefully considered when designing the logo for a destination (cf. 3.3.2.3).
- For a destination's logo to be successful, it should be legible, adaptable, meaningful, distinctive, simple, memorable and likeable (cf. 3.3.2.4).
- The destination's logo can enhance the destination's brand awareness; and contribute to positive images of the destination in the minds of potential tourists (cf. 3.3.2.1).
- A destination should consider whether the planned slogan will be imperative, descriptive, superlative, provocative or specific (cf. 3.3.3.2).
- With regards to slogan design, a destination should consider using the destination's name in the slogan itself, as it increases recall and decreases the inimitability of the slogan (cf. 3.3.3.3).
- For a destination's slogan to achieve its intended purpose, it should be short and simple, different from competitors, unique, catchy, memorable, meaningful, evoke an emotional response, and be repeatedly exposed to media (cf. 3.3.3.4).
- A destination slogan owns the ability to increase destination awareness; and provide additional and desired brand associations/images of the destination (cf. 3.3.3.1).

In summary, brand equity and identity are two prominent concepts in branding research and practice. Brand equity and identity can be used by destinations to strengthen and differentiate their brands in a competitive international market to ultimately, become the preferred destination of choice.

6.2.3 Conclusions concerning Objective 3: To empirically analyse brand equity and brand identity concerning South Africa's tourism brand from the perspective of international tourists who visited the country (cf. 1.4.2).

The following conclusions can be drawn from chapter 5:

6.2.3.1 Conclusions concerning the socio-demographic profile and travel behaviour of respondents

- The majority of respondents were highly educated females, married and aged between 50 and 59 years, holding a professional occupation and originating from the United Kingdom (cf. 5.2.1).

- Consistencies between the demographic profile of respondents and the profile of international visitors to South Africa (as outlined by South African Tourism and Statistics South Africa) were evident regarding marital status, occupation and country of residence (cf. 5.2.1). The international market to South Africa mainly proves to be married, holds a professional occupation, and originate from the UK and USA.
- Differences occurred regarding gender and age. The current study provided insight into a less researched, more senior female international market (cf. 5.2.1).
- It can be concluded that most respondents visited South Africa within the last two years for leisure purposes, in a group of two to five people and stayed in the country for one to two weeks. These findings correspond with that of SAT (cf. 5.2.2).
- The majority of respondents were first-time visitors to South Africa, who prefer lodge accommodation and airplane transport when travelling in the country (cf. 5.2.2).
- Respondents mainly obtain travel news about South Africa as a tourism destination from electronic media (internet, social media, and websites), and friends and family (cf. 5.2.2).

6.2.3.2 Conclusions with regard to brand equity results

- From each of the brand equity factors the following aspects were indicated as the most important:
 - Destination awareness: Respondents can picture South Africa in their minds.
 - Destination loyalty: Respondents enjoy talking about South Africa as a tourism destination.
 - Destination brand association: South Africa offers fulfilling experiences.
 - Destination perceived quality: South Africa offers high quality accommodation facilities.
 - Destination brand affinity: Respondents are proud to talk about their visit to South Africa.

These are all important aspects that should be taken into account when developing the tourism brand of South Africa.

- Overall, respondents were highly aware of South Africa as a tourism destination. However, an alarming number of respondents were unsure whether they can recall the marketing efforts of South Africa (cf. 5.2.3).
- Although respondents prove to be loyal to South Africa as a tourist destination, a third of respondents were unsure whether they prefer to visit South Africa when they are exposed to similar destinations (cf. 5.2.3). It was found that they enjoy talking about South Africa and it has been found that word-of-mouth marketing is the best form of marketing. This is an aspect that one must utilise in the tourism environment.

- Respondents held very favourable associations of South Africa as a tourism destination (cf. 5.2.3). More specifically, they have strong associations in terms of nature, wildlife and safaris, which should be considered as part of tourism brand development.
- Respondents had very positive perceptions regarding the perceived quality of South Africa as a tourism destination (cf. 5.2.3).
- Respondents hold extremely high levels of affinity towards South Africa as a tourism destination (cf. 5.2.3).
- The age and level of education of respondents influenced brand equity. Older respondents who visited South Africa before, perceived the country's brand equity more favourably. Less educated respondents agreed more that South Africa is a quality destination (cf. 5.3.1.2.1 [a]).
- It can be concluded that female visitors had more positive associations of, and a stronger liking (affinity) for South Africa (cf. 5.3.1.2.1 [b]).
- Marital status did not influence the brand equity of South Africa as a tourism destination (cf. 5.3.1.2.1 [c]).
- Frequent international visitors of South Africa were more aware of the country; nonetheless, they held less favourable associations with South Africa (cf. 5.3.1.2.2 [a]).
- The size of the travel group and the length of their stay influenced brand equity. Larger travel groups that stayed in South Africa for a more extended period of time, had more favourable associations of South Africa and showed higher levels of affinity towards the country (cf. 5.3.1.2.2 [a]).
- International tourists who obtained travel news about South Africa as a tourism destination through electronic media such as the internet, social media and websites, perceived the overall brand equity of the country in a more favourable manner; nonetheless, those who obtained travel news about South Africa from friends and family, perceived the brand equity of the country less favourable (cf. 5.3.1.2.2 [b]).
- The type of accommodation preferred by international tourists influenced brand equity. International tourists who preferred lodges as accommodation type, perceived the overall brand equity of South Africa more favourable. International tourists who did not prefer friends and family as accommodation type, showed higher loyalty levels towards South Africa as a tourism destination. International tourists who preferred backpackers and other forms of accommodation (Airbnb, camping, cottages and villas) had a stronger liking (affinity) for South Africa (cf. 5.3.1.2.2 [c]).
- International tourists who prefer airplane as a mode of transport when travelling in South Africa, perceived the brand equity of the country more positively (cf. 5.3.1.2.2 [d]).
- The main reasons for visiting South Africa, had an influence on brand equity. Respondents who visited the country for nature and adventure reasons, perceived the brand equity of the

country more favourably with regards to destination awareness, associations, loyalty and affinity. Regarding perceived destination quality, respondents who visited for leisure purposes, showed more favourable perceptions. Respondents who visited South Africa to visit friends and family, rated the country's overall brand equity lower/weaker (cf. 5.3.1.2.2 [e]).

6.2.3.3 Conclusions concerning brand identity

- Safety and security issues in South Africa were a primary concern for respondents (cf. 5.2.4.1 & 5.2.4.5).
- Respondents mainly associated the words 'South Africa' with the rich natural aspects of the country, such as safaris, wildlife, nature, adventure, the bush, sun, etc. (cf. 5.2.4.1).
- An average of 53% of the respondents were aware of the South African tourism brand; have seen the tourism brand before; and have noticed marketing campaigns linked to the country's tourism brand (cf. 5.2.4.2).
- The South African tourism logo was associated with different aspects of the country, such as nature, holiday and the diversity of cultures, but the majority of associations were related to the natural attributes of the country (cf. 5.2.4.3).
- Overall, most respondents indicated that they agree or strongly agree that the current South African tourism logo is effective. Nevertheless, a relatively large number of respondents neither agreed nor disagreed that the logo is relevant and captures the essence of South Africa as a tourism destination (cf. 5.2.4.3).
- Respondents indicated that the previous tourism slogan of South Africa – '*More than you can imagine*' – is more representative of the country than the current tourism slogan – "*Inspiring new ways.*" Additionally, respondents indicated that both the tourism slogans of Namibia (*Endless Horizons*) and Zimbabwe (*A World of Wonders*) (without the names of the competitor destinations being mentioned) were also more representative of South Africa than the current tourism slogan (cf. 5.2.4.4).
- Respondents recommended that the slogan '*More than you can imagine*' should be used for South Africa (cf. 5.2.4.4).
- Some respondents felt that South Africa's brand identity should incorporate its standout elements of wildlife and diversity of offerings/experiences (cf. 5.2.4.5).
- The age and level of education of respondents influenced the brand identity. More senior respondents were more familiar with the overall tourism brand of the country, had favourable perceptions about the logo, and perceived the representativeness of the tourism slogan in a positive manner. Higher educated international tourists had less positive perceptions of the tourism logo, as well as less positive perceptions regarding the representativeness of the country's tourism slogan (cf. 5.3.2.2.1 [a]).

- It can be concluded that female visitors considered the tourism slogans more representative of South Africa as a tourism destination (cf. 5.3.2.2.1 [b]).
- Marital status did not influence the brand identity of South Africa as a tourism destination (cf. 5.3.2.2.1 [c]).
- Respondents who visited South Africa long ago were less familiar with the overall tourism brand and held fewer positive perceptions of the country's tourism logo and slogan (cf. 5.3.2.2.2 [a]).
- Frequent international tourists to South Africa were more familiar with the overall tourism brand (cf. 5.3.2.2.2 [a]).
- The information sources from which international tourists obtained travel news about South Africa, did not influence the country's perceived brand identity of (cf. 5.3.2.2.2 [b]).
- When travelling for leisure purposes, the type of accommodation preferred by international tourists, did not influence the perceived brand identity of South Africa (cf. 5.3.2.2.2 [c]).
- The preferred mode of transport for international tourists when travelling in South Africa, influenced the brand identity. International tourists who firstly, preferred coach/bus and secondly, did not prefer rental car as a mode of transport, perceived the country's tourism logo more positively. International tourists who did not prefer Uber as a mode of transport, considered the tourism slogans more representative of the country (cf. 5.3.2.2.2 [d]).
- International tourists who visited South Africa for leisure and business/leisure purposes were more aware of, and familiar with the country's overall tourism brand (cf. 5.3.2.2.2 [e]).
- International tourists who visited South Africa for leisure reasons, considered the tourism slogans more representative of the country (cf. 5.3.2.2.2 [e]).

