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# “One-size-fits-all”? Differentiation in destinations’ marketing goals and strategies to achieve them

## Abstract

*While tourism marketing literature tends to present marketing as a ‘one-size-fits-all’ process, the current study suggests various destination marketing goals. Until today, the literature mainly concentrated on analyzing marketing strategies, tactics, tools and initiatives for enhancing and perceiving tourism, while other marketing goals were neglected, such as marketing unfamiliar destinations or promoting tourism during and after tourism crises. The purpose of this study is to propose the model - “Destination Marketing Goals” (DMG) - which offers seven marketing goals for destinations and the possible strategies marketers can use in order to reach each goal. The model was developed based on qualitative content analysis of campaigns (symbols, visuals, slogans, and texts) on many destinations’ websites, academic and news articles focusing on destinations’ campaigns, and marketing initiatives to attract tourists and visitors. The “Destination Marketing Goals” (DMG) model is aimed at expanding the theoretical discussion on the concept of “destination marketing”.*

*Key words: destination marketing goals; tourism marketing strategies; destination image; destination branding; recovery marketing; tourism crisis.*

## Introduction

In the last four decades, the field of destination marketing has flourished with many new publications. Pike and Page (2014) provide a narrative analysis of 40 years of destination marketing literature with an explicit focus on the core marketing role of DMOs. While this roadmap addresses an impressive number of subjects related to the DMOs’ activities, it touches less upon the connection between a destination’s marketing goals, its current image, and possible strategies to be used by marketers. In addition, much of the literature has been characterized by a fragmented, applied research approach rather than theory building and has been focused primarily on advising marketers on which marketing strategies, tactics, tools and initiatives they can use in order to boost tourism. This advice was very helpful in developing the field of destination marketing but was tailored in a “one-size-fits-all” state. In fact, the advice ignored the different characteristics and images of destinations, and the different marketing needs resulting from them. For example, while “regular” destinations that enjoy a positive image and are already being consumed can just remind the public of their destination’s advantages and how great

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they are for tourists (Dinnie, 2008; Kotler, Haider & Rein, 1993), such marketing strategies will not necessarily work for destinations that suffer from a prolonged negative image (caused by long-lasting problems such as an ongoing conflict or political instability) nor by destinations trying to overcome a sudden crisis (such as terror attacks, natural disasters or epidemics). Based on this example it can be induced that destinations that suffer from a problematic image will have to adopt unique marketing goals and strategies (Anholt, 2006).

The purpose of this manuscript is to propose a new model - Destination Marketing Goals (DMG) – of goal and strategies to be used for destination marketing. The model was developed based on qualitative content analysis of campaigns (symbols, visuals, slogans, and texts) that were found on many destinations' websites, academic and news articles focusing on destinations' campaigns and marketing initiatives. The DMG model is aimed at expanding the theoretical discussion on the concept of "destination marketing". After presenting the theoretical background and the methodology, the manuscript presents the model's seven marketing goals for tourism destinations and the possible strategies for marketers to use in order to achieve their goals, accompanied by case studies from all over the world.

## Theoretical background

### Destination marketing and destination image

In the last 40 years, a great deal of knowledge has been accumulated in the field of destination marketing (Pike & Page, 2014), and since the 1990s, in destination branding as well (Gertner, 2011). "Destination marketing" has many different definitions in literature; for example, according to Gold and Ward (1994), "...Destination promotion [is] defined as the conscious use of publicity and marketing to communicate selective images of specific geographical localities or areas to a target audience." (p. 2). While this definition focuses on the production of a destination image, Kwon and Vogt (2010) offer an inverse perspective that focuses on image acceptance. In this view, destination marketing efforts result in cognitive, emotional and behavioral effects. These guide the target audience in terms of what to think of the destination, how to feel about it and how to react to it. Parallel to the developments in the field of destination branding and marketing, there are several researchers who claim that the branding process is not suited for every destination, especially those that face a problematic reality daily (Anholt, 2006).

