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Allgarve events: Implications for the Algarve image

Abstract

Located in the south of Portugal, the Algarve belongs to the top twenty travel destinations worldwide, with a local economy relying strongly on tourism-related activities. The Allgarve programme was launched in 2007 and is an umbrella brand that aims to reposition the Algarve as a refined tourism destination with glamour. Allgarve is a set of cultural, artistic and sports events offered mainly during the summer season. Based on data from a questionnaire carried out with 282 foreign tourists who visited the Algarve, this study identifies and profiles clusters of tourists based on their perceptions of Allgarve. In addition, we analyse to what extent the image of the Algarve has changed as a consequence of the Allgarve events. The results show that most respondents agree with the Allgarve brand name, report a positive perception of the campaign, and agree that it has a positive impact for the Algarve differentiation. However, the results suggest that the majority of tourists still come to the region attracted by the Algarve brand, and that this brand has not been affected by the Allgarve programme's content. The findings of this study are important in understanding the implications of events in repositioning strategies of mature tourism destinations.

Key words:

destination branding; destination image; cluster analysis; Algarve; Portugal

Introduction

The Algarve is the cradle of Portuguese tourism and its most important tourist product is *sun and beach*. However, like many coastal destinations, the region faces the problem of strong seasonality, the increase of new competing destinations and changes in tourists' motivations. Nowadays, the seaside tourist wants to complement the traditional coastal activities with visits to cultural attractions and participation in cultural events (Chapman & Speake, 2010; Hewison, 1987; Hughes, 1987; Richards, 2002). These aspects have brought new market opportunities in terms of supplementary tourist products. In the case of the Algarve, national and regional authorities have been paying special attention to the development and promotion of sports activities (golf and nautical sports), conferences and other similar initiatives, and cultural tourism. These represent diversified products of significant potential to the destination (Cruz, 2010). These initiatives have benefited from an increased interest through the construction of marinas, piers, recreational docks and events venues, and they enable

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accommodation establishments to sustain an acceptable occupancy rate, especially during the low season.

In 2007, the Portuguese government launched an events programme called *Allgarve* (Allgarve, 2010). It represented a summer calendar period with a temporal horizon of three years (2007-2009) and an estimated budget of six million Euros for the first two years. *Allgarve* operates as an umbrella brand for the dissemination of events and intends to co-exist with the Algarve brand. From its conception, it was assumed that the *Allgarve* brand would possess its own identity and not represent a competitive threat to the Algarve brand. In particular, the purpose of the *Allgarve* brand is to spread the message to tourists that besides offering *sun and beach*, the destination also offers an array of alternative and unique products such as culture, sports and entertainment. With the signature slogan "Lifetime Experiences", *Allgarve* has a strategic objective to reposition the Algarve as a sophisticated and glamorous tourist destination.

This paper analyses the issues underlying the repositioning strategy of a mature tourism destination, traditionally based on the *sun and beach* product, through a complementary events programme, associated with the *Allgarve* brand. Although the Algarve region and the *Allgarve* programme are used as a case study, the findings of this study may be useful for similar regions trying to diversify their tourist offer. Within this context, the purposes of this study are twofold. Firstly, to understand how the launch of the *Allgarve*, which occurred during the 2007 summer months, was perceived by tourists visiting the region. This issue will be explored by identifying and profiling groups of tourists in terms of their perception of *Allgarve* events. Secondly, the paper analyses whether the Algarve image has changed as a consequence of the *Allgarve* events. Given that the Algarve is regarded as a tourism destination corporate brand, the paper ends by discussing the management of both brands and their effect on tourism.

Theoretical background

The growing competitiveness between tourist destinations, together with significant changes in the habits and expectations of tourists when they travel, have produced a growing general awareness that destinations should be treated as products, and managed from a marketing perspective (Ashworth & Voogd, 1994; Caldwell & Freire, 2004; Kotler, Asplund, Rein & Heider, 1999; Kotler & Gertner, 2002). Within this context, there is considerable consensus among authors that destinations, like products and services, can possess a brand (Cai, 2002; Caldwell & Freire, 2004). With greater or lesser visibility, a tourism destination brand represents a process of image formation, grounded on the perceptions formed by tourists and other actors, and relies on a communication strategy directed at target markets (Cai, 2002).

As a result of the growing awareness that destinations need to be managed as products that perform in increasingly competitive markets, brand management has received significant attention and raised interest in the sphere of destinations (Hankinson, 2001; Keller, 1998; Killingbeck & Trueman, 2002; Kotler et al., 1999). In effect, brand ma-

agement is a consensual approach used when defining the importance of a destination, and particularly mature destinations (Caldwell & Freire, 2004; Kotler & Gertner, 2002). In this context, branding performs an essential role in tourism, looking to highlight factors that differentiate a destination from its competitors, seeking to establish a special bond between the market and the unique qualities and characteristics of the destination. The added value and differentiation of tourism destinations are associated with strategic management of branding, similar to what occurs with other products and services (Hankinson, 2001; Killingbeck & Trueman, 2002). The value of tourism destination branding is of substantial importance not only for tourists who choose destinations for short breaks, but also for residents, who experience the repercussions of new investment in the region (Kotler & Gertner, 2002).