6.2.3.4 Conclusions with regard to the relationship between brand equity and brand identity

- With specific reference to logos and slogans, brand identity builds brand equity (cf. 5.3.3).
- The South African tourism logo makes the strongest unique contribution to the country's brand equity firstly, to destination perceived quality and secondly, to destination brand awareness, association and affinity, equally (cf. 5.3.3).
- The South African tourism slogan proves to have minimal impact on the country's brand equity (cf. 5.3.3). This is a finding to consider in future slogan development since other tourism destinations are very successful in this regard.

In summary, respondents rated all the individual components of South Africa's brand equity (destination awareness, loyalty, association, perceived quality and affinity) positively high, thus, they perceive the overall brand equity of South Africa as a tourist destination to be strong. However, there is room for improvement – especially with regards to destination brand awareness and loyalty.

A major red flag is the family and friends market who proves to adversely impact the country's brand equity abroad. The country's brand identity did not perform as well as its brand equity. The overall tourism brand of South Africa requires more awareness among the international tourist market – together with the assurance of a safe and secure destination. Although the current South African tourism logo is perceived as being effective, concern was raised regarding its relevance and its ability to capture the essence of the country. The current South African tourism slogan (*Inspiring new ways*) was perceived by respondents as lacking representativeness of the country as a tourism destination. Considering the outcomes of brand equity and identity in this study, it can be concluded that the current tourism brand of South Africa as a tourism destination, is perceived as being moderately strong, with plenty of room for improvement.

6.3 RECOMMENDATIONS

This section of the chapter provides recommendations for sustaining and improving South Africa's tourism brand and make recommendations about future research opportunities.

6.3.1 Recommendations to improve South Africa's tourism brand with reference to brand equity and identity

- With the local tourism industry, SAT should focus on converting the large percentage of first-time visitors into repeat/loyal visitors, and branding can play an important role here. Through providing an unparalleled experience to visitors, they will want to return to South Africa in the future and prefer South Africa over competitor destinations. The importance of an integrated effort is emphasised for this to be successful.
- SAT, together with the local tourism industry, should encourage visitors to travel more often to South Africa by showcasing what they might not have experienced as tourists. This highlights the importance of showing the variety South Africa has to offer and not always focusing on the same major attractions in marketing material. This can be achieved through relationship marketing and sales promotions with social media platforms offering the opportunity to regularly change marketing material, but at the same time keep the overall South African brand strong.
- Local travel trade and tourism businesses should focus on retaining international visitors in the country for a longer time. This can be done through, for example, sales promotions. This will increase international tourist spending and an overall positive contribution to South Africa's economy.
- SAT should continue to expand a brand presence on all forms of electronic media since it is one of the primary sources from which international tourists obtain travel news about South Africa as a tourism destination. They should fully utilise the benefits of electronic media in a

time of pandemic, which will be rewarding in the future (post COVID-19) with information easily accessible. Numerous less familiar social media platforms can be considered, such as Quora, Google Plus, Instagram, Pinterest, Snapchat and Reddit.

- SAT should continue to build brand awareness of the country, but this should be done more aggressively. This can be achieved through attending travel fairs and exhibitions (including online fairs, exhibitions and travel trade shows in a post COVID-19 period); increased partnerships with local and international travel trade; international television (e.g., Discovery's travel channel); and advertising in travel magazines and newspapers aimed at the travel trade. Awareness campaigns should focus on placing this country at the top of the mind of the consumer.
- SAT, travel trade and local enterprises should fully utilise the high levels affinity shown towards the country by international tourists, by aiming marketing campaigns and initiatives to connect with potential visitors on a deeper, emotional level. This can be done by using creative, emotional advertising appeals that involve people and animals in the spirit of Ubuntu.
- South African citizens have negative perceptions of the country's brand due to reasons, such as COVID-19, political instability, load shedding, etc. However, it is important to distinguish the country's tourism brand from its overall brand. South Africans (as a large segment of the friends and family market) need to be made aware of the benefits of tourism, the importance of word-of-mouth marketing and the severe effects negative word-of-mouth for the country as a tourism destination. This can be achieved through a local marketing campaign in which all of the local tourism industry can participate (marketing co-creation).
- SAT and local tourism service providers (the travel trade and tourism businesses) should work together to ensure the promised South African tourism experience and the actual South African tourism experience are always aligned. This can be achieved through marketing co-creation, and service quality training and workshops.
- The brand is relevant since it was well supported, but a continuous critical review is needed to ensure that it remains relevant.
- Brand South Africa should look into the possibility of a new and more representative tourism slogan for the country or to reinstate the previous slogan of *'More than you can imagine.'* The current tourism slogan does not seem to inspire that much.
- Marketing of the country should continue to portray the country as an all-in-one destination with something for everyone (landscape, rich cultures, adventure, wildlife, gastronomy, etc.). This can be achieved through, for example, videos, virtual reality (VR), augmented reality (AR), DVD's and marketing collateral (colourful brochures, postcards, guide books, etc.).
- SAT should address the issue regarding the safety and security of tourists with greater urgency as it seems to remain an unchanged and continuous concern; especially in the

European region, as this is one of the country's leading tourism source regions. In this regard, public relations activities can be considered, such as press releases, testimonials, newsletters via email, etc. – emphasising the concern for tourists' safety.

- The value of the interaction between brand equity and brand identity should not be underestimated since the logo can build the brand affinity levels of a destination. It is recommended that the logo focuses on our unique wildlife experiences but also showcase the variety that this country can offer. This should be advertised globally to increase the levels of brand equity.
- The measurement of brand equity and brand identity contributes to the development of Brand South Africa as a tourism destination. Currently, South Africa stands strong in terms of equity, and the tourism logo is equally strong. However, the tourism slogan is not strong enough and not contributing to the building of the brand. It is recommended that the slogan is revisited by South African Tourism.

6.3.2 Recommendations with regard to future research opportunities

- This study can be used as a guide for measuring the tourist perceptions of the brand equity and identity of other country destinations.
- A similar study in future can focus on measuring the brand equity and identity of South Africa as a tourism destination from the perspective of domestic tourists.
- Different social media platforms, such as YouTube, Tumblr, Reddit, Twitter and LinkedIn can be used for a wider distribution of the population.
- Exit surveys at South Africa's international airports can be considered in future to obtain a wider population profile.
- Future research can focus on creating a potential new tourism logo and slogan for South Africa, keeping in mind the suggestions and recommendations provided in this study.
- Potential research can look into the local family and friends market of South Africa to possibly determine the reasons behind negative word-of-mouth messages of the country.
- As SAT expands the marketing and promotions of the country, and transforms or rebrands the country's identity in future, similar studies can be conducted to determine whether these changes or transformations led to the improvement of the country's tourism brand equity and identity or not.

6.4 LIMITATIONS

- COVID-19 travel restrictions prevented the physical distribution of questionnaires.
- The survey was only available in English, which might have inhibited international responses.

- Due to time constraints, the number of responses were limited. If the survey can be made available for a longer period, more responses can be acquired.
- Very few accommodation establishments were willing to assist with the online survey distribution.
- The response rate through the accommodation establishments' social media platforms was much lower than expected and limited to a maximum of three posts over the survey period.

6.5 VALUE OF THE STUDY

This study was the first academic study to measure the tourism brand equity and identity of South Africa from the perspective of international visitors. The fact that respondents have previously visited the country affirms that participants' feedback was based on actual experiences and not expectations of South Africa's brand equity and identity.

LIST OF REFERENCES

- Aaker, D.A. 1991. *Managing brand equity: capitalizing on the value of a brand name*. Available from Google Books:
https://play.google.com/books/reader?id=r_TSY5sxnO8C&printsec=frontcover&pg=GBS.PT30.w.1.0.26.0.1 Date of access: 29 Jan. 2019.
- Aaker, D.A. 1996a. Measuring brand equity across products and markets. *California Management Review*, 38(3):102-120.
- Aaker, D.A. 1996b. *Building strong brands*. New York City, NY: The Free Press.
- Achrol, R.S. & Kotler, P. 2011. Frontiers of the marketing paradigm in the third millennium. *Journal of the Academy of Marketing Science*, 40:35-52.
- Adîr, G., Adîr, V. & Pascu, N.E. 2012. Logo design and the corporate identity. *Social and Behavioral Sciences*, 51:650-654.
- Allen, P. 2017. Marketing wake-up call: Phil Allen re-examines the definition of marketing and its role in innovation. *Chemistry and Industry*, 81(4):30-33.
- Almeyda-Ibáñez, M. & George, B.P. 2017. The evolution of destination branding: a review of branding literature in tourism. *Journal of Tourism, Heritage and Service Marketing*, 3(1):9-17.
- AMA (American Marketing Association). 2017. *Definitions of marketing*. <https://www.ama.org/the-definition-of-marketing-what-is-marketing/> Date of access: 18 Oct. 2020.
- Armstrong, G., Adam, S., Denize, S., Volkov, M. & Kotler, P. 2018. *Principles of marketing*. 7th ed. Melbourne: Pearson.
- Aro, K., Suomi, K. & Saraniemi, S. 2018. Antecedents and consequences of destination brand love – a case study from Finnish Lapland. *Tourism Management*, 67:71-81.
- Asseraf, Y. & Shoham, A. 2017. Destination branding: the role of consumer affinity. *Journal of Destination Marketing and Management*, 6:375-384.

Balakrishnan, M.S. 2008. Dubai- a star in the east: a case study in strategic destination branding. *Journal of Place Management and Development*, 1(1):62-91.

Beirman, D. 2003. *Restoring tourism destinations in crisis: a strategic marketing approach*. Sydney: Allen & Unwin.

Benedek, I. 2018. Instagram as a tool for destination branding- case study on the major cities of Romania. *Journal of Media Research*, 11(2):43-53.