Destination marketing attempts to improve destinations' image and their public perception. It is important to remember that the use of marketing tools in order to market a destination and the selection of media strategy depends, among other factors, on the destination's previous image among the target audience and crisis history. Kotler *et al.* (1993) define the image of a destination as "the sum of beliefs, ideals, and impressions people have toward a certain destination" (p. 141). They argue that an image represents a simplification of a large number of perceptions, associations and pieces of information related to a destination, and is a cognitive product of the attempt to process large amounts of information. Many different methods may be used in order to evaluate a destination's image among specific target audiences, but the most popular of these are attitude surveys, various questionnaires, focus groups, and in-depth interviews (Avraham & Ketter, 2008). A destination's image, according to Kotler *et al.* (1993), can be positive and attractive, negative, weak (as in the case of peripheral locations

that are not well known), mixed (when the image includes both positive and negative elements), or contradictory (when the destination has a favorable image among a certain population, and a negative image among another population).

## Marketing during crisis and destination image repair

Not all destinations are born equal and some have to restore their image following a crisis. Scholars in the field of image restoration distinguish between two types of negative destination image. First there is a negative image caused by a short-term, unexpected crisis, such as terror attacks, sudden epidemics or natural disasters (Walters & Mair, 2012). Second is a prolonged negative image generated by long-lasting issues, such as high crime rates, poverty, continuous war or political instability (Matize & Oni, 2014). One model that focuses on marketing destinations with negative destination images is “The multi-step model for altering destination image” (Avraham & Ketter, 2008, p. 188). This model offers a choice among three groups of media strategies with different focus: strategies focusing on the source of the message, on the message itself, and on the target audience. The source strategies group concentrates on influencing, affecting, or replacing the sources of the negative message (mainly the mass media). The audience strategies group is concerned with the audience’s characteristics, motivations and values. The message strategies group is focused on direct communication around the problematic image itself. Recently, Avraham and Ketter (2013) suggested an updated version of this model, based on a continuum between two groups of media strategies. On one side there are strategies that follow the “cosmetic approach”, mainly focusing on the negative image, without altering the reality that caused the image problem. On the other side there are strategies that follow the “strategic approach”, making a significant change in the destination’s reality in order to solve the issues behind the problematic images.

## Methodology

The current research aims to explore the relations between destinations’ marketing goals and the marketing strategies chosen to achieve them. These relations are studied via two research questions:

RQ1 What kind of marketing goals do destinations have?

RQ2 What marketing strategies can marketers use in order to promote each one of their marketing goals?

These two research questions are examined using a qualitative analysis (de Jager, 2010) based on a semiotic interpretation of texts. Qualitative content analysis is a highly popular method in the field of destination marketing and was used by several studies (de Jager, 2010). The data for the qualitative analysis were collected from a variety of media and means such as destinations’ marketing campaigns, destinations’ websites, tourism news websites, international tourism journals and academic articles. The use of diverse sources contributes a more comprehensive and accurate view of the issue being examined. While most previous studies in marketing places are actually individual case studies focused on the marketing efforts of specific destinations (de Jager, 2010; Barnett, 2001; Hooper, 2002), there is a shortage of broad-based studies that analyze numerous case studies. By using a large number of case studies, this manuscript aims to reach general conclusions and insights in order to build a theoretical model. We used 31 case studies to present the strategies that appear in the seven marketing goals.

## Findings

As mentioned, with the growing specialization of destination marketing as an academic and practical field comes the increased need to treat the marketing efforts of destinations differently. Destinations have various images; there are destinations with a weak image and those with a negative, narrow or positive image, destinations that offer various services and those that offer only one service for visitors, destinations that have experienced a crisis that ended but whose image has still not been restored, and those still in the midst of a prolonged crisis. It seemed only natural to expect that the marketing plan of these destinations will vary, as their goals are different. Analyzing dozens of destination marketing campaigns and case studies from all over the world allows us to identify seven marketing goals that marketers are trying to achieve.