For Rainisto (2003), one of the main objectives of destination branding is to increase its attractiveness and create a destination identity brand (Qu et al., 2011). Once brand and positioning are defined, management destination authorities are able to disseminate the destination brand. As this author suggests, a well-managed destination brand should develop a combination of perceptions around the desired positioning of the destination. In this context, branding management becomes a strategic positioning issue that adds value to tourism destinations. As such, it is increasingly an item on the agendas of tourism management and performance authorities (Beerli & Martin, 2004a, 2004b; Baloglu & McCleary, 1999; Chi & Qu, 2008; Jalilvand, Esfahani & Samiei, 2010; Kim & Richardson, 2003; Mayo, 1973; Palacio & Santana, 2002; Sysner, 2010).

The importance of destination image is universally recognised, particularly in terms of its perceptual and behavioural influence on the decision-making of tourists. Destination image is transmitted and formally assimilated before, during and after a stay. Tourism literature shows considerable theoretical and empirical developments in terms of destination image from the consumer perspective (Echtner & Ritchie, 1991; Pan & Li, 2011; Ritchie & Ritchie, 1998). Some authors believe that deepening the concept of branding in the context of destinations will allow for a more integrated management of these places, and that the identity of a location, as well as its reputation, will influence the ability of destinations to attract visitors, residents and investors (Ashworth & Kavaratzis, 2007; Cai, 2002; Park & Jaworski, 1986; Qu et al., 2011; Ritchie & Ritchie, 1998).

Konecnik (2002) notes that little has been done to distinguish image from brand, since studies on destination image represent only an approximation on issues related to brand management, although concepts such as brand identity and brand image remain unclear (Cai, 2002). Literature considers brand identity as an essential concept in the brand management framework, developed by managers and disseminated to potential markets (Cai, 2002; Konecnik & Go, 2008; Yeoman, Brass & McMahon-Beattie, 2007). As stated by Olins (2003), markets symbolize identity. It is from this communicated identity that destination brand images are developed in the minds of tourists (Aaker & Joachimshaler, 2000; Kapferer, 1998).

Physical resources (architecture, urban developments, parks, roads, monuments, transportation), geographical resources (location, morphology, topology), cultural resources (sporting events, festivals, exhibitions, theatre, dance, concerts) and heritage resources (castles, churches, historical centres) shape the tourism destination product and are determinants in the formation of the destination image. The combination of all these elements forms the tourist experience and should be considered in the positioning strategy and branding of the destination (Kolb, 2006).

As stated by Richards (2002), cultural products include "artefacts" from the past ("heritage tourism"), but also contemporary cultural production ("arts tourism"). Cultural offer has been a privileged vehicle in the building and rebuilding of certain distinctive brands of tourism destinations, positioning them on a global scale that is increasingly competitive. There is a growing awareness that destinations should identify their unique distinguishing attributes when investing in brand promotion. Events are spatial-temporal planned phenomena and much of their appeal is that "they are never the same, and you have to 'be there' to enjoy the unique experience fully; if you miss it, it's a lost opportunity" (Getz, 2008, p 404). Events help to project and communicate the branding position (Nobili, 2005), serve to stimulate and provide memorable experiences (Pine & Gilmore, 1999), and generally interfere in the process of destination image formation (Kotler & Gertner, 2002).

Big events, despite their global effects, contribute to some homogeneity in terms of how locations contribute to image formation when managed within an integrated and coherent strategy, defined by differentiating attributes (Kotler & Gertner, 2002; Nobili, 2005). They communicate and reinforce the positioning of a tourist destination as a desired place to live, work and visit. It is in this context that destination brand management should be equated with the organisation of (cultural and/or other) events, constituting a mixed element, whose main role is to increase the attraction of destinations in terms of reputation and image.

Studies of brand management and the positioning of destinations have become increasingly popular among academics (Cai, 2002; Caldwell & Freire, 2004), with the number of events developed within location marketing strategies steadily rising. However, studies of the regional impact of events on destination image are still somewhat scarce, as are studies on the relationship between special events, positioning strategies and brand management (Nobili, 2005). The contribution of events in building perceptions about countries has remained relatively unexamined until the development of literature on destination branding (Dinnie, 2004). As Dinnie observes, cultural events "influence the long-term reputation and image of countries, though still a field requiring greater research enquiry" (Dinnie, 2004, p. 108).

The organisation of events brings benefits to a region, especially in terms of recognition, generally accomplished through media exposure. Events can constitute an interesting opportunity for destinations to communicate to a receptive audience (Nobili,

2005), thereby influencing the image of the destinations, and their impact on destination image reinforces competitiveness, especially when framed within a positioning strategy and destination branding (Richards & Wilson, 2004).

Research design

SETTING

The Algarve is the most important Portuguese tourism destination, and its economy depends strongly on tourism. In 2009, the region received around 2.7 million tourists (Statistics Portugal, 2010), mainly in the summer. This number is quite significant especially because the resident population in the region is about 430,000 inhabitants. The Algarve occupies the Southeast of Portugal and, given its natural conditions, *sun and beach* is the foremost tourist product.

Since the last decade, the national and regional authorities have been pointing out the importance of diversifying the tourist offer, with special attention to the cultural offer (Cruz, 2010). Currently, a substantial number of events offered in the Algarve have been developed with the specific aim of attracting tourists. The *Allgarve* programme is a paradigmatic example of this concern and includes a set of events aimed to enhance the appeal of the Algarve as a tourism destination. Concerts in historical locations, golf courses or gardens, contemporary art exhibitions, jazz sessions, international golf and sailing championships, among other initiatives, are part of the array of events on offer in the *Allgarve* programme. The majority of events have significant media impact, one of the main generating sources of brand recognition, as well as promotion by word of mouth. This campaign, directed principally at source countries – Portugal, Spain, UK, Germany and France – adopted the *Allgarve* name in an attempt to express the multifaceted character of Algarve as a tourism destination, aimed at national and international tourists. The *Allgarve* programme was conceived to achieve three strategic objectives: (i) to create a significant difference from other international alternatives that equally offer sun, sea and golf; (ii) to supply new opportunities for current tourists; and (iii) to increase tourist inflow.