Bennett, J.A. & Strydom, L. 2008. What is tourism? In: Bennett, J. A., Jooste, C. & Strydom, L., eds. *Managing tourism services: a southern African perspective*. 3rd ed. Pretoria: Van Schaik Publishers. pp. 1-29.

Bennett, A., Jooste, C. & Strydom L. 2005. *Managing Tourism Services: A South African Perspective*. 3rd Edition. Van Schaik: Pretoria.

Beritelli, P. & Laesser, C. 2018. Destination logo recognition and implications for intentional destination branding by DMOs: a case for saving money. *Journal of Destination Marketing and Management*, 8:1-13

Berndt, A. & Petzer, D., eds. 2011. *Marketing research*. Cape Town: Pearson.

Bettencourt, L.A. 2017. *Are you managing brand equity incorrectly?*

<https://www.ama.org/2017/12/20/are-you-managing-brand-equity-incorrectly/> Date of access: 17 Feb. 2019.

Bezuidenhout, D. 2019. *Innovation in tourism destination marketing: the case of South Africa*. Potchefstroom: North-West University. (Dissertation – MCom).

Bianchi, C. & Pike, S. 2011. Antecedents of attitudinal destination loyalty in a long-haul market: Australia's brand equity among Chilean consumers. *Journal of Travel and Tourism Marketing*, 28(7):736-750.

Bianchi, C., Pike, S. & Lings, I. 2014. Investigating attitudes towards three South American destinations in an emerging long haul market using a model of consumer-based brand equity (CBBE). *Tourism Management*, 42:215-223.

- Bick, G. 2011. Brand equity and brand valuation. In: Klopper, H.B. & North, E., eds. *Brand management*. Cape Town: Pearson. pp. 32-56.
- Blain, C., Levy, E.S. & Ritchie, J.R.B. 2005. Destination branding: insights and practices from destination management organisations. *Journal of Travel Research*, 43:328-338.
- Blanco-Gomez, M.L. 2013. Destination branding: the case of Spain. *Romanian Economic and Business Review*, 8(4.1):108-128.
- Blythe, J. 2006. *Principles & practice of marketing*. London: Thomson Learning.
- Bonnardel, V., Séraphin, H., Gowreesunkar, V. & Ambaye, M. 2020. Empirical evaluation of the new Haiti DMO logo: visual aesthetics, identity and communication implications. *Journal of Destination Marketing and Management*, 15.
- Boo, S., Busser, J. & Baloglu, S. 2009. A model of customer-based brand equity and its application to multiple destinations. *Tourism Management*, 30(2):219-231.
- Brand South Africa. 2009. *The new logo to unite Brand South Africa*.
<https://www.brandsouthafrica.com/south-africa-fast-facts/news-facts/brandsouthafricalogo> Date of access: 21 Nov. 2020.
- Brand South Africa. 2012. *Inspiring new ways: SA's new slogan*.
<https://www.brandsouthafrica.com/south-africa-fast-facts/news-facts/08-mar-12-4603> Date of access: 21 Nov. 2020.
- Brand South Africa. 2017. *South Africa drops three places in nation brand index*.
<https://www.brandsouthafrica.com/press-release/south-africa-drops-three-places-ranking> Date of access: 6 Dec. 2018.
- Briciu, V.-A. & Briciu, A. 2016. A brief history of brands and the evolution of place branding. *Bulletin of the Transilvania University of Braşov. Series VII: Social Sciences. Law*, 9(2):137-142.
- Brown, S. 2016. *Brands and branding*. London: Sage Publications.
- Burns, A.C. & Bush, R.F. 2014. *Marketing research*. 7th ed. Upper Saddle River, NJ: Pearson.
- Burns, A.C., Veeck, A. & Bush, R.F. 2017. *Marketing research*. 8th ed. Harlow: Pearson.

Cai, L.A. 2002. Cooperative branding for rural destinations. *Annals of Tourism Research*, 29(3):720-742.

Cai, L.A., Qiu, H.H. & Li, G. 2007. Towards a competitive destination brand in a mass market. *Tourism Analysis*, 12(5-6):463-471.

Camilleri, M.A. 2018. *Travel marketing, tourism economics and the airline product: an introduction to theory and practice*. Cham: Springer. Available from SpringerLink: <https://link-springer-com.nwulib.nwu.ac.za/content/pdf/10.1007%2F978-3-319-49849-2.pdf> Date of access: 18 May 2020.

Cant, M.C., ed. 2010. *Marketing: an introduction*. Cape Town: Juta.

Cant, M.C., Van Heerden, C.H. & Ngambi, H.C., eds. 2013. *Marketing management: a South African perspective*. 2nd ed. Cape Town: Juta.

Ceken, B. & Ersan, M. 2017. [Country brands: a typographic analysis of tourism logos] [Abstract]. *Idil Sanat ve Dil Dergisi*, 6(37):2506-2520. doi: 10.7816/idil-06-37-08

Chandler, L.G. 2014. *Destination brand building*. https://tiak.org/wp-content/uploads/2015/09/CDME-Final_LeahChandler5_30_14.pdf Date of access: 20 Sept. 2020.

Chatzigeorgiou, C. & Christou, E. 2016. Destination branding and visitor brand loyalty: evidence from mature tourism destinations in Greece. *Tourismos*, 11(5):102-123.

Chi, H.-K., Huang, K.-C. & Nguyen, H.M. 2020. Elements of destination brand equity and destination familiarity regarding travel intention. *Journal of Retailing and Consumer Services*, 52.

Clow, K.E. & Baack, D. 2007. *Integrated advertising, promotion, and marketing communications*. 3rd ed. Upper Saddle River, NJ: Pearson Prentice Hall.

Clow, K.E. & Baack, D. 2013. *Integrated advertising, promotion, and marketing communications*. 6th ed (Global edition). Harlow: Pearson.

Cohen, J. 1988. *Statistical power analysis for behavioural sciences*. 2nd ed. Hillsdale: Elbraun.

Creswell, J.W. 2014. *Research design: qualitative, quantitative, and mixed methods approaches*. 4th ed. Thousand Oaks, CA: SAGE Publications.

Danesi, M. 2006. *Brands*. Oxon: Routledge.

Dasgupta, D. 2011. *Tourism marketing*. New Delhi: Pearson.

Davidson, R. & Rogers, T. 2006. *Marketing destinations and venues for conferences, conventions and business events*. Amsterdam: Butterworth-Heinemann.

Daye, M. 2010. Challenges and prospects of differentiating destination brands: the case of the Dutch Caribbean Islands. *Journal of Travel and Tourism Marketing*, 27(1):1-13.

De Chernatony, L. & McDonald, M.H.B. 2003. *Creating powerful brands in consumer, service and industrial markets*. 3rd ed. Oxford: Butterworth-Heinemann.

De Silva, L. 2013. *Determinants of destination branding for revisiting: with special reference to tourism in Sri Lanka*. Paper delivered at the 3rd International Symposium South Eastern University of Sri Lanka, Oluvil, 6-7 July.

<http://192.248.66.13/bitstream/handle/123456789/395/Determinants%20of%20Destination.pdf?sequence=1> Date of access: 9 Sept. 2018.

Dedeoğlu, B.B., Van Niekerk, M., Weinland, J. & Celuch, K. 2019. Re-conceptualizing customer-based destination brand equity. *Journal of Destination Marketing and Management*, 11:211-230.

Deslandes, D.D. & Goldsmith, R.E. 2002. Destination branding: a new concept for tourism marketing. In: Spotts, H.E., ed. *Conference proceedings. The 2002 Academy of Marketing Science (AMS) Annual Conference, Sanibel Harbour Resort, Fort Myers, FL*. New York, NY: Springer. pp. 130-137.

Doyle, C. 2011. 'The real thing'? *The language of advertising slogans*. <http://jllapsites.com/real-estate-compass/2011/10/advertising-slogans-language/> Date of access: 13 Jun. 2020.

Du Toit, M. & Erdis, C. eds. 2013. *Fundamentals of branding*. Cape Town: Juta.

Duman, T., Ozbal, O. & Duerod, M. 2018. The role of affective factors on brand resonance: measuring customer-based brand equity for the Sarajevo brand. *Journal of Destination Marketing and Management*, 8:359-372.

Dyson, P., Farr, A. & Hollis, N.S. 1996. Understanding, measuring, and using brand equity. *Journal of Advertising Research*, 36(6):9-21.

eBrandValue. 2019, 29 July. *The difference between brand equity and brand affinity* [Blog post]. <https://www.ebrandvalue.com/en/blog/difference-between-brand-equity-and-brand-affinity/> Date of access: 19 Sept. 2020.

Emerald Publishing. 2020. *How to... conduct empirical research*. <https://www.emeraldgrouppublishing.com/archived/research/guides/methods/empirical.htm> Date of access: 16 Nov. 2020.

Enslin, C. 2011. Brand identity development. In: Klopper, H.B. & North, E., eds. *Brand management*. Cape Town: Pearson. pp. 57-89.

Enslin, C. & Klopper, H.B. 2011. A balanced perspective on brands. In: Klopper, H.B. & North, E., eds. *Brand management*. Cape Town: Pearson. pp. 2-30.

Evamy, M. 2007. *Logo*. London: Laurence King.

Evans, N. 2015. *Strategic management for tourism, hospitality and events*. 2nd ed. Oxon: Routledge.

Evans, N. 2020. *Strategic management for tourism, hospitality and events*. 3rd ed. Oxon: Routledge.

Ezeuduji, I.O., Lete, P.M., Correira, M. & Taylor, A. 2013. Competitive advantage for brand positioning: the case of Sun City in South Africa. *Tourism Review International*, 17:299-306.