Figure 1  
**Major goals for marketing destinations**

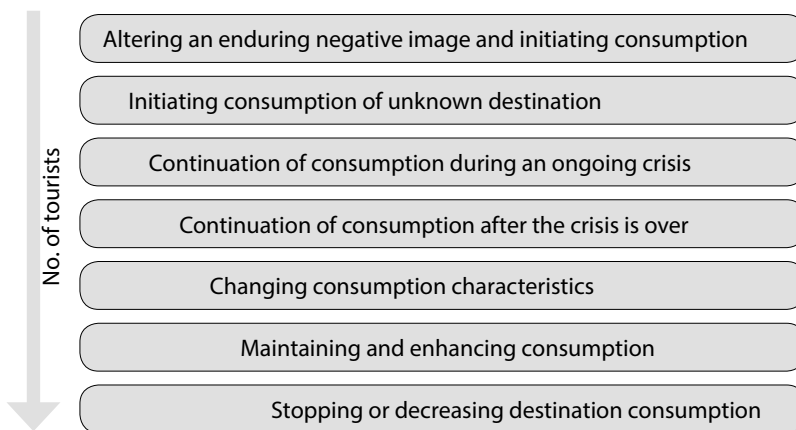


Figure 1 illustrates the seven major goals in marketing destinations. The biggest challenge is for destinations that suffer from a prolonged image crisis and have now decided to improve their image and to start promoting tourism. Next are destinations that are unknown among tourists and have a weak place image; possible visitors just do not know about these places and what kind of attractions they offer. Then there are destinations that have suffered a major crisis that had a substantial impact on tourism. These destinations were once consumed and are now looking for a way to get back on the tourism map, even though the crisis is not yet over (for example, there might still be occasional terror attacks). The next goal refers to destinations that had a major crisis that has passed (for example, a natural disaster); these places were once consumed and are now ready to be re-consumed. Next are destinations that are being consumed but their consumption is limited. Such places are now looking to develop new source markets, expand their image and enhance consumption. The next goal refers to destinations that market themselves regularly without particular image problems, while trying to maximize tourism arrivals and maintain their competitive advantage. Finally come destinations that are over-consumed and wish to decrease their consumption in order to limit the load of tourists and visitors. Below we elaborate each of these seven major goals and their relations to destination marketing strategy.

The goals on figure no. 1 are arranged according to the estimate number of tourists they attract. These goals are presented along a continuum in which the goals on upper part are more common among destinations that see small numbers of tourists and on the bottom, destinations that attract many tourists. Nevertheless there is a need to remember that this division is only for the purpose of academic analysis. This is because destinations with different characteristics, images and tourism figures can find themselves trying to achieve similar marketing goals. For example although NY (after 9/11) and Kenya (after the 2013 terror attack in the shopping mall) are very different from each other regarding tourism figures, they were trying to achieve the same marketing goal: to market themselves after the crisis is over. At first glance these two destinations have a similar marketing goal but are, as we know, very different from each other, in every aspect and mainly in tourism figure. In other words, tourism figures cannot always be helpful in setting the order of the model's marketing goals.

### Altering an enduring negative image and initiating consumption

The first type of goal is suitable for destinations that suffer from a prolonged negative image, related to characteristics such as repeating ethnic clashes, terror attacks, civil unrest and high crime rates. These characteristics are the center of these destinations' media coverage, causing a fatal effect on the destination's public image. Facing these challenges, local stakeholders realize that they need to overcome the destination's stereotypes and negative perceptions in order to attract tourism. Choosing the most appropriate strategy for such destinations is not an easy task; marketers cannot use the regular marketing arsenal that highlights the destination characteristics (Anholt, 2006), and are forced to find other creative solutions (Weber, 1999). Destinations that are included in this category adopt a number of strategies to overcome the negative perception and get on the tourism map.