DATA AND PARTICIPANTS

Data for this study derive from a questionnaire carried out by university students on foreign tourists visiting Algarve between December 2008 and January 2009. Our aims are to analyse perceptions of the *Allgarve* brand and also to understand how far the Algarve brand image changed as a consequence of the first *Allgarve* edition in 2007. The interviews were performed at Faro International Airport (departures) on randomly selected tourists arriving from countries where marketing campaigns had been carried out.

The sample comprises 282 tourists who visited the Algarve region. A questionnaire was distributed to tourists waiting for their flights at Faro airport. All tourists older than 16 years old, present in the departure lounge at selected time-periods were invited to complete the questionnaire. However, only one person from any group travelling together

(e.g., a family) was selected to complete the questionnaire in order to prevent the risk of *quasi* doubling a specific answer. This study focuses on the questionnaires applied to tourists who had at least heard about the *Allgarve* campaign (129 tourists, representing 46% of the total sample). The main socio-demographic traits of these tourists can be found in Table 1. As can be observed, most respondents are male (55%), English (64.8%), married (70.5%), have a secondary education level (55.8%) and belong to the 30-44 age category (34.9%) or are older than 45 (37.9%). The mean age is 47 years with a standard deviation of 15 years. These tourists have a different socio-demographic profile from the complete sample (n = 282; male: 47.5%; English: 56.4%; married: 58.7%; secondary education level: 54.1%; age ranging from 30 to 44: 26.1%; older than 45: 49.6%).

Table 1

CHARACTERISTICS OF THE SAMPLE

Variables	Distribution of answers			
Gender	Female: 45%	Male: 55%		
Age	15 – 29: 27.2%	30 – 44: 34.9%	Older than 45: 37.9%	
Nationality	English: 64.8%	Scottish: 22.4%	Irish = 9.6%	German: 3.2%
Marital status	Married: 70.5%	Single: 23.3%	Other: 6.3%	
Educational qualification	Secondary: 44.2%	College: 55.8%		
Employment situation	Active worker: 53.5%	Domestic worker: 2%	Student: 5.9%	Retired: 38.6%

INSTRUMENTS

The questionnaire included three sets of questions related to: (i) assessment of the tourist's knowledge of the *Allgarve* campaign, perceptions about the campaign and *Allgarve* events; (ii) the image of the Algarve and the image of *Allgarve* (degree of agreement with some statements about the region); and (iii) socio-demographic attributes (gender, age, nationality, marital status, educational qualifications and employment situation).

DATA ANALYSIS METHODS

Data analyses were conducted using SPSS 16.0. The first step in the research involved the performance of a frequencies analysis for each variable measuring the tourist's knowledge and perception of the *Allgarve* campaign. Next, a multiple correspondence analysis (MCA) was used to represent the relations between the variables. MCA is an interdependence technique for analysing multiple categorical data simultaneously (Greenacre & Blasius, 2006). This standardizes and transforms the frequency data in a contingency table by calculating chi-square distances from the row and column. Then, the method reduces the data complexity by creating a low-dimensional representation of the row and column profiles. This is done by conducting a singular value decomposition of the chi-square distance matrix, giving rise to a set of row vectors, column vectors and singular values. Lastly, MCA scales the vectors to create scores for each variable, each variable category and each case. Further details on the technical details beyond the MCA method can be found in Greenacre (1984), Hoffman and Franke (1986) and Weller and Romney (1990).

As a result of MCA, cases and categories can be represented graphically in a joint space (perceptual map) to reveal associations between categorical variables. Since the use of MCA only makes sense if there are significant associations, chi-square tests were previously carried out in order to identify significant dependencies between pairs of the variables.

When there are significant dependence relationships among a set of variables, the graphical displays produced by MCA can reveal groups of cases (segments). These segments can be confirmed and afterwards described, if a cluster analysis is carried out using as input variables the dimensions resulting from the MCA. In this study, an agglomerative hierarchical clustering procedure was first applied (using Ward's method and the squared Euclidean distance). Next, the solution indicated by the dendrogram was validated using the k-means cluster optimisation method. The k-means algorithm is an iterative process in which the distance between each individual and the segment representations are calculated. The individual is then assigned to the segment that best reflects his or her responses. The segment centres obtained (usually referred to as centroids) are also drawn in the perceptual map produced by the MCA.

After tourist segments were identified based on their perceptions of the *Allgarve* campaign, they were profiled using cross-tabulations and chi-square tests. Besides the variables measuring perceptions, used as input variables in the MCA, the segments were also compared in terms of socio-demographic characteristics. The remaining analyses focused on the 13 statements about the region. Following a preliminary descriptive analysis based on a frequencies report, a factor analysis was carried out with the purpose of reducing data. This analysis allows us to identify the attributes underlying the image of both brands: Algarve and *Allgarve*. Afterwards, ANOVA tests were used in order to conclude whether or not the Algarve image changed as a consequence of the *Allgarve* events.