Ezeuduji, I.O., November, K.L. & Haupt, C. 2016. Tourist activity and destination brand perception: the case of Cape Town, South Africa. *Journal of Economics and Behavioral Studies*, 8(4):156-168.

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.

Ferns, B.H. & Walls, A. 2012. Enduring travel involvement, destination brand equity, and travelers' visit intentions: a structural model analysis. *Journal of Destination Marketing and Management*, 1:27-35.

Filkuková, P. & Klempe, S.H. 2013. Rhyme as reason in commercial and social advertising. *Scandinavian Journal of Psychology*, 54(5):423-431.

- Galí, N., Camprubí, R. & Donaire, J.A. 2017. Analysing tourism slogans in top tourism destinations. *Journal of Destination Marketing and Management*, 6:243-251.
- Gany, K.B. 2017. *Visitors' perception of destination attractiveness: the case of selected Kimberley resorts*. Bloemfontein: Central University of Technology. (Dissertation – MSM).
- Gartner, W.C. 1994. Image formation process. *Journal of Travel and Tourism Marketing*, 2(2):191-216.
- Gartner, W.C. & Konecnik-Ruzzier, M. 2011. Tourism destination brand equity dimensions: renewal versus repeat market. *Journal of Travel Research*, 50(5):471-481.
- George, R. 2014. *Marketing tourism in South Africa*. 5th ed. Cape Town: Oxford University Press.
- George, R., ed. 2015. *Managing tourism in South Africa*. 2nd ed. Cape Town: Oxford University Press.
- George, R. 2019. *Marketing tourism in South Africa*. 6th ed. Cape Town: Oxford University Press.
- Giampiccoli, A., Lee, S. & Nauright, J. 2015. Destination South Africa: comparing global sports mega-events and recurring localised sports events in South Africa for tourism and economic development. *Current Issues in Tourism*, 18(3):229-248.
- Gilmore, F. 2002. Branding for success. In: Morgan, N., Pritchard, A. & Pride, R. eds. *Destination branding: creating the unique destination proposition*. Oxford: Butterworth Heinemann. pp. 57-65.
- Goldman, M. & McCoy, S. 2014. Branding and positioning. In: Venter, P. & Jansen van Rensburg, M., eds. *Strategic marketing: theory and application for competitive advantage*. 2nd ed. Cape Town: Oxford University Press. pp. 226-262.
- Gómez, M., Lopez, C. & Molina, A. 2015. A model of tourism destination brand equity: the case of wine tourism destinations in Spain. *Tourism Management*, 51:210-222.
- Govender, K., Chuchu, T., Maziriri, E.T. & Cunha, M.N. 2020. An analysis of local tourists' perceptions towards attraction sites in Cape Town, South Africa. *e-Review of Tourism Research*, 18(1):1-21.

- Gu, H. & Wall, G. 2006. The effect of SARS on China's tourism enterprises. *Tourism*, 54(3):225-233.
- Gyimóthy, S. & Mykletun, R. J. 2010. Destinations as gadgets: co-creating a sportive identity for Voss. In: Kozak, M., Gnoth, J. & Andreu, L.L.A. eds. *Advances in tourism destination marketing: managing networks*. Oxford: Routledge. pp. 99-110.
- Haarhoff, R. 2018. Tourist perceptions of factors influencing destination image: a case study of selected Kimberley resorts. *African Journal of Hospitality, Tourism and Leisure*, 7(4). Available at: https://www.ajhtl.com/uploads/7/1/6/3/7163688/article_27_vol_7_4__2018.pdf Date of access: 26 Apr. 2021.
- Haarhoff, R. & De Klerk, B. 2019. Destination South Africa: analysis of destination awareness and image by international visitors. *Geojournal of Tourism and Geosites*, 24(1):201-211.
- Hamel, G. & Prahalad, C.K. 1994. *Competing for the future*. Boston, MA: Harvard Business School Press.
- Hankinson, G. 2005. Destination brand images: a business tourism perspective. *Journal of Services Marketing*, 19(1):24-32.
- Hankinson, G. 2012. The measurement of brand orientation, its performance impact, and the role of leadership in the context of destination branding: and exploratory study. *Journal of Marketing Management*, 28:974-999.
- Hayden, C. & Sevin, E. 2012. The politics of meaning and the city brand: the controversy over the branding of Ankara. *Place Branding and Public Diplomacy*, 8(2):133-146.
- Hem, L. E. & Iversen, N. M. 2004. How to develop a destination brand logo: a qualitative and quantitative approach. *Scandinavian Journal of Hospitality and Tourism*, 4(2):83-106.
- Herget, J., Petru, Z. & Abrahám, J. 2015. City branding and its economic impacts of tourism. *Economics and Sociology*, 8(1):119-126.
- Hollander, S.C., Rassuli, K.M., Jones, D.B. & Dix, L.F. 2005. Periodization in marketing history. *Journal of Macromarketing*, 25(1):32-41.

- Hood, J.W. 2008. *Destination branding: a case study of the Kruger National Park*. Potchefstroom: North-West University. (Dissertation – MCom).
- Hood, J.W. 2015. *A conceptual instrument to measure the success of branding in the tourism industry*. Potchefstroom: North-West University (Thesis – PhD).
- Hong, J.-S., Liu, C.-H., Chou, H.-Y. & Tsai, C.-Y. 2012. Understanding the impact of culinary brand equity and destination familiarity on travel intentions. *Tourism Management*, 33:815-824.
- Hosany, S., Ekinci, Y. & Uysal, M. 2007. Destination image and destination personality. *International Journal of Culture, Tourism and Hospitality Research*, 1(1):62-81.
- Huang, S.L. & Lin, L.L. 2017. Awareness effects of the tourism slogans of ten destinations in Asia. *Journal of China Tourism Research*, 13(4):375-387.
- Huang, W.J. & Santos, C.A. 2011. Tourism and national identity in the United States: the case of Washington, DC. In: Frew, E. & White, L., eds. *Tourism and national identities: an international perspective*. Oxon: Routledge. pp. 13-25.
- IBM (International Business Machines). 2020. *KMO and Bartlett's test*. https://www.ibm.com/support/knowledgecenter/SSLVMB_23.0.0/spss/tutorials/fac_telco_kmo_01.html Date of access: 9 Nov. 2020.
- Jennings, G. 2011. *Tourism research*. 2nd ed. Milton: Wiley.
- Kaiser, H.F. 1974. An index of factorial simplicity. *Psychometrika*, 39:31-36.
- Kasapi, I. & Cela, A. 2017. Destination branding: a review of the city branding literature. *Mediterranean Journal of Social Sciences*, 8(4):129-142.
- Kastarlak, B.I. & Barber, B. 2014. *Fundamentals of planning and developing tourism*. Harlow: Pearson.
- Keller, K.L. 1993. Conceptualizing, measuring, and managing customer-based brand equity. *Journal of Marketing*, 57(1):1-22.
- Keller, K.L. 2001. *Building customer-based brand equity: a blueprint for creating strong brands*. Cambridge, MA: Marketing Science Institute.

- Keller, K.L. 2003. Understanding brands, branding and brand equity. *Interactive Marketing*, 5(1):7-20.
- Keller, K.L. 2009. Building strong brands in a modern marketing communications environment. *Journal of Marketing Communications*, 15(2-3):139-155.
- Keller, K.L. 2013. *Strategic brand management: building, measuring, and managing brand equity*. 4th (global) ed. Boston: Pearson.
- Khan, O. 2016. Loyalty pyramids: a new paradigm in services loyalty. *International Journal of Finance and Management*, 1(1):32-44.
- Kinncar, T.C., Bernhardt, K.L. & Krentler, K.A. 1995. *Principles of marketing*. 4th ed. New York City, NY: HarperCollins Publishers.
- Kladou, S. & Kehagias, J. 2014. Assessing destination brand equity: an integrated approach. *Journal of Destination Marketing and Management*, 3:2-10.
- Kladou, S., Giannopoulos, A.A. & Mavragani, E. 2015. Destination brand equity research from 2001 to 2012. *Tourism Analysis*, 20(2):189-200.
- Kladou, S., Kavartzis, M., Rigopoulou, I. & Salonika, E. 2017. The role of brand elements in destination branding. *Journal of Destination Marketing and Management*, 6:426-435.
- Koekemoer, L., ed. 2017. *Marketing communication: an integrated approach*. Cape Town: Juta.
- Kohli, C., Leuthesser, L. & Suri, R. 2007. Got slogan? Guidelines for creating effective slogans. *Business Horizons*, 50(5):415-422.
- Kohli, C., Suri, R. & Thakor, M. 2002. Creating effective logos: insights from theory and practice. *Business Horizons*, 45(3): 58-64.
- Kohli, C., Thomas, S. & Suri, R. 2013. Are you in good hands? Slogan recall: what really matters. *Journal of Advertising Research*, 53(1):31-42.
- Konecnik, M. & Gartner, W.C. 2007. Customer-based brand equity for a destination. *Annals of Tourism Research*, 34(2):400-421.

Konecnik, M. & Go, F. 2008. Tourism destination brand identity: the case of Slovenia, *Journal of Brand Management*, 15(3):177-189.

Kosaka, K. (n.d.). *Building brand affinity without the big-brand budget* [Blog post]. <https://blog.alex.com/building-brand-affinity/> Date of access: 20 Sept. 2020.

Kotler, P. 2003. *Marketing management*. 11th ed. Upper Saddle River, NJ: Pearson.

Kotler, P. & Armstrong, G. 2014. *Principles of marketing*. 15th ed. Harlow: Pearson.

Kotler, P. & Gertner, D. 2002. Theoretical papers: country as brand, product, and beyond: a place marketing and brand management perspective, *Brand Management*, 9(4-5):249-261.

Kotler, P. & Keller, K.L. 2006. *Marketing management*. 12th ed. Upper Saddle River, NJ: Pearson Prentice Hall.