*Physical renewal.* Taking the strategic approach, destinations can focus on changing the reality that caused the negative image (Avraham & Ketter, 2013). Seeking to improve the problematic reality, local stakeholders are attempting to bring an end to the factors (or events) that prevented tourists from arriving. In this manner, once the factor that caused the problem is solved, the image of the destination will improve accordingly. Seeing the value of this strategy, many decision makers are now acting to generate an in-depth positive change in their destination's reality and image. Once the reality has been improved, local decision makers ask themselves how to communicate the positive change to the media and the public.

One example of the way a change in reality can transform the destination's image can be found in the case of the city of North Adams in northwest Massachusetts. In the 1980s, North Adams hit an economic low with poverty, social problems, youth flight and nearly 20% unemployment. At that point, a new initiative by the Massachusetts governor was about to change the city's future and make it the home of the largest center for contemporary arts in the United States. The Massachusetts Museum of Contemporary Art (MASS MoCA) was opened on 1990, an event that caused a revolution in the image of North Adams, linking the city with art and culture. This one-day opening event was later developed into concert evenings, art weekends and festivals, gradually rebuilding public trust in North Adams and allowing the tourism industry to gain overnight stays.

*Hosting events.* The strategy of hosting events is a straightforward and well-liked strategy to communicate the change. In this strategy, a destination holds an event in order to attract key opinion leaders such as

journalists, editors, national stakeholders and other influential people. Such events may attract outsiders to the destination who might never considered visiting otherwise, and generate media coverage that is far beyond the destination's "regular" media exposure. An additional key for events' media coverage is their ability to focus the media's attention on a particular spot for a concentrated time period, allowing the host community to promote well-chosen images that can improve a negative image and shift media attention from a negative to a positive portrayal of the destination (Avraham & Ketter, 2008).

*Acknowledge the negative image.* A third strategy for destinations that are at this stage is to acknowledge their negative image. At times, acknowledging the negative image directly is the most effective course of action for destinations with a solid and well-known negative image. In order to maintain a trustworthy image, the campaign acknowledges the destination's problematic image and demonstrates how it is positively transforming (Burgess, 1982). The strategy of acknowledging the negative image can be applied by use of several major techniques. One used by many destinations is "new era" slogans, suggesting that the destination has now altered from its problematic past to a promising new reality. One example can be found in the city of Warsaw, which suffers from an unwelcoming and dreary image resulting from the long Communist era. In order to improve its image, local marketers used the slogan: "Warsaw - Back after a long break" (Warsaw Tourism Board, 2005). This slogan acknowledges that the city has been off the tourism map for many years, but also suggests that a brighter future has now arrived (Avraham & Ketter, 2013).

## Initiating consumption of unknown destinations

The second type of marketing goal includes destinations that suffer from weak or gray images, and are not familiar to the target audience, but which also want to get on the national and international tourism map. The situation of destinations with weak images is perhaps a little better than destinations in the first category because there is no need to overcome negative perceptions, stereotypes and generalizations, but it is still difficult to persuade tourists to reach a destination they do not know at all or did not hear about. Destinations with weak images are mainly located in the margin or the periphery. Their location (and usually their small size) might create an obstacle in receiving national media coverage (Lahav, Mansfeld & Avraham, 2013) which usually leads to substantial public image and familiarity. As in the first category, there are destination marketers who prefer to alter the physical reality and initiate events in order to make the destination more attractive and others who mainly focus on changing the weak image using public relations and ads campaigns. In many cases the localities are aware of the unfamiliar image to the target audience, so marketers try to make it the center of the campaign. In this category we discover three strategies:

*Acknowledge the weak image.* There are marketers who try to make the destination better known, as in the case of Tulsa, Oklahoma, which used advertisements portraying local sites and residents under the slogan "This should fill in the blank about Tulsa", with the added acknowledgment that "When someone says 'Tulsa' some people draw a blank". Tulsa's campaign acknowledges the city's weak image and its lack of popularity; however, the campaign also suggests new and positive traits that consumers can use to expand their image of Tulsa (Holcomb, 1994).