An alternative methodology for data elicitation and analysis in destination brand perceptions can be found in Ivanov, Illum and Liang (2010).

Results

PRELIMINARY ANALYSES

Descriptive statistics are shown in Table 2, including those about tourists' knowledge of the *Allgarve* campaign, their image of the campaign or participation in events. The findings show that most tourists had heard of the Portuguese campaign (88.1%), from television (28.9% of responses in categories 4 and 5), internet (27.3% of responses in categories 4 and 5), friends or relatives (26.4% of responses in categories 4 and 5) and through the events programme (25.9% of responses in categories 4 and 5).

Most respondents agreed or strongly agreed (68.8%) with the *Allgarve* campaign name, and agreed or strongly agreed (68.8%) that the campaign contributes to a positive differentiation of the Algarve in relation to other alternative international destinations. Moreover, 90.9% of respondents observed that the holiday met or exceeded

expectations generated by the campaign. However, only 15.2% of the respondents considered the campaign important or extremely important as a motivator in their decision to travel to the Algarve. In addition, only 11.2% actually participated in an *Allgarve* event.

Table 2

KNOWLEDGE, IMAGE AND PARTICIPATION IN THE ALLGARVE CAMPAIGN

Variables	Distribution of answers				
1 - Have you already heard about the <i>Allgarve</i> campaign?	Yes: 100%			No: 0%	
2 - Where have you heard about this campaign?	In my country: 11.9%			In Portugal: 88.1%	
3 - To what extent were relatives or friends important for your knowledge of the <i>Allgarve</i> campaign?	(1) 15.4%	(2) 12.1%	(3) 46.2%	(4) 13.2%	(5) 13.2%
4 - To what extent were specialized magazines important for your knowledge of the <i>Allgarve</i> campaign?	(1) 23.1%	(2) 22%	(3) 35.2%	(4) 13.2%	(5) 6.6%
5 - To what extent was the internet important for your knowledge of the <i>Allgarve</i> campaign?	(1) 10.5%	(2) 21.1%	(3) 41.1%	(4) 14.7%	(5) 12.6%
6 - To what extent was the television important for your knowledge of the <i>Allgarve</i> campaign?	(1) 10.3%	(2) 25.8%	(3) 35.1%	(4) 12.4%	(5) 16.5%
7 - To what extent was the press important for your knowledge of the <i>Allgarve</i> campaign?	(1) 16.1%	(2) 23.7%	(3) 40.9%	(4) 12.9%	(5) 6.5%
8 - To what extent was the radio important for your knowledge of the <i>Allgarve</i> campaign?	(1) 24.1%	(2) 29.9%	(3) 32.2%	(4) 9.2%	(5) 4.6%
9 - To what extent was the <i>events publication</i> important for your knowledge of the <i>Allgarve</i> campaign?	(1) 22.6%	(2) 19.4%	(3) 32.3%	(4) 10.8%	(5) 15.1%
10 - To what extent do you agree with the name (<i>Allgarve</i>) of the campaign?	(1) 11.2%	(2) 9.6%	(3) 11.2%	(4) 56.8%	(5) 11.2%
11 - To what extent do you agree that the <i>Allgarve</i> campaign contributes to the positive differentiation of the Algarve region in relation to other international alternatives?	(1) 1.8%	(2) 5.3%	(3) 22.1%	(4) 56.4%	(5) 12.4%
12 - To what extent was this campaign important to influence your decision of coming to the Algarve for your holidays?	(1) 37.1%	(2) 28.6%	(3) 19%	(4) 9.5%	(5) 5.7%
13 - To what extent have these holidays met your expectations generated by the campaign?	(1) 5.4%	(2) 3.6%	(3) 67.6%	(4) 7.2%	(5) 16.2%
14 - Have you participated in any event of the <i>Allgarve</i> campaign during your vacations?	Yes: 11.2%			No: 88.8 %	

Legend:

- (1) Unimportant (in variables 3 to 9 and 12)/ Completely disagree (in 10 and 11)/ Far from meeting my expectations (in 13)
- (5) Extremely important (in variables 3 to 9 and 12)/ Completely agree (in 10 and 11)/ Exceeded all my expectations (in 13)

Chi-square tests were used to identify statistically dependent relationships between each pair of variables which assessed the image of the *Allgarve* campaign, that is, variables corresponding to questions 10 to 13 from Table 2. Table 3 displays the *p*-values from these tests. As shown in this table, variable 12 ("To what extent was this campaign important in influencing your decision to travel to the Algarve for your holidays?") is statistically independent from the others (*p*-values > 0.05) and will therefore not be

included in the following MCA. On the other hand, the remaining variables report a significant dependence relationship between them. With respect to these variables, another important finding is that the Spearman's rho coefficient between each pair of variables is positive and statistically significant (p -value < 0.05).

Table 3
p-VALUES FROM THE CHI-SQUARE TESTS ON IMAGE VARIABLES

Variables	10	11	12	13
10 - To what extent do you agree with the name (<i>Allgarve</i>) of the campaign?		0.000	0.103	0.103
11 - To what extent do you agree that the <i>Allgarve</i> campaign contributes to the positive differentiation of the Algarve region in relation to other international alternatives?	0.000		0.120	0.000
12 - To what extent was this campaign important to influence your decision of coming to the Algarve for your holidays?	0.103	0.120		0.373
13 - To what extent have these holidays met your expectations generated by the campaign?	0.103	0.000	0.373	

PATTERNS OF PERCEPTIONS ABOUT THE ALLGARVE CAMPAIGN

Before the application of MCA, variables 10, 11 and 13 from Table 2 (variables to be considered in the MCA) were first recoded into three categories. In the recoded variables, the first category, identified with code 1, includes the original answer categories 1 and 2, the second category, identified with code 2, corresponds to the original answer category 3 (indifferent or according do my expectations) and the third category, identified with code 3, includes the original answer category 4 and 5.