Kotler, P. & Keller, K. L. 2012. *Marketing management*. 14th ed. Upper Saddle River, NJ: Pearson Prentice Hall.

Kotler, P. & Keller, K.L. 2016. *Marketing management*. 15th ed. Harlow: Pearson.

Kotler, P., Armstrong, G. & Tait, M. 2010. *Principles of marketing: global and Southern African perspectives*. Cape Town: Pearson.

Kotsi, F., Pike, S. & Gottlieb, U. 2018. Consumer-based brand equity (CBBE) in the context of an international stopover destination: perceptions of Dubai in France and Australia. *Tourism Management*, 69:297-306.

Krejcie, R.V. & Morgan, D.W. 1970. Determining the sample size for research activities. *Educational and Psychological Measurement*, 30(3):607-610.

Kurtz, D.L. 2012. *Contemporary marketing*. 15th ed. Mason, OH: South-Western Cengage Learning.

Laerd Statistics. 2020. *Spearman's Rank-Order Correlation using SPSS Statistics*. <https://statistics.laerd.com/spss-tutorials/spearmans-rank-order-correlation-using-spss-statistics.php#> Date of access: 19 Nov. 2020.

Lamb, C.W., Hair, J.F., McDaniel, C., Boshoff, C., Terblanche, N., Elliott, R. & Klopper, H.B. 2012. *Marketing*. 4th ed. Cape Town: Oxford University Press.

Lamb, C.W., Hair, J.F., McDaniel, C., Boshoff, C., Terblanche, N., Elliott, R. & Klopper, H.B. 2015. *Marketing*. 5th ed. Cape Town: Oxford University Press.

Lamb, C.W., Hair, J.F., McDaniel, C., Boshoff, C., Terblanche, N., Elliott, R. & Klopper, H.B. 2019. *Marketing*. 6th ed. Cape Town: Oxford University Press.

Laurens, M. 2013. *Towards a brand value model for the Southern Africa Tourism Services Association*. Potchefstroom: North West University. (Thesis – PhD).

Lee, G., Cai, L.A. & O'Leary, J.T. 2006. WWW.Branding.States.US: An analysis of brand-building elements in the US state tourism websites. *Tourism Management*, 27(5):815-828.

Lee, S., Rodriguez, L. & Sar, S. 2012. The influence of logo design on country image and willingness to visit: a study of country logos for tourism. *Public Relations Review*, 38:584-591.

Lehmann, S. 2015. Managing visitor attractions. In: George, R., ed. *Managing tourism in South Africa*. 2nd ed. Cape Town: Oxford University Press. pp. 67-92.

Lehto, X.Y., Lee, G. & Ismail, J. 2014. Measuring congruence of affective images of destinations and their slogans. *International Journal of Tourism Research*, 16:250-260.

Lever, M. & Abbas, R. 2019. Albania (Go Your Own Way!) to Zimbabwe (A World of Wonders): a rhetorical analysis of the world's country tourism slogans. *Journal of Vacation Marketing*, 25(3):320-333.

Lieven, T. 2018. Brand gender: increasing brand equity through brand personality. Available from SpringerLink: <https://link-springer-com.nwulib.nwu.ac.za/book/10.1007%2F978-3-319-60219-6>
Date of access: 20 Nov. 2020.

Ligthelm, A.A. 2010. Questionnaire design. In: Tustin, D.H., Ligthelm, A.A., Martins, J.H. & Van Wyk, H.de J. eds. *Marketing research in practice*. Pretoria: Unisa Press. pp. 384-423.

Lourenção, M., de Moura Engracia Giraldo, J. & de Oliveira, J.H.C. 2020. Destination advertisement semiotic signs: analysing tourists' visual attention and perceived ad effectiveness. *Annals of Tourism Research*, 84, art. #103001. <https://doi.org/10.1016/j.annals.2020.103001>

- Ma, Q., Cheng, L., Qiu, W. & Wang, J. 2021. The neural basis of the unattended processing of destination-slogan consistency. *Journal of Destination Marketing and Management*, 19, art. #100556. <https://doi.org/10.1016/j.jdmm.2021.100556>
- Martínez, E.O., Antón, P.M. & Campos, L.R. 2006. El slogan en el sector turístico Español [The slogan in the Spanish tourism sector]. *Cuadernos de Turismo*, 17:127-146.
- Matin, S. 2016. Customer based brand equity measurement: a case study of Grameenphone Ltd. *International Journal of Marketing and Human Resource Management*, 7(3):27-40.
- Matiza, T. & Slabbert, E. 2020. Understanding the country image-travel motivation nexus in emerging tourism typologies for South Africa. *Polish Journal of Sport and Tourism*, 27(3):28-33.
- McCabe, S. 2009. *Marketing communications in tourism and hospitality: concepts, strategies and cases*. Oxford: Butterworth-Heinemann.
- Medlik, S. 2003. *Dictionary of travel, tourism and hospitality*. 3rd ed. New York, NY: Routledge.
- Merriam-Webster, Inc., 2020. *Merriam-Webster dictionary*. <https://www.merriam-webster.com/dictionary/affinity> Date of access: 13 Sep. 2020.
- Middleton, V.T.C. & Clarke, J. 2001. *Marketing in travel and tourism*. 3rd ed. Oxford: Butterworth-Heinemann
- Mills, G.E. & Gay, L.R. 2019. *Educational research: competencies for analysis and applications*. 12th ed. New York City, NY: Pearson.
- Moilanen, T. & Rainisto, S. 2009. *How to brand nations, cities and destinations: a planning book for place branding*. Basingstoke: Palgrave Macmillan.
- Molian, D. 1993. 'I am a doughnut': lessons for the sloganeer. *European Business Journal*, 5(2):40-47.
- Morgan, N. & Pritchard, A. 2003. *Advertising in tourism and leisure*. Burlington, MA: Butterworth-Heinemann.
- Morgan, N., Pritchard, A. & Piggott, R. 2002. New Zealand, 100% Pure: the creation of a powerful niche destination brand. *Journal of Brand Management*, 9(4/5):335-354.

- Morgan, N., Pritchard, A. & Pride, R. 2002. *Destination branding: creating the unique destination proposition*. Oxford: Butterworth-Heinemann.
- Morgan, N., Pritchard, A. & Pride, R. 2004. *Destination branding: creating the unique destination proposition*. 2nd ed. Oxford: Butterworth-Heinemann.
- Morgan, N., Pritchard, A. & Pride, R. 2011. *Destination brands: managing place reputation*. 3rd ed. Oxford: Butterworth-Heinemann.
- Morrison, A.M. 2013. *Marketing and managing tourism destinations*. Oxon: Routledge.
- Morrison, A.M. 2019. *Marketing and managing tourism destinations*. 2nd ed. Oxon: Routledge.
- Moutinho, L., Ballantyne, R. & Rate, S. 2011. Consumer behaviour in tourism. In: Moutinho, L., ed. *Strategic management in tourism*. 2nd ed. Cambridge, MA: CABI. pp. 83-126.
- Muambe, K. & Van Wyk, L. 2015. Destination brand Cape Town & Western Cape: an assessment of consumer-based brand equity (CBBE). *African Journal of Hospitality, Tourism and Leisure*, 4(2). Available at: [http://www.ajhtl.com/uploads/7/1/6/3/7163688/article6vol4\(2\)2015_july-nov.pdf](http://www.ajhtl.com/uploads/7/1/6/3/7163688/article6vol4(2)2015_july-nov.pdf) Date of access: 26 Apr. 2021.
- Mulec, I. 2010. Promotion as a tool in sustaining the destination marketing activities. *Turizam*, 14(1):13-21.
- Müller, B., Kocher, B. & Crettaz, A. 2013. The effects of visual rejuvenation through brand logos. *Journal of Business Research*, 66:82-88.
- Nayak, M.S.D. P. & Narayan, K.A. 2019. Strengths and weakness of online surveys. *IOSR Journal of Humanities and Social Science*, 24(5):32-38.
- Neal, W. & Strauss, R. 2008. *Value creation: the power of brand equity*. Mason, OH: South-western Cengage Learning.
- Nechita, F. 2014. The new concepts shaping the marketing communication strategies of museums. *Bulletin of the Transilvania University of Braşov. Series VII: Social Sciences. Law*, 7(1):269-278.
- Nickels, W.G. & Wood, M.B. 1997. *Marketing: relationships, quality, value*. New York City, NY: Worth Publishers.

Nunkoo, R., Teeroovengadum, V., Thomas, P. & Leonard, L. 2017. Integrating service quality as a second-order factor in a customer satisfaction and loyalty model. *International Journal of Contemporary Hospitality Management*, 29(12):2978-3005.

Oberecker, E.M., Riefler, P. & Diamantopoulos, A. 2008. The consumer affinity construct: conceptualization, qualitative investigation, and research agenda. *Journal of International Marketing*, 16(13):23-56.

Olins, W. 2017. *The new guide to identity: how to create and sustain change through managing identity*. Available from Google Books:
https://books.google.co.za/books/about/The_New_Guide_to_Identity.html?id=9UBBDgAAQBAJ&printsec=frontcover&source=kp_read_button&redir_esc=y#v=onepage&q=four&f=false Date of access: 19 May 2020.

Opperman, M. 2000. Tourism destination loyalty. *Journal of Travel Research*, 39:78-84.

OUP (Oxford University Press). 2019a. *Lexico.com*.
https://en.oxforddictionaries.com/definition/brand_equity Date of access: 17 Feb. 2019.

OUP (Oxford University Press). 2019b. *Lexico.com*.
https://en.oxforddictionaries.com/definition/brand_identity Date of access: 17 Feb. 2019.

OUP (Oxford University Press). 2019c. *Lexico.com*.
https://en.oxforddictionaries.com/definition/brand_loyalty Date of access: 21 May. 2019.