*Association to well-known brands.* One strategy employed by unfamiliar locations with a weak image is to associate themselves with strong and familiar brands (Beirman, 2003). This approach allows

destinations to bask in the reflected glory of an existing brand, without having to build their own from scratch. The hope is that the target audience will associate the unfamiliar destination with the strong brand and re-think their previous conceptions of the unfamiliar destination. One country to follow this strategy is Tanzania, using the slogan “Land of Kilimanjaro and Zanzibar”. Kilimanjaro is the highest mountain in Africa and has been listed as a World Heritage site since 1987. Zanzibar and the city of Stone Town are well known for their unique architecture, spices and turquoise lagoons, and were listed by UNESCO in 2000 as a World Heritage Site. Since these two sites received much positive recognition, Tanzania apparently hopes to bask in their reflected glory in order to support its tourism brand and attract international visitors (Ketter & Avraham, 2010).

## Continuation of consumption during an ongoing crisis

This marketing goal relates to destinations that are undergoing an image crisis, yet are still interested in attracting tourists and visitors. The cause of the crisis still exists, but marketers struggle for the continuation of consumption in order to maintain tourism and support the local economy. One of the most acute dilemmas for those destinations is whether to present a state of “business as usual” or to mention the crisis in the marketing campaign. Regardless of their choice, these destinations are in better condition than those in the first category because they have already made their way into the tourism market and are somehow a familiar destination. In order to maintain this position and remain in consumers’ and travel agents’ opportunity set, tourism professionals advise them to continue marketing even in times of crisis (Beirman, 2003).

*Limiting the crisis.* Another strategy that can be used during crises is limiting the crisis, regarding its geographical borders and strength. According to this strategy, the marketers do not ignore the crisis but try to downsize the crisis and limit it to certain areas, creating a situation in which tourists can still visit key tourist attractions. One specific kind of campaign strategy that can be used during a crisis is one that informs tourists which areas are safe and which are unsafe. For example, during the outbreak of the foot-and-mouth epidemic in 2001, the British Tourism Authority announced that major cities such as London were safe for tourists and visitors (Hopper, 2002). Other destination marketers try to promote the message that the crisis is less severe than what was presented in the mass media.

*Ridiculing the stereotype.* In addition to ignoring the negative reality, marketers can also use the strategy of ridiculing the stereotype. The idea behind this strategy is that the marketers themselves present the negative stereotype of the destination, showing how ridiculous it is, and thereby nullify it. One example for a country that used this strategy is Colombia. During the 1990s, the country gained a negative image as an international center for drugs and crime. To shatter its stereotypes, Colombia used the strategy of “ridicule the stereotype”, launching a YouTube marketing campaign in the early 2000s. Using the title ‘Would you take the risk?’ the video campaign presented the common stereotypes of violence, gangs and drugs. Following this dramatic opening, the video encourage its viewers to ‘Take the risk to enjoy its people’s kindness and hospitality, their customs, their food, their passion, and their beautiful women; After all of these risks you will know that everything you heard about Colombia must be happening in the Columbia [of the movies]’. In this online campaign, the Colombian Ministry of Tourism tried to ridicule the stereotypes of the country and replace them with an attractive and favorable image (Hamer, 2009).

*Spin liabilities into assets.* A difficult economic situation - especially one that is presented in the international media as the cause for demonstrations against price rises, the collapse of banks, and stock exchange crashes or nationalization of property - can also be an obstacle to attracting tourism. And yet, there are several examples from around the world that indicate how markets have turned this negative situation into a positive and presented the financial crisis as an asset for potential tourists. One of the primary situations is to present a decline in prices for tourist services as an opportunity. For example, during the global economic crisis in 2008 marketers in various countries used slogans that emphasize the economic value of their proposition. In this manner, Greece used the slogans: "Great classic, great value" and "Masterpiece you can afford". UK marketers used a similar slogan - "More buck for your trip" - to attract tourists to their country during economic crises. Thailand used the slogan "Amazing Thailand, amazing value" and Ireland used the slogan, "Ireland, island of 100,000 welcomes. At some very friendly prices" (Irish Tourism Board, 2010).