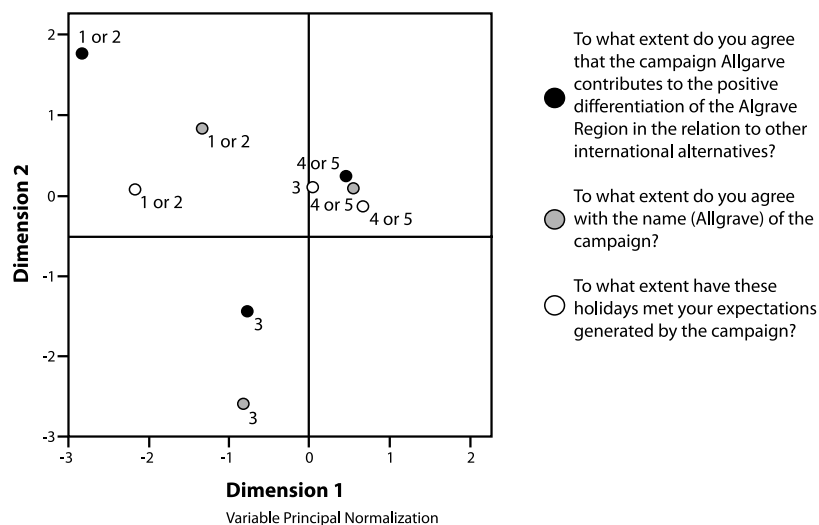
In the MCA procedure a two-dimensional solution was found appropriate because only Cronbach's alphas that correspond to the first two dimensions exceed 0.5 (dimension 1: alpha = 0.688; dimension 2: alpha = 0.514; dimension 3: alpha = 0.048). The total variance explained in the two dimensional solution is equal to 1.122 (53% of total variance), with eigenvalues and explained variance proportions of 1.846 and 0.29 for the first dimension, and 1.522 and 0.24 for the second dimension, respectively.

Figure 1 illustrates the perceptual map generated by the MCA regardless of the categories of the three recoded image variables. It displays the optimal quantification of each category for each variable, which is represented by a point. Dimension 1 corresponds to the horizontal axis and dimension 2 to the vertical axis. As Figure 1 clarifies, dimension 1 clearly separates the high response levels (4 and 5), with a positive quantification in dimension 1, from the other response levels (1, 2 or 3), with a negative or null quantification in this dimension. Dimension 2, on the other hand, visibly distinguishes the tourists who report indifference regarding variables 10 and 11, with a quantification of less than -0.5 in this dimension.

The perceptual map also shows that, overall, the variables show a close geometrical pattern since their category points are represented in close proximity to each other.

That is, high response levels (4 or 5) are represented in the top right hand part of the map for the three variables. Similarly, the points representing low response levels (1 or 2) appear in the top left hand part of the map. Only the median categories (response level 3) are not represented close to each other in the map. The proximities among the response levels of the research variables occur because they report, as previously shown, significant and positive dependence relationships.

Figure 1
JOINT PLOT OF CATEGORY POINTS FOR VARIABLES MEASURING THE IMAGE OF THE ALLGARVE CAMPAIGN
Joint Plot of Category Points



Legend:

- 1 or 2 – Completely disagree or disagree / very far from meeting the expectations or below the expectations
- 3 – Indifferent/ according do my expectations
- 4 or 5 – Agree or completely agree/ above the expectations or clearly exceeding all the expectations

SEGMENTATION BASED ON PERCEPTIONS OF THE ALLGARVE CAMPAIGN

With the aim of identifying segments of tourists in terms of their perceptions of the *Allgarve* campaign, a hierarchical cluster analysis was applied to the dimensions generated by the MCA (previously saved as variables). The observation of the dendrogram indicated a three- segment solution, which was validated by performing a k-means clustering. Table 4 reports the resulting final cluster centres and number of respondents encompassed in each segment. These centres are represented through the small triangles in the perceptual map yielded by the MCA (Figure 2). As can be observed, the centre of segment 1 appears on the top right-hand side of the map, the centre of segment 2 on the low left-hand side and the centre of segment 3 on the top left-hand side. Therefore, considering the response levels near these centres, they were referred to as "tourists with a more positive overall perception of the *Allgarve* campaign" (segment 1), "tourists with an indifferent perception of the *Allgarve* campaign" (segment 2) and "tourists with a more negative overall perception of the *Allgarve* campaign". Segment 1 is noticeably the largest, including 79.8% of the research sample. In contrast, segment 3 encompasses very few respondents (only 6.2% of the sample).