OUP (Oxford University Press). 2020a. *Lexico.com*. <https://www.lexico.com/definition/affinity> Date of access: 12 Sep. 2020.

OUP (Oxford University Press). 2020b. *Lexico.com*. <https://www.lexico.com/definition/catchy> Date of access: 13 Jun. 2020.

Palmatier, R.W. & Crecelius, A.T. 2019. The “first principles” of marketing strategy. *Academy of Marketing Science*, 9:5-26.

Pan, S. 2019. Tourism slogans – towards a conceptual framework. *Tourism Management*, 72(2019):180-191.

- Patterson, A. 2011. Brand Ireland: tourism and national identity. In: Frew, E. & White, L., eds. *Tourism and national identities: an international perspective*. Oxon: Routledge. pp. 26-37.
- Pike, S. 2002. Destination image analysis: a review of 142 papers from 1973 to 2000. *Tourism Management*, 23:541-549.
- Pike, S. 2004a. Slogani za pozicioniranje destinacijskog branda – prema razvoju sklopa kriterija odgovornosti [Destination brand positioning slogans – towards the development of a set of accountability criteria]. *Acta Turistica*, 16(2):102-124.
- Pike, S. 2004b. *Destination marketing organisations*. Oxford: Elsevier.
- Pike, S. 2005. Tourism destination branding complexity. *Journal of Product and Brand Management*, 14(4):258-259.
- Pike, S. 2007. Destination image literature- 2000 to 2007. *Acta Turistica*, 19(2):107-125.
- Pike, S. 2008. *Destination marketing: an integrated marketing communication approach*. Burlington, MA: Butterworth-Heinemann.
- Pike, S. 2009. Destination brand positions of a competitive set of near-home destinations. *Tourism Management*, 30:857-866.
- Pike, S. 2013. *Measuring a destination's brand equity between 2003 and 2012 using the consumer-based brand equity (CBBE) hierarchy*. Paper delivered at the 8th Consumer Psychology in Tourism, Hospitality & Leisure Research Symposium, Istanbul.
https://eprints.qut.edu.au/58285/15/Pike_-_CPTHL.pdf Date of access: 14 Mar. 2020.
- Pike, S. 2018. *Tourism marketing for small businesses*. Oxford: Goodfellow Publishers.
- Pike, S., Bianchi, C., Kerr, G. & Patti, C. 2010. Consumer-based brand equity for Australia as a long-haul tourism destination in an emerging market. *International Marketing Review*, 27(4):434-449.
- Pride, W.M. & Ferrell, O.C. 1985. *Marketing: basic concepts and decisions*. 4th ed. Boston, MA: Houghton Mifflin.

- Qu, Y., Cao, L. & Xu, F. 2021. Design of an attention-grabbing destination slogan using the attenuation model. *Journal of Destination Marketing and Management*, 19, art. #100415. <https://doi.org/10.1016/j.jdmm.2020.100415>
- Radišić, B.B. & Mihelić, B. 2006. The tourist destination brand. *Tourism and Hospitality Management*, 12(2):183-189.
- Rajaram, S. & Shelly, C. S. 2012. History of branding. *International Journal of Social Sciences & Interdisciplinary Research*, 1(3):100-104.
- Rambocas, M. & Arjoon, S. 2019. Brand equity in Caribbean financial services: the moderating role of service providers. *International Journal of Bank Marketing*, 38(3):642-670.
- Rehmet, J. & Dinnie, K. 2013. Citizen brand ambassadors: motivations and perceived effects. *Journal of Destination Marketing Management*, 2(1):31-38.
- Reichheld, F.F. & Sasser, W.J., Jr. 1990. Zero defections: quality comes to services. *Harvard Business Review*, 68(5): 105-111.
- Reijonen, H. 2010. Do all SME's practise same kind of marketing? *Journal of Small Business and Enterprise Development*, 17(2):279-293.
- Risitano, M. 2017. *The role of destination branding in the tourism stakeholders system: the Campi Flegrei case*.
https://www.researchgate.net/publication/228701100_The_role_of_destination_branding_in_the_tourism_stakeholders_system_The_Campi_Flegrei_case Date of access: 18 Oct. 2018.
- Ritchie, J.R.B. & Ritchie, R.J.B. 1998. *The branding of tourism destinations: past achievements and future challenges*. Paper delivered at the 1998 Annual Congress of the International Association of Scientific Experts in Tourism, Marrakech, Morocco.
<https://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.201.9520&rep=rep1&type=pdf> Date of access: 12 Nov. 2020.
- Rivera, J.P.R. & Gutierrez, E.L.M. 2018. The impact of awareness on tourism marketing slogan on length of stay and travel budget allocation of young travellers. *Asia-Pacific Journal of Innovation in Hospitality and Tourism*, 7(1):1-25.

Reyna, J.D. 2012. *Best country logos*. <http://www.juandavidreyna.com/best-country-logos/> Date of access: 5 Jun. 2020.

Rosenbaum-Elliott, R., Percy, L. & Pervan, S. 2015. *Strategic brand management*. 3rd ed. Oxford: Oxford University Press.

Saayman, M. 2007. *En route with tourism: an introductory text*. 3rd ed. Potchefstroom: The Platinum Press.

Saayman, M. ed. 2009. *Hospitality, leisure and tourism management*. 2nd ed. Potchefstroom: Leisure Publications.

Saayman, M., Slabbert, E. & Uys, C. 2006. *Marketing tourism: products and destinations*. 2nd ed. Potchefstroom: Leisure C Publications.

Santos, E.R.M.D. & Campo, M.L.R. 2014. Case study: destination branding: a reflective analysis of Brand Cape Verde. *Place Branding and Public Diplomacy*, 10(1):87-102.

SAT (South African Tourism). 2016. *Tourism performance highlights 2016*. <https://live.southafrica.net/media/28311/2016-annual-tourism-report-2017-07-10.pdf?downloadId=23827> Date of access: 28 Oct. 2020.

SAT (South African Tourism). 2017a. *Tourism performance highlights 2017*. https://live.southafrica.net/media/229028/sat-annual-report-2017_v25_13072018.pdf?downloadId=231808 Date of access: 4 Mar. 2020.

SAT (South African Tourism). 2017b. *Annual report: 2016/2017*. https://sat-backend-live.azurewebsites.net/media/187488/2016_17.pdf?downloadId=95353f Date of access: 5 Apr. 2018.

SAT (South African Tourism). 2018a. *Tourism performance report: January – December 2018*. https://live.southafrica.net/media/272674/tourism-performance-report-2018_final.pdf?downloadId=281068 Date of access: 4 Mar. 2020.

SAT (South African Tourism). 2018b. *Annual report: 2017/2018*. <https://live.southafrica.net/media/234722/sat-annual-report-final.pdf?downloadId=275971> Date of access: 8 Nov. 2020.

- SAT (South African Tourism). 2019a. *Annual report: 2018/2019*.
https://live.southafrica.net/media/276590/sa-tourism-annual-report-v11_web.pdf Date of access: 27 Oct. 2020.
- SAT (South African Tourism). 2019b. *Tourism performance report: January – December 2019*.
https://live.southafrica.net/media/276660/tourism-performance-report-2019_v12062020.pdf?downloadId=333390 Date of access: 16 May. 2021.
- S raphin, H., Ambaye, M., Gowreesunkar, V. & Bonnardel, V. 2016. A marketing research tool for destination marketing organisations' logo design. *Journal of Business Research*, 69:5022-5027.
- S raphin, H., Platania, M. & Pilato, M. 2018. The place of heritage and identity in the marketing strategy of destinations: a worldwide approach based on DMO slogans. *Cactus Tourism Journal*, XVII(1):6-13.
- Shoaib, T. & Keivani, R. 2015. Branding the new city: exploring place branding in Saudi Arabia. *Journal of Place Management and Development*, 8(3):254-265.
- Shoemaker, S. & Lewis, R.C. 1999. Customer loyalty: the future of hospitality marketing. *Hospitality Management*, 18:345-370.
- Silk, A.J. 2006. *What is marketing?* Cambridge: Harvard Business School.
- Silveira, P.D. & Bogas, P. 2019. The influence of brand effect on slogan's memorability. *European Research Studies Journal*, 22(4):88-100.
- Slabbert, E. & Saayman, M. 2009. Tourism, leisure and hospitality marketing. In: Saayman, M. ed. *Hospitality, leisure and tourism management*. 2nd ed. Potchefstroom: The Platinum Press. pp. 403-444.
- Smith, M. & Pucz k, L. 2011. National identity construction and tourism in Hungary. In: Frew, E. & White, L., eds. *Tourism and national identities: an international perspective*. Oxon: Routledge. pp. 38-51.
- Solomon, M.R. 2011. *Consumer behaviour: buying, having, and being*. 9th ed. Upper Saddle River, NJ: Pearson.
- Solomon, M.R. 2018. *Consumer behaviour: buying, having, and being*. 12th ed. Harlow: Pearson.

Sonnenburg, S. & Baker, L. eds. 2013. *Branded spaces: experience enactments and entanglements*. Available from Springer e-book Collection: <https://link-springer-com.nwulib.nwu.ac.za/book/10.1007%2F978-3-658-01561-9> Date of access: 4 Apr. 2018.

Southern & East African Tourism Update. 2019. *Cape Town voted top tourist city in the world – again*. <https://www.tourismupdate.co.za/article/cape-town-voted-top-tourist-city-world-again?page=94> Date of access 16 Mar. 2020.

Stats SA (Statistics South Africa). 2017. *3.5 million travellers to South Africa*. <http://www.statssa.gov.za/?p=10637> Date of access: 12 Nov. 2018.