## Continuation of consumption after the crisis is over

This marketing goal is suitable for destinations that are still suffering the post effects of a crisis on the destination's image, although its cause has faded and the physical crisis is over. Even when the smoke has cleared, all danger is removed and the tourism infrastructure is back to business, some destinations might still experience a crisis in their public image. In order to re-attract tourists and convey positive messages, such destinations launch recovery campaigns aimed to restore their favorable image (Walters & Mair, 2012). For example, Beirman (2006) notes that following the SARS crisis a few countries in Asia launched a joint campaign aimed to notify travelers that South-East Asia was now free of the epidemic and that tourists and visitors were welcome. In searching for ways to use recovery marketing, some of the strategies that were mentioned in the previous category are also relevant for use here. While use of the ignoring the current problematic image strategy is also possible here, marketers can also use other solutions, as exemplified below.

*Delivering a counter message.* The goal of this strategy is to convey messages that are the opposite of the negative characteristics associated with the destination. This strategy may prove useful during a crisis event, or immediately after it has passed, in order to maintain or regain a trustworthy image. In this strategy, local stakeholders confront the negative images resulting from the crisis and try to replace them with positive messages. For example, in order to battle the common perception of danger that is associated with some Middle Eastern countries, marketers in these destinations choose to focus on delivering messages that portray images of peace and tranquility. In one case, the director of the Jordanian Tourism Board said during a demonstration wave in the area: "Jordan has a long standing reputation as a very safe, secure and hospitable destination" (eTN, 27 March 2011). In this announcement, the speaker sends an inverse message to the common Western stereotype, saying "we are safe". This strategy was also used by spokespersons of many other countries in the region during the Arab Spring era (Avraham, 2015).

*Ridiculing the stereotype.* As mentioned, the idea behind this strategy is to present the negative stereotype of the destination, showing how ridiculous it is, and thereby nullify it. In summer 2011, Tunisia launched a bold campaign to attract travelers, who had turned their backs on the country following the January revolution. One of the campaign's billboards portrayed the back of women getting a massage along with the slogan: "They say that in Tunisia some people receive heavy-handed treatment."



Another billboard presented a visual of an archeological site next to the slogan: “They say Tunisia is nothing but ruins” (eTN, 15 June 2011).

*Hosting spotlight events.* Another strategy that can be used by marketers here is hosting spotlight events, aimed to attract key visitors such as journalists, celebrities and other opinion leaders to a destination, in the hope that this will lead to an improvement in the destination’s public image after a crisis. In addition to attracting a larger audience and opinion leaders, spotlight events focus the media’s attention on a particular location for a short, concentrated period, allowing the host destination to promote certain chosen images that can be used to improve a negative image, create positive news, and shift international media attention from a negative to a positive portrayal of the destination (Kaplanidou *et al.*, 2013). Following the 1989 Tiananmen Square events, Beijing hosted the 1990 Asian Games and made use of the media attention to improve its image and present a more favorable portrait of the country (Hall & O’Sullivan, 1996). Similarly, it could be argued that China took advantage of the 2008 Beijing Olympic Games in order to battle negative images resulting from issues of human rights and freedom of speech (Barnet, 2001).