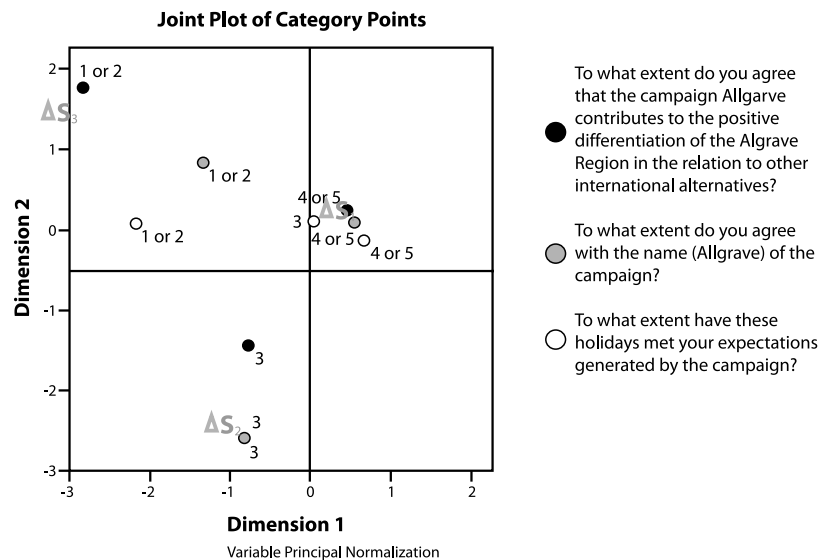
Table 4

FINAL CLUSTER CENTRES AND NUMBER OF TOURISTS IN EACH CLUSTER

	Segment 1 "Tourists with a more positive overall image of the Allgarve campaign"	Segment 2 "Tourists with an indifferent image of the Allgarve campaign"	Segment 3 "Tourists with a more negative overall image of the Allgarve campaign"
Dimension 1	0.37	-0.81	-2.84
Dimension 2	0.21	-2.25	1.77
Number and percentage of cases in each cluster	103 (79.80%)	18 (14.00%)	8 (6.20%)

In the k-means cluster analysis the variable *cluster membership*, which identifies the cluster in which each tourist belongs, was saved. Subsequently, this variable was cross-tabulated with other variables assessed in the questionnaire with the purpose of profiling the segments. Only the significant variables in discriminating the segments will be described. Table 5 presents the distribution of tourists for each segment across response levels of the categorical variables used as input variables in the MCA. As expected, significant dependence relationships were found between *cluster membership* and each variable measuring perceptions. In fact, the three chi-square tests that were carried out exhibit significant *p*-values (chi-square tests: *p*-value = 0.000). The main results from the cross-tabulation between *cluster membership* and the perception variables can be found in Table 5.

Figure 2

JOINT PLOT OF CATEGORY POINTS AND CLUSTERS CENTRES**Legend:**

- 1 or 2 – Completely disagree or disagree / very far from meeting the expectations or below the expectations
- 3 – Indifferent/ according do my expectations
- 4 or 5 – Agree or completely agree/ above the expectations or clearly exceeding all the expectations

Table 5 shows that the majority of tourists in segment 1 agree or completely agree with the name of the campaign (82.5%) and that the campaign positively contributes to the differentiation of the Algarve region in relation to other international alternatives (87.1%). On the other hand, it is in segment 1 that we find the lowest proportion of tourists who stated that their holidays did not meet their expectations as a result of the campaign (2.2%). Segment 3, the smallest of the segments, has opposite characteristics: 100% of tourists in this segment do not agree with the name chosen for the campaign, nor as a strategy to distinguish it from other destinations. Likewise, 50% of tourists in segment 3 report that the holiday did not meet the expectations created by the campaign. Segment 2 reveals a peculiar profile in terms of the *Allgarve* image campaign. Most members of this segment were indifferent to the campaign name (77.8%) or its differentiating effect (75%). Moreover, no tourist in the segment expressed that their holidays were above expectations or that they clearly exceeded all the expectations as a result of the campaign.

Table 5

FREQUENCY DISTRIBUTION OF VARIABLES USED IN THE MCA IN THE THREE CLUSTERS SOLUTION

Variables used in the MCA	Segment 1	Segment 2	Segment 3
10 - To what extent do you agree with the name (Allgarve) of the campaign?			
1 or 2 – Completely disagree or disagree	17.5%	0,0%	100.0%
3 – Indifferent	0.0%	77.8%	0.0%
4 or 5 – Agree or completely agree	82.5%	22.2%	0.0%
Total	100.0%	100.0%	100.0%
11 - To what extent do you agree that the Allgarve campaign contributes to the positive differentiation of the Algarve region in relation to other international alternatives?			
1 or 2 – Completely disagree or disagree	0.0%	0.0%	100.0%
3 – Indifferent	12.9%	75.0%	0.0%
4 or 5 – Agree or completely agree	87.1%	25.0%	0.0%
Total	100.0%	100.0%	100.0%
13 - To what extent have these holidays met your expectations generated by the campaign?			
1 or 2 – Very far from meeting the expectations	2.2%	33.3%	50.0%
3 – According do my expectations	71.4%	50.0%	50.0%
4 or 5 – Above the expectations or clearly exceeding all the expectations	26.4%	16.7%	0.0%
Total	100.0%	100.0%	100.0%

Table 6 exhibits the cross-tabulation between the variable cluster membership and the socio-demographic characteristics. In these analyses, segments 2 and 3 were both considered in order to avoid expected counts of less than 5 in the chi-square tests. No significant dependence relationships were identified between *cluster membership* and *gender*, *age category*, *educational qualification* and *employment situation* (chi-square independence tests: p -value > 0.05). These results indicate that tourists in each segment

have similar characteristics to those presented in Table 1. Table 6 shows the socio-demographic variables in which the segments reveal significant differences. As can be seen in this table, tourists in the three segments are statistically different in terms of nationality and marital status (chi-square independence tests: p -value = 0.006, p -value = 0.003, respectively). Most tourists of segment 1 are English (70.3%) and married, whereas nationality and marital status are much less preponderant in segments 2 and 3 (41.7% and 53.8% respectively).