Stats SA (Statistics South Africa). 2019a. *Statistical release: tourism and migration January 2019*. <http://www.statssa.gov.za/publications/P0351/P0351January2019.pdf> Date of access: 12 Nov. 2020.

Stats SA (Statistics South Africa). 2019b. *Statistical release: tourism and migration December 2019*. <http://www.statssa.gov.za/publications/P0351/P0351December2019.pdf> Date of access: 12 Nov. 2020.

Steyn, S. 2015. *Developing a framework for the optimisation of the image of South Africa as a tourism destination*. Potchefstroom: North-West University. (Thesis – PhD).

Suchitra, P. 2015. Tourism branding and its relevance in today's marketing scenario. *International Journal of Business and General Management*, 4(3):21-28.

Supphellen, M. & Nygaardsvik, I. 2002. Testing country brand slogans: conceptual development and empirical illustration of a simple normative model. *Brand Management*, 9(4-5):385-395.

Tarver, E. 2020. *Brand identity*. <https://www.investopedia.com/terms/b/brand-identity.asp#:~:text=Brand%20identity%20is%20the%20visible,is%20distinct%20from%20brand%20image> Date of access: 30 Sept. 2020.

Tasci, A.D.A. 2011. Destination branding and positioning. In: Wang, Y. & Pizam, A., eds. *Destination marketing and management: theories and applications*. Oxfordshire: CAB International. pp. 113-129.

Tasci, A.D.A. 2018. Testing the cross-brand and cross-market validity of a consumer-based brand equity (CBBE) model for destination brands. *Tourism Management*, 65:143-159.

Tasci, A.D.A., Khalilzadeh, J., Pizam, A. & Wang, Y. 2018. Network analysis of the sensory capital of a destination brand. *Journal of Destination Marketing and Management*, 9:112-125.

Trimeche, O., Trimeche, M. & Wakabayashi, Y. 2012. Destination branding: managing uncertainties in the MENA region- the cases of Dubai and Tunisia. *African Journal of Business and Economic Research*. 7(1):24-46.

Trott, S. & Sople, V.V. 2016. *Brand equity: an Indian perspective*. Delhi: PHI Learning.

Tsaur, S.-H., Liao, Y.-L. & Tsai, C.-F. 2020. Analysing the important implications of tourism marketing slogans and logos in Asia Pacific nations. *Asia Pacific Journal of Tourism Research*, 24(5):355-368.

United States. 1978. *The Belmont report: ethical principles and idelines for the protection of human subjects of research*. https://www.hhs.gov/ohrp/sites/default/files/the-belmont-report-508c_FINAL.pdf Date of access: 13 Oct. 2020.

UNWTO (United Nations World Tourism Organisation). 2007. *A practical guide to tourism destination management*. Madrid: World Tourism Organisation.

UNWTO (United Nations World Tourism Organisation). 2017. *International tourism on track for a record year*. <https://www.unwto.org/archive/global/press-release/2017-11-06/international-tourism-track-record-year> Date of access: 5 Apr. 2018.

UNWTO (United Nations World Tourism Organisation). 2018. *UNTWO Tourism highlights: 2018 Edition*. <https://www.e-unwto.org/doi/pdf/10.18111/9789284419876> Date of access: 6 Dec. 2018.

UNWTO (United Nations World Tourism Organisation). 2019. *UNTWO Tourism highlights: 2019 Edition*. <https://www.e-unwto.org/doi/pdf/10.18111/9789284421152> Date of access: 29 Oct. 2020.

UNWTO (United Nations World Tourism Organisation). 2020a. *International tourist numbers could fall 60-80% in 2020, UNWTO reports*. <https://www.unwto.org/news/covid-19-international-tourist-numbers-could-fall-60-80-in-2020> Date of access 18 May 2020.

UNWTO (United Nations World Tourism Organisation). 2020b. *World tourism barometer January 2020*. <https://www.unwto.org/world-tourism-barometer-n18-january-2020> Date of access: 4 March 2020.

Uysal, M., Harrill, R. & Woo, E. 2011. Destination marketing research: issues and challenges. In: Wang, Y. & Pizam, A. eds. *Destination marketing and management: theories and applications*. Oxfordshire: CAB International. pp. 99-112.

Valek, N.S. 2020. Drawing a destination logo from memory and its influence on the destination perception. *Journal of Destination Marketing and Management*, 16, art. #100436.
<https://doi.org/10.1016/j.jdmm.2020.100436>

Van Dyk, A. 2018. *A comparison of traditional versus modern media on the formation of South Africa's image as tourism destination*. Potchefstroom: North-West University. (Dissertation - Mcom).

Van Rensburg, B. 2019. Measurement of performing artist brand equity in event tourism. Potchefstroom: North-West University. (Dissertation – MCom).

Veríssimo, J.M.C., Tiago, M.T.B., Tiago, F.G. & Jardim, J.S. 2017. Tourism destination brand dimensions: an exploratory approach. *Tourism and Management Studies*, 13(4):1-8.

Viosca, R.C., Bergiel, B.J. & Balsmeier, P. 2005. Country equity: South Africa, a case in point. *Journal of Promotion Management*, 12(1):85-95.

Wagner, O. & Peters, M. 2009. Can association methods reveal the effects of internal branding on tourism destination stakeholders? *Journal of Place Management and Development*, 2(1):52-69.

Wang, Y. 2011. Destination marketing and management: scope, definition and structures. In: Wang, Y. & Pizam, A. eds. *Destination marketing and management: theories and applications*. Oxfordshire: CAB International. pp. 1-20.

Wang, Y., Huang, L., Li, J. & Yang, Y. 2019. The mechanism of tourism slogans on travel intention based on Unique Selling Proposition (USP) theory. *Journal of Travel and Tourism Marketing*, 36(4):415-427.

Wheeler, A. 2013. *Designing brand identity: an essential guide for the whole branding team*. 4th ed. Hoboken, NJ: Wiley.

Wheeler, A. 2018. *Designing brand identity: an essential guide for the whole branding team*. 5th ed. Hoboken, NJ: Wiley.

White, L. & Frew, E. 2011. Tourism and national identities: connections and conceptualisations. In: Frew, E. & White, L. eds. *Tourism and national identities: an international perspective*. Oxon: Routledge. pp. 1-10.

Wiid, J. & Diggins, C. 2015. *Marketing research*. 3rd ed. Cape Town: Juta.

Wolfe, J. & Corasaniti, N. 2017. New York today: terrorism and tourism. *The New York Times*, 3 Nov. <https://www.nytimes.com/2017/11/03/nyregion/new-york-today-terrorism-and-tourism.html> Date of access: 22 Mar. 2019.

Wong, P.P.W. & Teoh, K. 2015. The influence of destination competitiveness on customer-based brand equity. *Journal of Destination Marketing and Management*, 4:206-212.

Wood, L. 2000. Brands and brand equity: definition and management. *Management Decision*, 38(9):662-669.

WTTC (WORLD TRAVEL AND TOURISM COUNCIL). 2018. *Country reports: South Africa*. <https://www.wttc.org/economic-impact/country-analysis/country-reports/> Date of access: 4 March 2020.

WTTC (WORLD TRAVEL AND TOURISM COUNCIL). 2020a. *Economic impact reports*. <https://wttc.org/Research/Economic-Impact> Date of access: 5 Oct. 2020.

WTTC (WORLD TRAVEL AND TOURISM COUNCIL). 2020b. *South Africa: 2020 Annual research: key highlights*. <https://wttc.org/Research/Economic-Impact> Date of access: 27 Oct. 2020.

Yoo, B. & Donthu, N. 2001. Developing and validating a multidimensional consumer-based brand equity scale. *Journal of Business Research*, 52(1):1-14.

Yousaf, A. & Amin, I. 2017. Can customer based brand equity help destinations to stay in race? An empirical study of Kashmir Valley. *Tourism and Hospitality Management*, 23(2):251-266.

Yousaf, A., Amin, I. & Gupta, A. 2017. Conceptualising tourist based brand-equity pyramid: an application of Keller Brand Pyramid model to destinations. *Tourism and Hospitality Management*, 23(1):119-137.

Yusof, F.M., Ismail, H.N. & Ghazali, R.M. 2014. *Destination branding process: building linkages between destination brand identity and destination image formation*. Paper delivered at the 12th

APacCHRIE (AsiaPacific CHRIE) Conference, Subang Jaya, Kuala Lumpur, 21-24 May.
https://www.researchgate.net/publication/306092532_Destination_Branding_Process_Building_Linkages_between_Destination_Brand_Identity_and_Destination_Image_Formation Date of access:
11 Mar. 2019.

Yuwo, H., Ford, B.J. & Purwanegara, S. M. 2013. Customer-based brand equity for a tourism destination (CBBETD): The specific case of Bandung City, Indonesia. *Organizations and Markets in Emerging Economies*, 4(1):8-22.

Zemla, M. 2010. Destination brand licensing. In: Kozak, M., Gnoth, J. & Andreu, L.L.A., eds. *Advances in tourism destination marketing: managing networks*. Oxford: Routledge. pp. 88-98.

APPENDICES

APPENDIX A: ETHICAL CLEARANCE LETTER



Private Bag X6001, Potchefstroom
South Africa 2520

Tel: 018 299-1111/2222
Web: <http://www.nwu.ac.za>

Economic and Management Sciences Research
Ethics Committee (EMS-REC)

31 July 2020

Prof E Slabbert
Per e-mail
Dear Prof Slabbert,

Student: Botha, N (23499524)(NWU-00796-20-A4)
Applicant / Study leader : Prof E Slabbert – MCom in Tourism Management

Your ethics application on, *Measuring tourist perceptions of South Africa's tourism brand equity and identity*, which served on the EMS-REC meeting of 31 July 2020, refers.

Outcome:

Approved as a minimal risk study. A number NWU-00796-20-A4 is given for one year of ethics clearance.