## Changing consumption characteristics

Another possible marketing goal, albeit less common than the previous ones, is to change the consumption characteristics in order to realize the destination’s full potential. Destinations that are consumed only in a particular context tend to have a narrow destination image. In order to boost tourism, marketers may try to expand the destination’s image and make it attractive to several types of tourism. These destinations are already being consumed in one context, but they wish to expand and diversify their consumption. For example, during the 1990s Japan launched a campaign using the slogan “There’s more to Japan than business”, trying to expand their image and attract non-business tourists (Avraham & Ketter, 2008). Another technique to expand a narrow image is by introducing different facets of the destination. In this technique, destinations acknowledge their narrow facets, but try to add new facets for their image. Lichtenstein, for example, hired a London-based advertising firm in order to promote its image and to show that the country was not only a destination for questionable business deals but a tourism destination as well (Ha’aretz, 18 August 2004).

This strategy was also chosen by the state of Nevada and the city of Philadelphia. During the past decade, the marketers of these destinations’ tried to change their destinations’ consumption characteristics and expand their image. Philadelphia ran the campaign “Philly’s more fun when you sleep over” in order to convince tourists not just to go through it, nor to consume it only for one day, but to sleep in one of the city’s accommodations, and enjoy its culinary variety and night life. Nevada used a similar campaign under the slogan: “There is more to Nevada than fabulous Las Vegas. There are miles of stunning wintery adventure terrain - stages where you can shine”. The idea is to attract tourists to other destinations in the state and the message is that Nevada is more than just Las Vegas (Nevada Commission on Tourism, 2012).

This strategy builds on a destination’s existing image by introducing new attractions and different aspects that were not as well known before. Like spotlight events, this strategy can be employed to attract new types of visitors. One prime example is the state of Texas; analyzing the state’s ad campaign (“It’s like a whole other country”), it looks as if Texas marketers are trying to go beyond the cowboy/

western image. For example in a campaign run during 2013 the slogan was: “Truth is Texas is more than country music; it’s music country” (Afar, 3-4/2013). The marketers’ goals appear to be the promotion of the state’s diversity of attractions, landscapes, and cultures and to give it a more global appeal (Reuters, 6 February, 2008; www.traveltes.com).

Puerto Rico also tried to expand its image as from a “sea and sun destination” to include more tourism activities. In a campaign run during the end of previous decade in the international tourism journals under the slogan “explore beyond the shore”, the ads aimed at promoting the island’s spas, dining, shopping, and sport activities (Conde Nast Traveler, 2008-2009).

## Maintaining and enhancing consumption

This type of goal is the most popular for destinations free of negative images or for destinations that have already overcome their past image crisis. Campaigns of “regular” destination marketing focus on cultivating the destination’s image, attracting more tourists and preventing decline. Destinations undergoing an image crisis will presumably want to be in this category. Among others, some destinations that chose this goal have strong tourism brands which they seek to maintain in the target audience’s mind. Marketers of these destinations still produce cultural events and festivals and create marketing campaigns but mainly do so to increase or maintain the number of tourists who already visit the destination. Many destinations can be included in this category; prime examples include New York, Las Vegas, Paris and London, among others. Campaigns such as “100% Pure New Zealand”, “There’s nothing like Australia”, “Norway–Powered by nature” or “Austria –Arrive and revive”, can also be included here. The ads in these campaigns usually include visuals and messages that are aimed at differentiating the destination and branding it, but are not directed toward changing stereotypes, generalizations or negative components of the former image.

## Stopping or decreasing destination consumption (de-marketing)

The last type of marketing goal is aimed at destinations that are over-consumed, especially in the fields of tourism and immigration. This strategy is a marketing response to the market situation of overfull demand, in which the number of prospective customers is larger than the current capacity (Kotler & Keller, 2012). This category is not prevalent, but it has become increasingly evident in recent years. Decision makers feel that their destination’s over-attractiveness over-burdens its infrastructure and harms its inhabitants’ quality of life. To protect their uniqueness or their positive image, those destinations seek to limit their consumption and demand through a process called de-marketing. Its goal is the opposite to that of regular marketing; while regular marketing efforts attempt to improve a destination’s image and present it as attractive, the goal of de-marketing is to deform the image. One example for this strategy is the city Venice in Italy. In order to decrease the number of incoming tourists at the end of the 1990s, the mayor of Venice distributed unflattering pictures of the city in which it appears dirty, polluted and unwelcoming (Avraham & Ketter, 2008). Venice is not the only city that sought to reduce the number of visitors. A similar initiative was raised in Hong Kong, following the past decade’s flood of tourists from China (cities and countries branding, December 3<sup>rd</sup>, 2012). A comparable idea was raised in Berlin (Reuters, September 19<sup>th</sup>, 2012), due to the continuous increase in the number of visitors to the city and its impact on the hosting community.