Table 6
**FREQUENCY DISTRIBUTION OF SOCIO-DEMOGRAPHIC VARIABLES
IN THE THREE CLUSTERS SOLUTION**

Socio-demographic variables	Segment 1	Segment 2
Nationality		
English	70.3%	41,7%
Scottish	21.8%	25.0%
Irish	5.9%	25.0%
German	2.0%	8.3%
Total	100.0%	100.0%
Marital status		
Single	19.4%	38.5%
Divorced	5.8%	0.0%
Married	74.8%	53.8%
Widowed	0.0%	7.7%
Total	100.0%	100.0%

ALGARVE IMAGE VERSUS ALLGARVE IMAGE

The previous analysis clarifies that most tourists report a positive perception of the *Allgarve* campaign. However, some of them reveal indifference towards the events and only a small segment show negative perceptions. Now we intend to analyse what happens in terms of the Algarve image.

The factor analysis was applied to find out the underlying dimensions of the Algarve image and *Allgarve* image. Principal components analysis was used as the extraction method, together with varimax rotation. The Kaiser-Meyer-Olkin index was 0.876, which is higher than the threshold value for a proper factor analysis of 0.6 (Tabachnick & Fidell, 2007). In addition, the Bartlett's test of sphericity was significant (p -value = 0.000). The eigenvalues higher than 1 were identified in order to find how many factors should be retained. Accordingly, a two-factor solution was retained that accounted for around 64.74% of the total variance. Observing the attributes with higher loading within each factor, the two factors were named "Algarve image" and "*Allgarve* image". These factors and the items loading on them are reported in Table 7. The Cronbach's alpha coefficients for each factor suggest an adequate degree of internal consistency. Factor 1 was named "Algarve image" because it captures the traditional view of the region, essentially promoted as a sun and beach destination, with good golf courses, offering fun, security and a safe atmosphere. Factor 2, in turn, was referred to as "*All-*

garve image" since it represents the alternative tourist products that the *Allgarve* campaign is trying to promote, including art, culture, nautical sports and fashion.

Table 7

ALGARVE AND ALLGARVE IMAGE ITEMS AND FACTORS FROM FACTOR ANALYSIS

Image items and factors	Loading	% Agree + Comp. Agree
Algarve image (Alpha = 0.833; explained variance = 56.77%)		
Algarve is sun and beach	0.865	88.4%
Algarve is tradition	0.779	75.6%
Algarve is fun	0.673	84.6%
Algarve is golf	0.671	77.8%
Algarve is gastronomy	0.642	66.7%
Algarve is safe	0.638	76.5%
Algarve is familiar	0.603	84.0%
Allgarve image (Alpha = 0.839; explained variance = 7.97%)		
Algarve is art	0.792	46.0%
Algarve is nautical sports	0.790	66.7%
Algarve is nature	0.712	74.4%
Algarve is fashion	0.705	68.3%
Algarve is quiet	0.669	74.8%
Algarve is culture	0.620	71.1%

The last column of Table 7 also shows the percentages of responses in categories 4 (agree) and 5 (completely agree) for each item. The items with greater values in these categories are all included in the factor "Algarve image" and are the following: *Algarve is sun and beach* (88.4%), *Algarve is fun* (84.6%) and *Algarve is familiar* (84%). In contrast, the items with lower percentages in these categories are *Algarve is art* (46.0%), *Algarve is nautical sports* (66.7%) and *Algarve is fashion* (68.3%). These items are all strongly correlated with the factor "Allgarve image". These findings suggest that the traditional perspective of the Algarve is more strongly recognized than the image that the *Allgarve* event is attempting to establish.

Lastly, two ANOVA tests were carried out in order to evaluate whether or not the awareness of the factors "Algarve image" and "Allgarve image" was significantly different among the three segments of tourists previously identified. In these tests the *p*-values are zero, suggesting that the segments perceive both factors equally. This implies that the percentages in the last column of Table 7 will not change significantly among segments. In other words, even for those tourists who are more aware of the *Allgarve* event (segment 1) the traditional image of the region (captured by the factor "Algarve image") still overcomes the image of the destination that the *Allgarve* campaign intended to introduce. We can conclude, therefore, that the Algarve image did not change as a consequence of the *Allgarve* events.

Discussion and conclusions

Since the 60s, a decade which marked the beginning of tourism in the region, the Algarve brand has been managed and promoted as a tourism destination. Until the 90s, the brand operated in an isolated manner, whose purpose represented the destination's position – the sun and beach product. Meanwhile, during the last decade, we have witnessed the development of destination branding, which has often led to a fragmented projection of a destination's image, creating some disarray in the minds of target audiences in terms of the concept and identity of a destination. The notion of various destinations within a destination has been brought to the foreground and may have repercussions in terms of the Algarve brand image and positioning.