Due to the Covid-19 lock down ethics clearance for applications that involve data collection or any form of contact with participants are subject to the restrictions imposed by the South African government.

Kind regards,

Mark Rathbone
Digitally signed by Mark Rathbone
DN: cn=Mark Rathbone, o=North-West University, ou=Business management,
email=mark.rathbone@nwu.ac.za, c=ZA
Date: 2020.08.07 10:14:18 +02'00'

Prof Mark Rathbone
Chairperson: Economic and Management Sciences Research Ethics Committee (EMS-REC)

APPENDIX B: QUESTIONNAIRE

Measuring tourist perceptions of South Africa's tourism brand equity and identity

Dear respondent,

CONSENT LETTER: QUANTITATIVE RESEARCH

You are invited to take part in an academic (Magister) research study. Ethical clearance has been obtained at NWU under the ethics number (NWU-00796-20-A4). The primary goal of this research is to analyse the brand equity and brand identity of South Africa as a tourism destination. This information will assist South Africa in improving their marketing efforts by creating the most efficient level of brand equity and the most suitable brand identity. For this to happen we need your view in terms of the branding of South Africa and how you view this country as a tourism destination.

Please note the following:

- Your participation in this research is completely voluntarily, and you will receive no form of compensation.
- The reason(s) why this questionnaire contains socio-demographic information, is to provide the researcher with valuable information regarding the profile and behaviour of the market that visited South Africa. Your socio-demographic information will not be used to single you out from the sample but will instead be used as part of a collective socio-demographic profile of the tourist market.
- The questionnaire includes questions concerning the branding of South Africa as a tourism destination. It will provide tourism marketers and practitioners with a better understanding of how branding influence travel patterns. Your views in this regard are important as they will assist tourism destinations to provide you with a more enjoyable tourism experience and better value.
- Your information will remain anonymous – no personal information that can link the data to you will be asked. Responses from each individual will not be identified, but rather the results will be presented in aggregate (the results of the group will be presented as a whole) and no individual results will be reported. Please do not include personal details such as your contact information. All data obtained is stored on a secure server at NWU.
- The results of the research will be published in the form of peer-reviewed academic publications.
- This questionnaire should take approximately 25 minutes to complete.
- If you feel, at any time, that you want to halt participation in this study, please feel free to do so without judgement.
- To avoid that respondents accidentally skip a question, the online survey will require you to answer every question before the form can be submitted or go to the next page.
- If you are comfortable with the content, and you have no objections, please click on the link to complete the online survey. By completing this survey, you give consent that this information may be used for research purposes. For any further information, feel free to contact the principal researcher.

By continuing with this questionnaire, you agree to the terms and conditions of this research. For any further information, feel free to contact the primary researcher, Mrs N Botha at 064 757 7113 or the study leader Prof E Slabbert at Elmarie.slabbert@nwu.ac.za

Yours sincerely

Mrs N Botha
Researcher

* Required

Prof E Slabbert
Study leader

1. Screening question: Are you a South African citizen? *

If you have selected 'Yes' please do not continue with the the survey. If you have selected 'No' please continue with the survey.

Mark only one oval.

No

Yes

Section A: Demographic information

All information contained in section A will only be used to compile the socio-demographic profile of the sample.

2. A1: With which gender do you associate? *

3. A2: In which year where you born? *

4. A3: What is your country of residence? *

5. A4: What is your highest level of education? *

Mark only one oval.

No school

School (secondary)

Diploma or degree

Post-graduate

Other: _____

6. A5: What is your occupation? *

Mark only one oval.

- Professional
- Management
- Self-employed
- Technical
- Sales
- Farmer
- Administrative
- Civil service
- Non-profit worker
- Education
- Pensioner
- Student
- Unemployed
- Other

7. A6: What is your marital status? *

Mark only one oval.

- Married
- Single
- In a relationship
- Divorced
- Widow or widower
- Other: _____

**Section B: Travel behaviour
and motivation**

The aim of section B is to determine the travel behavior and motivation of the sample with regards to visiting South Africa.

8. B1: When was the last time you visited South Africa? *

Mark only one oval.

- Within the last year
- 1-2 years ago
- 2-3 years ago
- 3+ years ago

9. B2: How many times in total have you visited South Africa? *

Mark only one oval.

- 1
- 2
- 3
- 4
- 5+

10. B3: What is normally your main reason for visiting South Africa? *

Mark only one oval.

- Leisure
- Business
- Business/Leisure
- Nature and adventure
- Sport
- Medical
- Culture and history
- Visiting friends and family
- Other

11. B4: Including yourself, how many people accompanied you on your last trip to South Africa? *

Mark only one oval.

- 1
- 2-5
- 6-10
- 10+

12. B5: What was the length of your last trip to South Africa? *

Mark only one oval.

- Less than a week
- 1-2 weeks
- 3-4 weeks
- Month+
- Transit

13. B6: Where do you obtain travel news about South Africa as a tourism destination? (You can select more than one option) *

Check all that apply.

- Traditional media (television, radio, newspaper)
- Other printed media (books, guides, brochures and pamphlets)
- Electronic media (internet, social media, Facebook, Twitter, Instagram, websites)
- Friends and family
- Travel agency
- Fairs and exhibitions
- It was part of the travel package

Other: _____

14. B7: What type of accommodation do you prefer when travelling for leisure purposes? (You can select more than one option) *

Check all that apply.

- Family and friends
- Hotel
- Guesthouse or Bed & Breakfast (B&B)
- Lodges
- Backpackers

Other: _____

15. B8: When travelling in South Africa, which mode/s of transport do you prefer? (You can select more than one option) *

Check all that apply.

- Airplane
- Rental car
- Coach/bus
- Train
- Uber

Other: _____

Section C: Brand equity

Please indicate the extent to which you agree or disagree with the following statements by choosing the appropriate option.

16. Destination brand awareness *

Mark only one oval per row.

	1. Strongly disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly Agree
C1: Whenever I think of any tourist destination, South Africa comes to my mind at first.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C2: I am always interested in information about South Africa.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C3: I am very familiar with South Africa as a tourism destination.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C4: I can quickly recall the marketing about South Africa.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C5: I can picture what South Africa looks like in my mind.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. Destination brand loyalty *

Mark only one oval per row.

	1. Strongly disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly agree
C6: I would recommend South Africa to friends and family as a tourism destination.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C7: I intend to visit South Africa again in future.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C8: I enjoy talking about South Africa as a tourism destination.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C9: South Africa is one of my preferred tourist destinations to visit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C10: If there is another travel destination as good as this one, I prefer to visit South Africa.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

18. Destination brand association *

Mark only one oval per row.

	1. Strongly disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly agree
C11: South Africa offers a variety of tourism experiences.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C12: South Africa offers fulfilling experiences.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C13: As a tourist I felt relaxed whilst travelling in South Africa.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C14: I felt welcome during my visit to South Africa.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C15: Visiting South Africa is a once-in-a lifetime experience.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19. Destination perceived quality *

Mark only one oval per row.

	1. Strongly disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly agree
C16: South Africa provides good value for money.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C17: South Africa has high quality accommodation facilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C18: South Africa's tourism products deliver beyond value for money.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C19: The overall service delivered was good.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C20: Visitor information is readily accessible.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

20. Destination brand affinity *

Mark only one oval per row.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
C21: I feel emotionally connected to South Africa as a tourism destination.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C22: I like South Africa as a tourism destination.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C23: To me South Africa as a tourism destination, is unique.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C24: South Africa suits my personality.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C25: I am proud to tell people about visiting South Africa.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Section D: Brand identity

21. D1: What is the first word that comes to mind when you hear the words South Africa? *

22. D2: What is the first word that comes to mind when you see the logo below? *



23. South African Tourism Brand *

Examine the tourism brand (logo and slogan) of South Africa and answer the following questions.



Inspiring new ways

Mark only one oval per row.

	Yes	No
D3: I am aware of this brand.	<input type="radio"/>	<input type="radio"/>
D4: I have seen this brand before.	<input type="radio"/>	<input type="radio"/>
D5: I have noticed marketing campaigns linked to this brand.	<input type="radio"/>	<input type="radio"/>

24. South African Tourism Logo *

Please indicate the extent to which you agree or disagree with the following statements by choosing the appropriate option.



Mark only one oval per row.

	1. Strongly Disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly Agree
D6: This logo captures the essence of South Africa as a tourism destination.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D7: This logo can be associated with a proud history of the country.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D8: This logo's colours attract attention.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D9: This logo is memorable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D10: This logo portrays a good image.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D11: I like this logo.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D12: This logo is relevant.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

25. South African Tourism Slogan *

Evaluate the following slogans' ability to represent the tourism image of South Africa.

Mark only one oval per row.

	1. Does not represent South Africa at all.	2. Slightly represents South Africa.	3. Strongly represents South Africa.
D13: We Do Tourism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D14: Endless Horizons	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D15: More than you can imagine	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D16: Inspiring new ways	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D17: A World of Wonders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

26. D18: Which slogan would you recommend to be used for South Africa? *

27. D19: Any other comments related to the brand identity of South Africa as a tourism destination:

*

This content is neither created nor endorsed by Google.

Google Forms

APPENDIX C: LANGUAGE EDITING CERTIFICATE



084 365 4320 
editingexcellencepotch@gmail.com 

This is to certify that the degree,

Master of Commerce in Tourism Management
of
Nicolene Botha

has been edited by
Valerie Viljoen of Editing Excellence Potchefstroom

The following sections have been edited:

Table of Contents

Abstract

Chapter 1

Chapter 2

Chapter 3

Chapter 4

Chapter 5

Date: 25 November 2020



SATI INDIVIDUAL MEMBER
MEMBER NO. 1003396