## Discussion and summary

The study findings portray seven major marketing goals and their affect on the choice of destination marketing strategy. The marketing goals are presented along a proposed order in which the later marketing goals are often used by destinations with a larger number of tourists. Some of the strategies presented can be used to promote several marketing goals while others are more appropriate for a single goal only. In addition, when a certain marketing strategy is used by destinations that have different goals, the message, tone and tactic tend to differ -- providing an additional proof for the link between marketing goals and strategies. While classic tourism marketing literature usually presents marketing as a “one-size-fits-all” process, the current study illustrates how different goals call for different marketing strategies.

While marketing strategies are a dynamic result of the choice of a marketing goal, it should be noted that the marketing goals themselves are also dynamic. For example, when the city of Salford in the UK made its first steps as a tourism destination, their preliminary goal was to initiate consumption of an unknown destination. For this purpose, the city launched a marketing campaign focused around LS Lowry, a famous artist born in the city. As part of the strategy, the city built the Lowry Museum, the Lowry Art & Entertainment Centre and the Lowry Outlet Mall. As a result of the success of the first stage, the marketers of Salford updated their marketing goal into changing consumption characteristics. New, local marketers wanted to expand the city’s image beyond LS Lowry, employing the slogan: “There’s more to Salford than its world renowned favorite son” (Avraham & Ketter, 2008). This example clarifies how marketing goals may change over time and the way marketing strategies are a dynamic result of a current state.

The use of different marketing goals by different destinations reflects the intrinsic differentiation of destinations. Bringing to account that not all destinations are born equal, can the use of marketing strategies increase the equality between destinations? There is no doubt that well-planned marketing can enhance the destination’s competitive advantage and improve its ability to attract tourists, investors and other resources. However, a marketing strategy’s ability to bring enormous changes is still rather limited. Destinations have “gained” their image and position based on many various factors. Some factors are easier to alter than others; these include, for example, the destination’s leadership, development strategy and resource allocation. In contrast, some factors that shape the destination’s position are much harder to manipulate, such as location, proximity to markets, climate and other fundamental aspects.

The current study investigates some of the mechanisms behind the selection and implementation of a destination’s marketing strategy. Together with other studies of a similar nature, this research is part of the adulthood process in the field of destination marketing (Govers & Go, 2009). As the research in this field continues moving forward, many concepts and notions are being challenged and old ideas are replaced with an up-to-date version. Supporting the winds of change, this study contributes to the evolving destination marketing theory by expanding the scope of marketing goals, relating to destinations in various conditions. While much of the literature focuses on “regular marketing”, it is suggested here that other goals are also available and that each goal is accompanied by appropriate strategies.

Future research should further examine destination marketing strategies and their impact on the destination’s image. This is not an easy task; a destination’s image is affected by many different variables

and it is rather complicated to isolate the effect of a specific campaign. In addition, while this study has taken a wide research perspective, we call for an in-depth case study research of one specific destination. Such research should explore the process in which a destination conducts preliminary analysis, sets marketing goals, chooses and implements marketing strategies, and monitors the campaign's impact. Findings of this kind can shed light on the suggested relations between marketing goals and marketing strategies, and support the field of destination marketing in making its next giant leap.

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Submitted: 02/02/2015

Accepted: 21/07/2015