The underlying motivation in travelling to the Algarve is often to seek *sun and beach*. However, by looking at studies that focus on the "new" tourist profile, new market opportunities have been detected. Besides tourist entertainment, historical, cultural and architectural resources have all been revealed to be potentially attractive tourism elements, yielding the capacity to prolong tourists' average stays and daily expenditure. The current study and discussion centres specifically on the impact of both brands, Algarve and *Allgarve*, in a sample of tourists. Of the tourist sample taken at Faro International Airport, only 46% had heard of and/or were aware of the *Allgarve* brand. Of these, 88% had heard about the brand at the destination, while the remaining 12% had some knowledge before arriving in the Algarve.

Confronted with the first indicator of the reputation of the *Allgarve* brand, we verify a communication problem with the main market segments in the country of origin. Although the campaign is essentially directed at external markets, Spain, France, UK and Germany, this study establishes that only 6% of the total respondents (282) had some previous knowledge of the programme and/or brand from their home country. This suggests that the remaining 94% were attracted by the Algarve brand and that consumer expectations were not influenced by the programme's content. As such, the impact of the campaign had not achieved the desired objective to attract potential tourists. This result also suggests that the Algarve brand prevails over *Allgarve* in terms of reputation, a result that might be expected since the main destination brand is precisely the former, with the second only serving as a complementary cultural offer.

In addition, it is important to observe that the intended link effect between the two brands is lost, as no articulation between the two brands can be perceived by the public. The two distinct brands have coinciding target audiences and a name that raises some ambiguity: Algarve versus *Allgarve*. This issue is related to the fact that brand management may not always be represented in an integrated manner. While the Algarve brand has been managed in promotional terms by various distinct entities (according to whether it is targeted at national or international markets), the *Allgarve* brand arose as an initiative by the Ministry of the Economy, conceived and implemented at the central level and as such distant from the socio-cultural realities of the region and weak local stakeholder involvement.

Most respondents agree with the *Allgarve* brand name and with the impact of the programme for tourism destination differentiation, which is essential to consider. It is however important to bear in mind that the majority of respondents were British and this aspect can perhaps explain why the brand was more easily accepted and understood by this group than by other target groups in the marketing campaign. Within the greater segment of respondents, segment 1, who possessed a positive opinion of the programme, a relationship between an experience propelled by the *Allgarve* programme and the level of satisfaction was found. This aspect should be developed further since it may be embryonic in guiding a destination on how to offer new tourist experiences, which naturally contribute to reinforcing the scope for differentiation and sustain the repositioning efforts of a tourism destination.

Because the *Allgarve* brand is intimately linked to the experience concept, destination management authorities are challenged to systematically follow this phenomenon and its use in terms of value, for both tourists and the destination's authorities. It is strategically important to understand, interconnect and relate expectations and motivations with destination satisfaction and image. Finally, it is worth noting that the development of a repositioning strategy for a tourism destination requires monitoring efforts and systematic quantification of a destination's image from the public before, during and after the change process. It is necessary to understand that tourists rank destinations in terms of their image and attributes. Once this is understood, then it is possible to implement effective repositioning strategies for the Algarve image and brand.

In summary, tourism destination brands, just like product and service brands, today represent an important powerful force, able to move crowds and influence habits and needs. As seen in this study, the main Portuguese destination brand – Algarve – has established itself in the national and international market as a result of a coherent long-term management strategy, united by a central product – sun and beach – together with other products in the consolidation stages, such as golf, conferences and other initiatives.

However, since brand and destination are associated with traditional and mature tourism products, it has been difficult to communicate the aspects that differentiate competing destinations offering similar tourism opportunities and, in some circumstances, a more attractive quality-price relationship for certain market segments. In this context, the issue identified is whether there is a need to offer and communicate other dimensions that differentiate and add value to a tourism destination in terms of its positioning, when seeking to maintain or improve competitiveness and success indices. Brand management develops as a privileged tool to convey the differentiating attributes to target audiences.

The main conclusion of this study is that most tourists come to the region because they are attracted by the Algarve brand, and that this brand has not been affected by the programme's content. Even for those tourists who were more aware of the *Allgarve* events, the traditional view of the destination did not change. Careful management of

brands and a repositioning of destinations constitute a challenge and an opportunity that managers need to consider. The process of creating an image through a brand name takes time, persistence and medium and long-term strategic objectives.

The study has some limitations that should be mentioned, namely the size of the sample. We used a relatively small sample, which does not allow us to have strong confidence in generalising the results obtained. However, this is naturally an exploratory study which looks to find directions for future research on a topic which has become important for most mature tourism destinations. Secondly, the study focuses only on foreign tourists. The opinions of national tourists, an increasingly important market group, were not taken into account. Although there is insufficient quantified information on their opinions on this specific subject, it is known that the *Allgarve* brand provoked a strong negative reaction among this group, precisely because it transforms a part of the name of the destination brand – "al", of Arab origin, to "all" – a foreign expression which seems to be directed at an English market or a generic market. However, this reaction by many Portuguese, including public figures and news media, may in part result from an incorrect understanding of the programme's objective, which mainly arises from its ambiguous strategic nature. It is still not clear how other factors such as culture, art and sports can work in an attempt to reposition/define a tourism destination.

Another limitation relates to the fact that the study only includes an intermediate perspective of the phenomenon. It is important to evaluate also the impact of the campaign not only with tourists already at the destination but also with potential tourists, prior to the tourist experience. Given that the campaign's objective is essentially about differentiating tourism destinations, issues related to the image should have been previously measured and evaluated, in order to more rigorously determine the effectiveness of the repositioning strategy of the destination and both brands – *Algarve* and *Allgarve*. All the limitations of the present study can be viewed as opportunities for development and a deeper understanding of this research field.

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